

A YEAR THAT WAS
EXTRAORDINARY, DIRE, HUMBLING, AMAZING,
ALARMING, ASTONISHING, COURAGEOUS, DREADFUL, EXCEPTIONAL,
GHASTLY, HEARTBREAKING, HISTORIC, NOTEWORTHY, REMARKABLE, SHOCKING,
STARTLING, STRIKING, UNBELIEVABLE, UNFORESEEN, UNBOWED, UNREAL, SOBER-
ING, DEMANDING, UNPRECEDENTED, **TOUCHING**, PAINFUL, STRANGE, TERRIBLE,
INSPIRING, LONG-AWAITED, **BEAUTIFUL**, SINGULAR, UNEXPECTED, POIGNANT,
MOVING, MOURNFUL, GOOD, NOBLE, **HEROIC**, REFINING, DEFINING, TUR-
BULENT, UPLIFTING, DARK, **CHALLENGING**, RESOLUTE, FOCUSED,
DEVASTATING, GENEROUS, GRIM, RESTORATIVE, NOTABLE,
REVEALING, HUMANE, SUSPENDED, FRAGILE, CENTER-
ING, SHARP, SURREAL, BRAVE, STRONG.

**2020 REPORT TO THE
COMMUNITY**



The Brooklyn Hospital Center
Keeping Brooklyn Healthy

Message from the **BOARD CHAIR & CHIEF EXECUTIVE OFFICER**

I**IN 2020, THE PAST, PRESENT AND FUTURE** of The Brooklyn Hospital Center (TBHC) converged as never before—a year of celebration, tumult and accomplishment. In January, we thought it would mostly be a time to celebrate the marking of 175 years of service and to unveil the face of TBHC’s future with the opening of the Physicians Pavilion. It was those things, but it was also a time of unprecedented challenge from COVID-19.

In the end, 2020 showed us and the community that we can meet any challenge. We couldn’t be more proud of our team, and we couldn’t be more excited about the opportunities before us now that 2021 brings the hopes of widespread vaccination.

The Past

CHANGE AND CONSISTENCY

It is a distinction few hospitals can claim; we are an independent institution serving our community for 175 years. Yet, amid the changes TBHC has witnessed since 1845, our mission has remained Keeping Brooklyn Healthy, as we aim to be:

- + **A PROVIDER OF CARE** for everyone, those with limited access to healthcare to those with resources.
- + **THE HOSPITAL OF CHOICE** for everyone in our community, whether they seek regular primary care or come to us with multiple health challenges.
- + **PRESENT FOR EMERGENCIES** of every kind, from a broken leg to a pandemic.

The Present

A DEFINING MOMENT

COVID-19 claimed many lives—including six from our staff—and impacted thousands of our fellow New Yorkers. For all the pain and loss it caused, it also revealed what TBHC is capable of and what “community” really means. The trust and support afforded us by our neighbors was a beautiful thing to witness and helped us endure the darkest days of the pandemic. We lifted the community as they lifted us.

No word other than “heroic” suffices to describe our team’s actions this year. In this report you will read many accounts. These are stories of finding a way ahead when we were pushed to the limit and rising every day to return and fight for all our patients.

This dramatic battle illuminated the importance an independent hospital has to its community. We were right here in Downtown



Brooklyn, within walking distance of thousands of people who turned to us in their darkest hour, and our independence allowed us to make decisions on the spot.

The Future
**GLIMPSSES OF
WHAT IS TO COME**

During this tumultuous time, we enjoyed a bright moment with the opening of the Physicians Pavilion, a culmination of years of planning. It is a tangible example of all we set out to do over the past five years and an open invitation to the community to discover what the future of TBHC looks like—elegant, modern, state-of-the-art.

The year behind us highlights that we are capable of meeting any challenge and are eager to

seize every opportunity. No matter what changes around us, our commitment to being the independent source of healthcare in the heart of Downtown Brooklyn remains steadfast.

Lizanne Fontaine
CHAIR OF THE BOARD OF TRUSTEES

Gary G. Terrinoni
PRESIDENT &
CHIEF EXECUTIVE OFFICER

This battle illuminated the importance an independent hospital has to its community.



The Brooklyn Hospital Center

175 YEARS

Celebrating a Firm Foundation

IT WAS 1839, and an out-of-town visitor broke his leg in an accident on Fulton Street. The nearest medical help was an almshouse four miles away. The nearest hospital was in Manhattan. That broken bone highlighted a problem that would be mended six years later: Brooklyn needed its own hospital.

In 1845, it got one. That hospital is known today as The Brooklyn Hospital Center.

We served our community through the Civil War, two World Wars and through the other pandemic, the 1918 flu. We watched the Brooklyn Bridge arrive and the Brooklyn Dodgers leave. We witnessed the migration to surrounding suburbs and new generations returning to rejuvenate New York City’s most populated borough. And in 2020 we stood strong as COVID-19 swept through our community.

The lessons learned from our long history serve us today. We are proud of our past and honored to celebrate it as we work to ensure the future. A 175-year history is a firm foundation on which to build.

