

2008 annual report





a D E D I C A T I O N

To our *patients*,
their *families*,
and the *many friends* of
NewYork-Presbyterian Hospital.



I would like you
to meet *Samantha*.



Herbert Pardes, M.D.
President and Chief Executive Officer
NewYork-Presbyterian Hospital



Dear Friends,

Several weeks ago, I had the privilege of meeting “Sam” and her mother, Jima, while they were at NewYork-Presbyterian’s Morgan Stanley Children’s Hospital for a routine checkup. Jima, one of our Hospital’s many fine employees, had given birth to her beautiful baby girl at NewYork-Presbyterian several months earlier, and meeting them made my day.

During our visit, Sam’s mother said something to me that I think is very important:

“I knew that having a baby would change our lives, but it was going home as a family—getting into a routine—that was the best part.”

“Going home as a family.” That stuck with me.

We are in the business of caring for people who are sick, with the goal of making them healthy enough to leave the Hospital. This is our primary mission and, thanks to over 18,000 dedicated employees, we do it extraordinarily well.

But just as important, we send our patients back to their lives—to their families, their jobs, their friends—so that they can pick up where they left off prior to their illness. They go back to being a mother or father, a sister or brother, and this is probably one of the greatest gifts we can give our patients.

In the pages that follow, you’ll read stories of several people who left NewYork-Presbyterian to return home and get back into the swing of things, to the delight of their families and friends.

My thanks to Samantha and her mother for reminding me of what’s truly important about the work that we do at NewYork-Presbyterian—providing our patients with exceptional health care—but also making it possible for them to go home again.

sincerely,

 Heidi Khand





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CHAPTER
I

An Ear for Music

“Can you turn it up?” he yelled. *The music from the old turntable was already blasting across the rehearsal studio. It was so loud that the dancers couldn’t hear themselves think.*

“Okay, let’s get into position for...”

NO ONE could hear what Patrick, *the dance company’s founder*, was saying over the music.

It was getting to be **too much**.

The lead dancer approached him with a **worried look** on her face.

“Hey, are you alright?”

“The *r i n g i n g* in my ear — **it’s back**,” Patrick said.

“I think it’s happening again.”

The last time this up-and-coming choreographer heard ringing in his ears was 15 years ago—and days later he was completely deaf in his left ear.

With a similar sensation in his right ear,
he asked himself nervously:

“Am I going completely deaf?”

Patrick took himself to the Department of Otorhinolaryngology at NewYork-Presbyterian/Weill Cornell Medical Center, desperate for help.

"Your inner ear has ruptured and is full of fluid, leaking into the middle ear," the doctor told him. "We need to treat this immediately or you could lose your hearing permanently."

"Whatever we have to do."

Doctors performed microsurgery to patch the holes in Patrick's middle ear, and while the procedure itself was a success, they wouldn't know if he could hear until he woke in the recovery room.

"Did it work?
Am I okay?" he asked as he opened his eyes several minutes later.

"That depends,"
his doctor said.

"Can you tell me what day of the week this is?"

Without missing a beat, Patrick smiled and said "It's Tuesday!

I can hear you!"

Two months later Patrick was back at work in the rehearsal studio. One of the dancers across the room whispered, *"Do you think he's okay?"*

Patrick smiled.
"I'm fine.
Thanks for asking."







On the morning of his surgery at the Hospital's Columbia campus,
Sal awoke in his hospital room to find *Rita* quietly sitting next to him.

“What if.....” he asked softly.

“**Don’t worry.** I’m here.”

When Sal opened his eyes again, doctors had finished inserting a fenestrated endograft—a custom stent created by using 3D images of his heart—into his aorta to repair the aneurysm.

“The doctors said it fit like a glove,” *Rita* whispered to her husband.

S O O N

Sal was back at home, sitting at the kitchen table reading his newspaper.

“What time do you want to eat, Sal?”

He glanced up at the old clock, **surprised** to see
that it was *running* again.

“Hey, the old clock is working!

Guess I’m not the only one around here still ticking.”