Looking back allows us to see just how far we’ve come. Think of the advances in medicine over the past 175 years; think what advances could come in the next 175. Think of how many lives we have touched; think of how many lives we touched just this year. Now, look ahead.

In all our long history, there has been no more exciting time than today. As Board Chair Lizanne Fontaine says: “We wouldn’t have been here for 175 years by reveling in past glory. We have a vision for the future of health-care in Brooklyn. Today, we’re asking, ‘What’s next? Who can we serve next?’”



175th Anniversary Medalists

One way TBHC is celebrating its 175th anniversary is by recognizing individuals and institutions from the past and present that have made a unique contribution to the depth, breadth, individuality and well-being of Brooklyn. In that spirit, The Brooklyn Hospital Foundation has awarded so far its 175th Anniversary Medals to (in chronological order):

LAURIE CUMBO, NYC Council Majority Leader

FORT GREENE PARK CONSERVANCY
(accepted by Julian Macrone)

WALT WHITMAN (accepted by Brad Vogel of the Walt Whitman Initiative)

ERIC L. ADAMS, Brooklyn Borough President

ARTHUR A. KLEIN, MD, President,
Mount Sinai Health Network

DEBORAH F. SCHWARTZ, President,
Brooklyn Historical Society

CHARLES AND IRENE HAMM, retired, Independence
Community Bank (now Sovereign Bank)

THE LATE FRANK C. HAMM, MD, retired
Chair of Urology, TBHC

EMME LEVIN DELAND, SVP & Chief Strategy Officer,
NewYork-Presbyterian Hospital

JENNIFER EISENSTADT, Principal, Jennifer Eisenstadt
Design and Consulting

NIKI RUSS FEDERMAN, Owner, Russ & Daughters

SUKANYA KRISHNAN, Emmy-award winning
news anchor

JEANINE D. LIBURD, Chief Social Impact &
Communications Officer, BET Networks

REGINA MYER, President,
Downtown Brooklyn Partnership

TINA NOVOGRATZ, real estate entrepreneur and
home restoration expert

VICTORIA SCHNEPS-YUNIS, on-air personality and
Co-Publisher/President, Schneps Media

LESLIE GRIESBACH SCHULTZ, former President,
BRIC Arts and Media

IRIS WEINSHALL, COO & Treasurer,
New York Public Library

KEITH L. KINCH, Co-Founder and General Manager,
Bloc Power, a Brooklyn-based technology startup
rapidly greening American cities

ROBERT B. CATELL, Chair, Advanced Energy
and Research Technology Center

THE LATE SETH S. FAISON, Trustee and former
Board Chair, TBHC

GEORGE I. HARRIS, Trustee Emeritus, TBHC

BARBARA JUST, former Director of Nursing, TBHC

THE LATE ALBERT M. KRONICK, former Chair and CEO,
Abraham & Straus in Brooklyn

DR. YVONNE RILEY-TEPIE, Vice President
and Senior Regional Giving Manager,
TD Charitable Foundation

THE LATE EMILY WARREN ROEBLING, who led the
construction of the Brooklyn Bridge

MICHAEL "BUZZY" O'KEEFFE, Founder of the River Café

DAVID HENRY HWANG, Tony-winning playwright,
screenwriter, television writer and librettist

LETITIA JAMES, Attorney General of New York



1. CARLOS P. NAUDON, IMMEDIATE PAST CHAIR, TBHC BOARD;
DR. YVONNE RILEY-TEPIE, VP & SENIOR REGIONAL GIVING MANAGER,
TD CHARITABLE FOUNDATION; LIZANNE FONTAINE, CHAIR, TBHC BOARD
2. GARY G. TERRINONI, PRESIDENT & CEO, TBHC; ROBERT B. CATELL, CHAIR,
ADVANCED ENERGY RESEARCH AND TECHNOLOGY CENTER;
MAX SPIVAK, CO-FOUNDER, LAALLY
3. KATHRYN LAYNG HWANG AND SON, NOAH,
ACCEPT MEDAL ON BEHALF OF DAVID HENRY HWANG
4. KRISTIAN ROEBLING
ACCEPTS MEDAL ON BEHALF OF EMILY WARREN ROEBLING
5. CARLOS P. NAUDON; KEITH L. KINCH, GENERAL MANAGER &
CO-FOUNDER, BLOCPOWER
6. MICHAEL "BUZZY" O'KEEFFE, FOUNDER & OWNER, THE RIVER CAFÉ

BRINGING OUT OUR BEST

Clinical Battles of COVID-19

After Wuhan Disclosure
New to the
40,000 Despite Controls That Trump
'Spotted China' — Spotty Screen

This article is by Steve Eder, Henry Fountain, Michael H. Keller, Meg Xiao and Alexandra Stevenson.
Since Chinese officials disclosed the outbreak of a mysterious pneumonia illness to international health officials on New Year's Eve, at least 400,000 people have arrived in the United States on direct flights from China, including nearly 40,000 in the two months after President Trump imposed restrictions on such travel, according to an analysis of data collected in both countries.
The bulk of the passengers, who were of multiple nationalities, arrived in January at airports in Los Angeles, San Francisco, New York, Chicago, Seattle, Newark and Detroit. Thousands of them flew directly from Wuhan, the center of the coronavirus outbreak, as American public health officials were only beginning to assess the risks to the United States.
Flights continued this past week, the data show, with passengers traveling from Beijing to Los Angeles, San Francisco and New York, under rules that exempt Americans and some others

Dr. Joshua Ross, chief of the intensive care unit at Brooklyn Hospital Center last week.

“The staff were troopers.”

Erroll Byer, MD

EARLY MARCH 2020 STARTED OUT as any late winter would. TBHC was busy with the routine business of a major healthcare facility serving the vibrant, diverse, evolving downtown area of a borough with 2.6 million people.

Then on March 7, everything changed. A patient arrived in the emergency room with COVID-19.

By March 17, the hospital had set up a tent outside the Emergency Department (ED) entrance to handle the burgeoning number of people needing to be pre-screened for the disease. Sylvie de Souza, MD, Chair of Emergency Medicine, began three straight weeks on duty. Soon, the ED capacity was boosted by 50 percent and every bed was full.

“I was so proud of the work of this team,” Dr. de Souza says. “They were facing an unprecedented situation, yet each day they were back at it despite too many patients to see and too few supplies to do the job. None of that mattered. The job got done.”

By March 31, a refrigerated semi-trailer was parked on site because the morgue facilities were overwhelmed. “It was like a storm,” says

Vasantha Kondamudi, MD, Executive Vice President and Chief Medical Officer. “It touched literally every department and every staff member of the hospital.”

Reaction to the surging number of cases was swift, decisive and effective. It rose from years of strategic effort to improve patient care in every facet of the organization through the Blueprint for Financial and Operational Success. Because TBHC is an independent institution, necessary initiatives and changes could be implemented immediately without going up a lengthy chain of command beyond Brooklyn.

From late March through late April, the peak of the spring surge, a 24/7 command center ran for a full month.

James Gasperino, MD, Associate Chief Medical Officer, Vice President of Critical Care, Chair of Medicine, and Chief of Critical Care Services, implemented a comprehensive program to treat critically ill patients in 2017. “This new critical care program enabled the hospital to function through COVID-19 when we were pushed to the extreme,” he says.



DR. SYLVIE DE SOUZA AT THE READY IN THE EMERGENCY DEPARTMENT.



DR. JAMES GASPERINO TENDS TO A CRITICALLY ILL PATIENT.

In 2020, the hospital treated 924 COVID-19 patients, the bulk of them arriving during March and April; 209 of them did not survive.

In the midst of it, the TBHC team continued meeting healthcare needs beyond the virus. “We typically deliver between 150 and 160 babies a month,” says Erroll Byer, MD, Chair of Obstetrics and Gynecology. “That figure only dipped a bit during the surge. Plus 12 percent of our patients

tested positive for COVID-19 during the height of the pandemic with most being asymptomatic. The staff were troopers.”

Ultimately, at all levels, TBHC pulled together. “It’s important to note that throughout the COVID peak, the entire hospital team never complained,” says Dr. Kondamudi. “Let me emphasize, no one complained. The pandemic brought out the best in us.”



DR. VASANTHA KONDAMUDI AT THE HELM OF THE COMMAND CENTER.



DR. ERROLL BYER WITH A NEWBORN WHO WAITS FOR NO PANDEMIC.

BATTLEFIELD. That's the one word Judy McLaughlin, DNP, Senior Vice President and Chief Nurse Executive, uses to describe the pandemic. "Our team was continually assessing and determining how to best take care of patients without the comfort of the normal," she says.

For TBHC's essential clinical support teams, the nursing staff, pharmacy and pathology/lab, there truly was nothing normal happening as COVID-19 swept through Brooklyn. Throughout the crisis, including one point with 88 registered nurses out with the virus' symptoms themselves, staff left their normal departments to fill in across the hospital. Pharmacy had to pivot when meds ran out and find new alternatives. The lab adapted their capability in extraordinary ways.

"Critical care nurses redeployed to other units while nurses from ambulatory care supported the primary care team," Dr. McLaughlin says. "We were educating and retraining staff daily." As the situation worsened throughout March, there were not enough beds, and, at times, not enough staff.

But there was plenty of ingenuity and always enough determination. "We worked quickly to change how we respond to the level of patient volume and care." Dr. McLaughlin says.

Nursing staff created extended IV tubes so they did not need to go in a COVID-19 patient's room to change IVs and did not need to gear up and gear down every time, a wearying experience. Because no visitors were allowed, nurses quickly pivoted to help patients use tablets and video services to reach out to worried families.

Pharmacy did its share of innovation, too. "It was a day-to-day struggle knowing whether or not we were going to have an ample supply of medications," says Robert DiGregorio, PharmD, Senior Director of Pharmacotherapy Services. "As soon as the pandemic started, we came up with a list of alternative medications, old school, but effective, before other hospitals did." It was just another example of the benefit of being an independent hospital. Experts were empowered to make decisions on the spot and not wait for approval from a far-away corporate office.