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Emergency Exit

“Something is wrong. I can feel it.”

Tamara’s second pregnancy had been going along fine **until now.**

But her ultrasound at 20 weeks *revealed* something disturbing.

“It’s a **large tumor** growing from the inside

of the baby’s cheek, out of his mouth and cutting off his airway,”

explained her doctor at Morgan Stanley Children’s Hospital of New York–Presbyterian.

“The baby is **too premature** to deliver, but we have to do something about this —

NOW.”

Tamara had already named her son—David—and she wasn’t going to let anything happen to him.

“Please do whatever you can to save him. I want him to come home with me.”

Doctors moved quickly to assemble a team to perform what is called an “EXIT PROCEDURE.”



Having Tamara undergo a C-section was the first step.

Then while the unborn David remained attached to her placenta, doctors performed a tracheotomy and put the baby on a respirator to ease his breathing.

Once stable,

David was delivered *and moved to the Neonatal Intensive Care Unit.*

“Right after that, the doctors removed his tumor,” *Tamara said.* “In all, it took them 17 hours.

What they did was superhuman.”

After several plastic surgeries, David boasted a scar on his cheek, but was otherwise a normal, healthy baby boy ready to go home.

“David is alive today because of all of you,”

Tamara said to the Hospital team gathered to say goodbye to the family.

“And now

it's time

for us

to go home.”

Holding her son in her arms, she turned to his doctors on the way out and said,

“Now this is what I call an *exit* procedure!”



CAUTION: Federal law prohibits the transfer of this drug to any person other than the patient for whom it is prescribed.

TAKE 1 TABLET

Report muscle pain or fever

REFILLS: 2

20.00

CHAPTER
4

Just One Person

"I can't stand this PAIN. Where did I put my pills?"

Lynda grabbed the bottle of Percocet tablets and popped another one into her mouth, hoping to relieve the chronic pain she was experiencing from her recent surgery for endometriosis.

"Wait, how many have I taken today?"

A child abuse survivor, Lynda had been in psychotherapy for several years, and she knew enough about herself to realize that the pain she was feeling wasn't only physical. She was really trying to mask a lifetime of traumatic memories with the medication.

She eventually became so distraught that taking her own life seemed like the only option.

"Two more,"
she said as she **finished off** the bottle of pills.

"Now maybe I'll feel better."

A SHORT TIME LATER,

her husband found her passed out on the living room floor, **barely breathing.**

The next thing
Lynda remembered was waking up at NewYork-Presbyterian Hospital's Westchester Division
where doctors evaluated her. **Later they explained that she was addicted
to prescription pain medication**, and doctors recommended one of the
Westchester Division's recovery programs.

"I don't want to die."

Lynda was admitted to The Retreat on the NYP/Westchester campus, where she was treated for a chemical imbalance in her brain. With intensive psychotherapy, she realized that her depression and drug addiction were rooted in her painful childhood memories.

"They put the puzzle pieces together," she said, "It all started to make sense."

Today she's home again,

and talking openly about her experience.

*"My family has been down a long road with me.
They stuck by me and supported me."*

A friend asked her why she was talking
so candidly about her illness.

*"I'm not ashamed that I needed psychiatric treatment,"
she said.*

"If I can help just one person by telling my story,

then that's what I'm going to do."





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Crowning Achievement

“King me...”

Normally Henry said these words with gusto, which repeatedly frustrated John, his checkers companion. But today Henry, **who had just turned 74**, was quiet and sullen.

“You aren’t yourself, buddy,” John said. *“What’s going on?”*

For the last nine years, Henry and John enjoyed the same daily routine:

up at 6, a brisk walk from their neighboring apartment buildings in the Bronx to catch the bus south to 86th Street and Columbus Avenue in Manhattan.

From there

it was a mile walk to **Central Park’s Chess and Checkers House** for a day of calculated determination. John, a few years younger than Henry, had noticed that his friend was having trouble keeping up in their recent walks.