The pharmacy staff quickly developed guidelines for the "new" meds. They had phenobarbital, a medication developed a century ago, in stock and were able to put it in service. "We developed a dashboard shared with the entire clinical staff that showed real-time inventory of the critical drugs. We reconciled it with patient

use so we knew our burn rate," Dr. DiGregorio says.

The lab similarly had to swiftly shift ordinary practices. "At the beginning, we sent cases to the Centers for Disease Control for testing, then we sent them to the State Department of Health," says Philip Xiao, MD, Chair of Pathology, which oversees the lab. "Then cases grew exponentially, and we sent them to an outside vendor." Testing time stretched out from three to 10 days. The hospital staff needed quicker results.



THE GOOD FIGHT

Essential Clinical Support



DR. JUDY McLAUGHLIN (SECOND FROM THE LEFT) RALLYING HER DIRECTORS.

Dr. Xiao and his team took an existing testing device for HIV and adapted it to test for COVID-19. That adaptation should have taken three months at the least; they did it in three weeks. Testing turn-around dropped from 10 days to 12 hours, and they conducted hundreds of tests a day.

In the aftermath of the surge, all the departments evaluated their experiences and derived lessons learned, an essential process that prepares them for future case upticks or other medical crises. “Our patients could not have gotten better care anywhere else,” says Dr. McLaughlin.



DR. ROBERT DIGREGORIO TRACKING MEDICATIONS.



DR. PHILIP XIAO NEAR THE EQUIPMENT ADAPTED FOR COVID-19 TESTING.

Hospital's Courage On the Front Lines Of an Invisible War

From Page A1

crinkly packaging, donated by
ative of an emergency room doc
blue gown that covers a pers
and arms and is open in back, a

to know.
The virus descended on the hospital

BEHIND THE SCENES



MARIBEL SANCHEZ, HOUSEKEEPER
PHOTOGRAPHED BY VICTOR BLUE FOR
THE NEW YORK TIMES



ELVIN CRUZ, SECURITY OFFICER
PHOTOGRAPHED BY VICTOR BLUE FOR
THE NEW YORK TIMES

Operational Challenges of COVID-19

THE COVID-19 SURGE from March into the summer tested quite literally every department at TBHC including those behind the scenes who keep operations going.

“It was something to behold and something you never want to see again,” says Senior Vice President and Chief Operating Officer Robert Aulicino. Twice a day, seven days a week, throughout the surge, the senior leadership team gathered in a command center to assess needs, allocate resources and adjust priorities. During those dark days, everyone became a critical part of the team.

Clearly, doctors, nurses, and the pharmacy and lab teams worked tirelessly. Behind them, resident physicians staffed the community and employee hotlines; physical therapists, with little call for their skills in the crisis, ensured the command center was operational 24/7. With cafeteria seating closed, the food service team did whatever was

necessary to get patients and staff fed. The transport team stepped up for the grim job of moving an unprecedented number of deceased patients to the morgue, and then to a refrigerated semi-trailer.

The security team was on high alert as the entrances to all TBHC facilities had to be closely monitored and controlled. The massive requirement for personal protective equipment (PPE) meant daily deliveries and donations far in excess of normal. The loading dock team responded in kind. The engineering and facilities teams needed to manage the changing physical nature of the hospital, stressed by the pandemic, from pressure differential rooms with portable HEPA scrubbers for COVID-19 patients to managing the spaces for those who perished.

“Everybody helped,” Mr. Aulicino says. “There is no other word than ‘heroism’ for all that was done. Our team was taking on something no one had ever seen.”



JOHN J. FERRARA, VP, OPERATIONS; STEVEN COLEMAN, DIRECTOR, SECURITY; STEVEN KIM, DIRECTOR, ENGINEERING; DEREK McMAHON, DIRECTOR, ENVIRONMENTAL SERVICES; PAUL WONG, VP, FACILITIES MANAGEMENT; JOHN QUINN, SENIOR DIRECTOR, SECURITY & EMERGENCY MANAGEMENT; (SITTING) ALMITRA TAYLOR, DIRECTOR, PATIENT TRANSPORT



GREG VITALI, DIRECTOR, FOOD & NUTRITION;
LOU MOTOLA, RETAIL MANAGER



LOUIE ORTIZ, ELECTRIC SHOP FOREMAN
PHOTOGRAPHED BY VICTOR BLUE FOR THE NEW YORK TIMES

During those dark days,
everyone became a critical part of the team.



DONATION TEAM: MOHAMED HAMED,
LORNA BRYANT AND KAELA FONZI

I **IT HAPPENED LIKE CLOCKWORK.** Each evening at 7 pm, the clapping would start. First a pair of hands. Then two. Then a whistle or a spoon clanging on a pot. It would grow to a roar in the neighborhood surrounding TBHC. Over the months of the spring surge, the 7 pm clap grew into a dance party, with weary nurses popping out to wave and shimmy while neighbors danced, played instru-

THE COMMUNITY

ments and waved back from across the sidewalk. Soon, the Fire Department and Police Department joined in daily, pulling up with lights flashing.

It was a joyous show of support for those tirelessly working, but it was not the only one. As TBHC doctors, nurses and staff laid it all on the line, the community rose in myriad ways and lifted their hospital up.

Neighbor and actor Jeffrey Wright, owner of local Graziella's restaurant Vito Randazzo and owner of local Brooklyn Moon restaurant Michael Thompson reached out to TBHC Senior Vice President of External Affairs, Strategy and Marketing Lenny Singletary to start a GoFundMe effort, Brooklyn for Life! Donations funded meals to the hospital staff daily and kept



AMADOU DIALLO AND MISHI FARUQEE, WHO GRACIOUSLY DONATED THEIR GARDEN APARTMENT TO ICU NURSE ALISHA VARKEY, RN (RIGHT) FOR THREE MONTHS.



THE COMFORT CART OF DONATED GOODIES FOR THE STAFF WAS RESTOCKED DAILY BY CHILD LIFE STAFF.

the local restaurants in business. The effort grew to encompass Brooklyn Borough President Eric Adams and other eateries to the degree that more than one million dollars was raised and donated meals extended to other hospitals and Fire Department EMS battalions.

Other small markets, restaurants, shops, caterers, local com-

COMES THROUGH

munity groups and individuals called in daily with offers of pizza, meals, coffee, cookies and sandwiches. Coordinating the food donations effort became practically a full-time job for Assistant Director of Marketing Kaela Fonzi, with on-the-ground support distributing the drop-offs from Women's Health Clerical Services Associate Lorna Bryant and Physician Liaison Mohamed Hamed, among other staffers.

Several neighbors donated apartments emptied from cancelled Airbnb bookings or because the apartment dweller moved out of the city to weather the pandemic with family or friends. About a dozen TBHC doctors and nurses who didn't live nearby had a place to live within walking distance before returning to the fight.

Donations of other items flooded in too: shoes, socks, toys,



THE TRULY UNFORGETTABLE NIGHTLY CLAP



HOMEMADE BANNERS OF SUPPORT HUNG ALL OVER THE HOSPITAL'S NEIGHBORHOOD.

lotions, hand sanitizers, nail polish, unopened N95 masks that people had on hand in their artist studios or workshops, you name it. Certified Child Life Specialist Alexa Kreisberg, with few pediatric patients to take care of, went to work using her skills in a different way. “For a child, the hospital can be a scary place. But if you are an adult suffering from a mysterious virus or you are doing all you can to treat a surge of patients, that can be scary, too,” says Ms. Kreisberg.

The Child Life team decorated a standard four-wheeled, two-tiered hospital cart, and filled it with donated water, snacks and well-wisher cards from around the world. There were times when they took the “comfort cart” out around 3 pm, and it would be the first drink of water a doctor or nurse had since starting their shift in the morning.

JUST ONE
SHIPMENT
FROM THE
CELESTIAL LOVE
FOUNDATION



The list of
donations
small and
large is so
extensive, we
can't easily
capture it here
in these pages.

For Philip Xiao, MD, Chair of Pathology, community support meant striking the generosity motherlode when personal protection equipment (PPE) ran low. “At the beginning of COVID-19 there was a nationwide PPE shortage that hit us as well,” he says. “Clinicians were using garbage bags, and I thought, ‘This doesn’t make sense.’” He went looking for a solution. He turned to the Celestial Love Foundation and the Association of Chinese American Physicians. “They each gave us a truckload of PPE,” Dr. Xiao says. “It bridged us over until government supplies caught up with demand.”

Even the Bronx Bombers pitched in to help out Brooklyn. The New York Yankees organization sent 4,000 plastic rain ponchos as makeshift PPE. The list of donations small and large is so extensive, we can’t easily capture it here in these pages, nor can we adequately capture what it meant to TBHC.

“We have never felt more loved and supported than we did through that difficult time,” says Gary G. Terrinoni, President and CEO. “TBHC is always here for our neighbors—our mission says that we are dedicated to Keeping Brooklyn Healthy, after all—but, wow, were our neighbors here for us.”

AS THE PANDEMIC PEAKED in the spring, the great majority of TBHC's operations were focused on COVID-19 patients. While babies got delivered and emergency patients got seen, elective surgeries were postponed by order of New York State. Many New Yorkers chose to stay away from hospitals if they could help it.

TBHC has earned the trust of the Brooklyn community, but fear of COVID-19 during the most challenging times of the pandemic linger with many. For example, outpatient and ambulatory patient care are approaching a return to pre-COVID numbers, but admissions to the hospital remain down 25 percent. And Emergency Department admissions—which feed inpatient admissions—are down 40 percent.

“We are on the road back. Opening a state-of-the-art Physicians Pavilion during the pandemic shows it,” says TBHC President and CEO Gary Terrinoni. “But it still is a challenge. As we return to serving the needy in our community, we hope to see support locally and beyond to help us on that journey.”