“The doctors tell me I need a hip replacement,”

Henry said softly, *“and after that I’m afraid I won’t be able to walk down here any more.”*

John was stunned. He hadn’t realized how much the morning walk and the checkers game meant to Henry.

“I’ve got your back,” he said. *“I’ll help you after the operation and we’ll get you walking again in no time.”*

The following week Henry underwent his hip replacement at NewYork-Presbyterian's Allen Pavilion in upper Manhattan. **Within days** he was working with Eddie, a geriatric nurse practitioner.

"We're going to get you up and moving," Eddie said. "Small moves to start with."

Henry smiled.

"Like checkers—one move at a time."

Soon he was resting comfortably at home.
John visited every morning to help him go through the motion exercises Eddie had taught Henry.

Pretty soon he felt good enough to go outside and walk to the corner store; a week later he was *w a l k i n g* around the block; and after several weeks, more than a half-mile to the senior center.

"Looks like you're ready to play, buddy,"
John said. *"Tomorrow, the Park."*

Both of the men smiled as they reached the Chess and Checkers House the next morning. Although a bit frustrated by his slower pace, Henry nevertheless realized how happy he was to be back, and that he owed much of his successful recuperation to John. But he didn't let the bonds of friendship get in the way of happily winning the first checkers game.

"Ha! You know what I'm going to say..."

"I know, I know," John said smiling.

"KING ME!"



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In 2008, NewYork-Presbyterian Hospital marked its tenth anniversary as the merged hospital of The New York Hospital and The Presbyterian Hospital, having in the process become one of the country's largest and most respected academic medical centers. Over the past decade, NewYork-Presbyterian Hospital has risen to #6 in the annual *U.S. News & World Report* ranking of best hospitals across the country, and remains the #1 hospital in the New York metropolitan region. The following are highlights from 2008:

BUILDING PROGRAMS

At the NewYork-Presbyterian Hospital/Columbia University Medical Center campus, *The Seymour and Vivian Milstein Family Heart Center* is taking its place as one of the cornerstones of the institution. Operations staff and physicians are scheduled to occupy the new building in early 2010.

At the NewYork-Presbyterian Hospital/Weill Cornell Medical Center campus, a new floor atop the Greenberg Pavilion is nearly finished. *Greenberg 14*, will give the Hospital 20 additional amenities rooms and 28 single-bedded rooms. It will open in the first quarter of 2009. Also opening in 2009 at the NewYork-Presbyterian/Weill Cornell campus will be our new Advanced Therapeutic Services Center with additional emergency room bays, operating rooms and interventional radiology rooms.

The new *Ronald O. Perelman Heart Institute* is beginning to take shape as the center for cardiac services at NewYork-Presbyterian/Weill Cornell, treating everything from life-threatening arrhythmias to complex coronary disease. The Institute also includes state-of-the-art cardiovascular intervention labs.

PATIENT SATISFACTION

Everything we do in this Hospital is ultimately for the benefit of patients and their families. Our physicians, nurses, managers, and staff have worked hard over the last year to ensure that all patients and family members receive outstanding, compassionate care and excellent service from every member of our Hospital team. Patient satisfaction scores continued to increase and we surpassed our 2008 goal of 82.7, reaching a record high of 82.9. This year, NYP will strive to raise our overall patient satisfaction score 1.2 points to 83.6, measured by the Press Ganey Survey. Since our patient-centered care best practices have proven successful, we will build on them and add new ones. We will also work to develop a deeper understanding of our patients' needs, so that we can better serve each individual.

AWARDS, HONORS & RECOGNITION

In addition to ranking #6 in the nation, and #1 in the New York metropolitan region in the *U.S. News & World Report* Honor Roll of America's Best Hospitals, NewYork-Presbyterian was among 17 children's hospitals nationwide that ranked in all specialties in the *U.S. News & World Report* listing of Best Children's Hospitals. This national recognition speaks to the quality of our Morgan Stanley Children's Hospital at the Columbia campus and our Phyllis and David Komansky Center for Children's Health at the Weill Cornell campus.