Senior Vice President of External Affairs, Strategy and Marketing Lenny Singletary likens TBHC to the thousands of small businesses that also struggled in the pandemic. “We are an independent hospital with no large system to fall back on as we bounce back from lower patient admissions,” he says. “We’re eager to pursue our mission as Brooklyn’s safety net hospital. It may be a good time to rethink avenues of supporting us as we serve those most in need.”

The good news is this journey on the road back is underway, and lessons learned during the pandemic are serving us now, bringing us back better. “In some areas, we are exceeding pre-COVID activity,” says Vasantha Kondamudi, MD, TBHC Executive Vice President and Chief Medical Officer. “It was and remains a tough challenge, but it taught us how to meet a challenge. It brought out our strengths as an institution, and we apply those to getting back to normal operations. This team has spirit, resilience, strength and courage. We know you can fall, but you have to get up.”





THE ROAD BACK

As summer leaves returned, TBHC worked to return to a new normal.



IN THE LOBBY, TEMPERATURES ARE TAKEN AT CONTACTLESS KIOSKS.

PHYSICIANS PAVILION

YOU MIGHT THINK COVID-19 was the only TBHC news from 2020. You would be wrong.

Even while answering the challenge of the pandemic, TBHC completed a major project that immediately improves the present state of healthcare in our community and sets the standard for what can be expected going forward. We are thrilled to introduce you to the Physicians Pavilion.

“When it came to wrapping up our five-year Blueprint for Financial and Operational Success, which included the Physicians Pavilion, I’m happy to say we didn’t miss a beat during COVID,” says TBHC President and CEO Gary G. Terrinoni. “What you provide the community is how you feel about the community. When you look at this beautiful physician practice environment you see the measure of respect we have for our patients.”

Feedback from doctors and patients has been fantastic. The modern, attractive building at 86 Saint Felix Street in Fort Greene is only a block from the main hospital campus. The Pavilion covers 45,000 square feet on six floors and houses the following specialties:



BARIATRIC SURGERY (WEIGHT LOSS)
 CARDIOLOGY
 ENDOCRINOLOGY
 ENT (EAR-NOSE-THROAT OR
 OTOLARYNGOLOGY)
 GASTROENTEROLOGY
 GENERAL SURGERY
 GERIATRICS
 INFECTIOUS DISEASES
 NEPHROLOGY
 NEUROLOGY
 NEUROSURGERY
 OBSTETRICS/GYNECOLOGY (OB/GYN)

ORTHOPAEDIC SURGERY AND
 SPORTS MEDICINE
 PAIN MANAGEMENT
 PEDIATRIC SUBSPECIALTIES (cardiology,
 endocrinology, gastroenterology,
 hematology/oncology, infectious
 diseases, nephrology, neurology,
 rheumatology)
 PODIATRY
 PULMONARY/CRITICAL CARE
 RHEUMATOLOGY
 UROLOGY
 VASCULAR SURGERY

The Physicians Pavilion was designed from the ground up to deliver vital services in a fresh environment that ensures we are Keeping Brooklyn Healthy. By design, the Pavilion is both modern and warm, inviting and functional. Daylight floods the spaces, which have wonderful views of downtown Brooklyn and the surrounding area.

“People come away in awe. Doctors love working there. The views are magnificent,” says Senior Vice President and Chief Operating Officer Robert Aulicino. “We are the same Brooklyn Hospital that has been here for 175 years, but we are transforming along with the community we serve. The Physicians Pavilion demonstrates that we are on our way.”

This year marks a turning point when we can truly say plans are becoming accomplishments, strategy is becoming implementation and vision is becoming reality.

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THE PLAN TO CREATE A BRIGHT FUTURE for TBHC has been in place several years with many milestones already reached. But 2020 marked a turning point when we can truly say plans are becoming accomplishments, strategy is becoming implementation and vision is becoming reality.

Following our Blueprint for Financial and Operational Success, we have sold the Maynard Building, built the Physicians Pavilion and started the Emergency Department renovation. We moved corporate services to a new location at 255 Duffield, just a few blocks away in the Fulton Mall. Space at the hospital has freed up for services such as the Family Medicine Center to enjoy bigger and freshly renovated offices.

We expect in 2021 to see the opening of a newly located outpatient dialysis service at Myrtle Avenue Dialysis and the official opening of a hematology/oncology partnership with New York Cancer and Blood Specialists, also to be located on Myrtle Avenue.

“We’ve shown we can build facilities with the Physicians Pavilion,” says TBHC President and CEO Gary Terrinoni. “We’ve shown we can build innovative programs through partnerships with other medical institutions. Now, we’re going to take advantage of the valuable real estate assets we have to head into the future as a financially stable and viable institution.”

The plan is to rezone the five-acre campus, sell facilities or sell air rights, and reinvest in TBHC through new facilities, new equipment and an endowment. “Our community needed us during this pandemic and will continue to need us come what may. We have to be creative in finding ways to accomplish our mission and be here for the next 175 years,” Mr. Terrinoni adds.

BUILDING FOR THE FUTURE



The Brooklyn Hospital Center



KATE STURGES
VP, US FINANCE, NATIONAL GRID

MARIA FIORINI RAMIREZ
PRESIDENT AND CEO, MFR INC



LARGE-SCALE LIVE EVENTS may be a victim of the COVID-19 pandemic, but that didn't keep The Brooklyn Hospital Foundation down in staging a successful 2020 Virtual Founders Ball. They just did it online. "The feedback was really positive—people who have long been involved with the hospital told us that the event's fast pace kept them engrossed and that they learned many new things," says Deborah Niederhoffer, Vice President of The Brooklyn Hospital Foundation, and Chief Development Officer.

The financial support received was positive as well. The event raised \$1M and netted over \$800,000. The proceeds will help to continue the renovation and expansion of the hospital's Emergency Department.

The online content was seen by more people than typically attend a TBHC Gala. Since 2013, the Foundation has welcomed 850 to 900 guests each year; in 2020, more than 2,000 joined the virtual celebration. They came from all over the country and included many of the new supporters who had learned about TBHC during the pandemic.

In addition to an uplifting program and heartfelt stories from the front lines, the 45-minute celebration included: a Celebrity Red Carpet opening; a video on the hospital's rich 175 years of serving Brooklyn; the presentation of the Walter E. Reed Medal to TBHC Emergency Medicine Chair Dr. Sylvie de Souza by Congressman Hakeem Jeffries; a sneak peak at the hospital's newest facilities; and a follow-along cooking demonstration led by celebrity chef Georgette Farkas. Festivities culminated in a Zoom dance party where all guests were invited to participate virtually.

VIRTUAL GALA. REAL SUCCESS.

“This wasn’t our first time using video at the Founders Ball,” Ms. Niederhoffer says. “But we expanded its use. Co-Chairs Maria Fiorini Ramirez and Kate Sturgess hosted the celebration live from a studio, where the videos and interactive elements were woven in.” The Foundation even delivered food to top donors to make the virtual experience as gala-like as possible!

Outside of the Founders Ball, 2020 fundraising saw support from individuals, foundations and corporations. To mention but a few: Lafayette 148 donated a portion of their April online sales to the hospital; Alger underwrote stress management classes for front-line nursing staff and paid off nursing managers’ outstanding student debts; an anonymous foundation gave generously to help TBHC purchase tents, vehicles and supplies for emergency preparedness; and TD Charitable Foundation wanted to help the hospital’s telemedicine program reach the borough’s most vulnerable, so it underwrote the program’s communication needs.

“The Brooklyn Hospital Center took care of Brooklyn,” says Ms. Niederhoffer, “and the community took care of the hospital.”

2020 Walter F. Reed Medalist



The 2020 Virtual Founders Ball recognized Sylvie de Souza, MD, Chair of Emergency Medicine, for her extraordinary courage and leadership during the COVID-19 crisis.

Since 2015, Dr. de Souza served in her current role, where she oversees emer-

gency care for more than 70,000 patients annually. She is a member and Fellow of the American College of Emergency Physicians and a Diplomate of the American Board of Emergency Medicine.

Dr. de Souza earned her medical degree from SUNY Downstate Medical Center in 1989, and joined The Brooklyn Hospital Center as an intern in that same year. After completing her residency training at TBHC in emergency medicine, she became a member of TBHC’s Emergency Department team as an attending physician and faculty. Since then, Dr. de Souza has held numerous leadership positions, and has been actively involved in resident education and pre-hospital care education as the first medical director of TBHC’s ambulance service.

Dr. de Souza led the Stroke Committee that helped TBHC achieve its accreditation as a Stroke Center. A few years later, she enrolled TBHC in the Mission Lifeline program of the American Heart Association for the treatment of cardiac emergencies and eventually developed the activation policies and processes that led to TBHC’s designation as a STEMI-PCI Cardiac Center.

Since 9/11, she has been actively involved in emergency preparedness and disaster management, participating in efforts such as spearheading the responses during Hurricane Sandy, the DeKalb subway station and Atlantic Terminal train derailments, large-scale events at the Barclays Center and Citi Field, as well as during the H1N1 crisis, the latter which led to her receiving an H1N1 Hero award from NYC Department of Health for her outstanding service. When the opioid epidemic became a national emergency, she developed, in collaboration with TBHC’s Pharmacy Department, protocols for an “opiate-free” Emergency Department.

As the daughter of a career diplomat from Benin (where she spent her early childhood years) and a teacher from France, Dr. de Souza developed passions for public service, compassionate healing and mentoring the doctors of tomorrow. Thanks to her international upbringing and mastery of multiple languages, she possesses the unique ability to connect with patients across all backgrounds.

THANK YOU!



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During the spring of 2020, *The New York Times* embedded writer Sheri Fink and photographer Victor Blue with The Brooklyn Hospital Center. They were given free access to tell the COVID-19 story from the perspective of an independent, community hospital. The front-cover and main section feature pieces were moving and poignant depictions of the challenges our heroic staff faced. All the blue-tinted newspaper images you see in this report are from this series. We are honored to have been a part of this important reportage.

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To support our work with a gift, reach out to Deborah Niederhoffer, VP of The Brooklyn Hospital Foundation, and Chief Development Officer, at tbh.org/ways-give or 718-250-8599, for more information.

A hospital
serves its
community, and
a community
supports
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Tracking an Ongoing Fight

"That's all we can do: just keep, stick together, encourage each other, not get punished by fear!"

By STEPHEN SOCCA, Brooklyn Hospital Foundation



*Hospital's Courage
On the Front Lines
Of an Invisible War*

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'Covid Will Not Win': Meet the People Powering a Hospital In Brooklyn

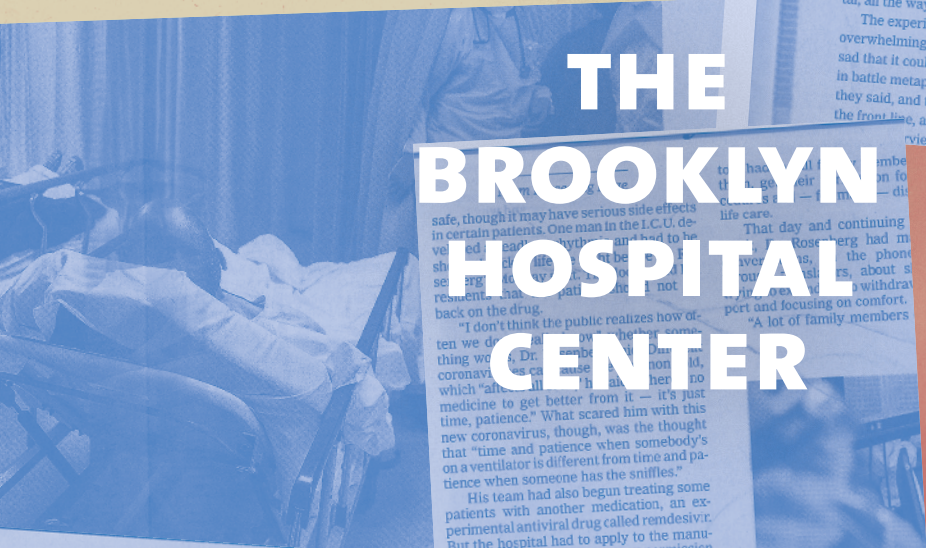
By VICTOR J. BLUE, SHERI FINK and CATRIN EINHORN
Photographs by VICTOR J. BLUE

During the surge of Covid-19 cases this spring that filled the Brooklyn Hospital Center's emergency room and intensive care unit with the critically ill and the dying, the staff went in day after day, trying to save as many lives as they could. Now they are bracing for a second wave.

These portraits of the hospital staff were taken during the grueling first wave. In interviews in recent months, the workers reflected on that period — what they had lived through and how they had coped, what they had learned and how it had changed them.

From the doctors and nurses to the workers serving behind the scenes, each had a vital role to play, and each knew that playing it could be fatal. Fighting this disease required sacrifice and courage from the laundry room and the supply depot, the laboratory and the security desk — throughout the hospital, all the way to the chief executive's office.

The experience of so much death in such a short time was overwhelming. It seemed somehow impossible, so unbearably sad that it couldn't be real. And still they went in. Many spoke in battle metaphors. The virus seemed to come from all sides, they said, and threatened to spare no one. They talked about the front line, and being called to duty, and "training for war." Interviews, conducted between May and July, have



THE BROOKLYN HOSPITAL CENTER

safe, though it may have serious side effects in certain patients. One man in the I.C.U. developed a rash, and another had to be shifted to another ward because of a severe allergic reaction. The hospital's management, that the patients should not be back on the drug.

"I don't think the public realizes how often we do it," said Dr. Rosenberg. "Doing something wrong, Dr. Rosenberg said, "not 100, which "always" all the time, but her no medicine to get better from it — it's just time, patience." What scared him with this new coronavirus, though, was the thought that "time and patience when somebody's on a ventilator is different from time and patience when someone has the sniffles."

His team had also begun treating some patients with another medication, an experimental antiviral drug called remdesivir. But the hospital had to apply to the manufacturer, Gilead, for emergency permission to use it on each patient, who had to have a confirmed diagnosis of Covid-19.

"Do we have a positive test?" Dr. Rosenberg asked about one patient. A colleague replied, "Not yet." Test results from a Quest commercial laboratory in California had been taking about a week, making it harder to isolate infected patients within the building, provide certain treatments and even discharge people. Laboratory workers at the Brooklyn hospital managed to retrofit equipment and start their own testing last weekend, which doctors considered a game changer.

But with one problem resolved, another arose. This past week, there were days when the hospital was short of a drug to treat ill patients. In the I.C.U., many of Dr. Rosenberg's patients, especially those that were receiving the drug, were receiving substitutes.

The children's hospital was the Brooklyn hospital working to source more of one drug. Going forward, the hospital was the biggest threat.

Painful Conversations

Dr. Rosenberg was struck by the range of the patients felled by this illness — various ages, ethnicities and medical histories. Some who had been critically ill, most of them younger, were starting to recover enough to be taken off a ventilator and



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