NewYork-Presbyterian had the most physicians listed in *New York* magazine's listing of "Best Doctors of 2008." In all, 217 of the Hospital's doctors were on the 2008 list and another 150 from the NewYork-Presbyterian Healthcare System member hospitals were also included.

In a first for the Hospital, NewYork-Presbyterian was listed as one of the country's "Best Workplaces for Information Technology." This ranking is based on a survey conducted and published by *Computerworld* magazine.

For the fourth straight year, the Hospital received an *Energy STAR Partner of the Year Award* from the U.S. Environmental Protection Agency for saving energy. In one year the Hospital reduced its demand on electricity by 6.7 percent.

After a complete redesign of the Hospital's public Web site (www.nyp.org), the Hospital received a prestigious hospital industry award for the Best Overall and Best in Class Web Site.

QUALITY, SAFETY & SERVICE

Beginning January 2008, the Hospital implemented Patient Safety Fridays across all of its campuses. The Hospital's entire management team meets for an early morning education session, followed by "tracer activity" in all patient care areas. Each week, the sessions focus on some aspect of patient safety or service, including the National

Patient Safety Goals, such as medication safety, handwashing, and infection reduction; as well as environmental aspects of care and patient-centered care best practices. In the afternoon, education continues in patient care areas to reinforce the information shared earlier in the day. Patient Safety Fridays have proven to be successful in bringing about significant quality improvements and have been key to fostering even closer partnerships between clinicians, management, and staff. Word of this innovative initiative has spread and it is now being studied by other hospitals across the country for possible implementation.

ACCREDITATION BY THE JOINT COMMISSION

The Joint Commission, an independent, not-for-profit organization that accredits and certifies more than 15,000 health care organizations and programs in the United States, arrived unannounced for the Hospital's three-year reaccreditation survey on August 11, 2008. The result of the Survey was full reaccreditation of the Hospital as a center for safe, high-quality clinical care.

THE HOSPITAL'S BOARD OF TRUSTEES

Two new trustees, Ronald O. Perelman and Marcos Rodriguez, joined our outstanding Board in 2008. Sarah Nash assumed the Chairmanship of the Investment Committee. Roman Martinez was honored as United Hospital Fund's 2008 Trustee of the Year.

During 2007-2008, the Hospital lost three of its most valued and deeply committed trustees, Martha Gerry, R. Palmer Baker and David I. Margolis.

Robert C. Wright and his wife, Suzanne, received the Castle Connolly National Health Leadership Award for their dedication to increasing awareness of autism and raising money to fund autism research. They were also named to *TIME* magazine's "List of the World's 100 Most Influential People." Also on the list were two of the Hospital's physicians: Mehmet Oz, MD, NYP/Columbia, for his highly effective work nationally on heart disease and heart disease prevention, and Nicholas Schiff, MD, NYP/Weill Cornell, for his work on restoring cognitive function to those in a minimally conscious state.

ADVANCES IN MEDICINE

Innovative clinical advances under way in the Hospital include:

- *Gene therapy for heart failure.* The Hospital conducted the first-ever gene therapy treatment for heart failure at its NewYork-Presbyterian/Columbia campus.

- *Curing diabetes with surgery.* A surgeon at the Weill Cornell campus has developed a procedure involving a duodenum bypass that appears to cure patients with life-threatening diabetes, allowing them to eliminate daily medications. This procedure is already saving lives and improving the quality of life for many patients with diabetes.
- *Multi-unrelated donor kidney exchanges.* At both campuses, the Hospital has been leading the way in unrelated multi-donor exchanges. Kidney "swaps," a process that involves taking two or more pairs of patients with potential donors who are medically suitable but blood-group incompatible, and swapping the donors so patients can get kidney transplants where previously neither would have been able to do so, have been taking place at the NYP/Columbia campus. This year the Hospital performed a four-way exchange in which four patients received matched kidneys in eight simultaneous operations.

In addition, one of the nation's first three-way living-donor kidney transplant "chains" was initiated at the Weill Cornell campus with the help of its medical partner, The Rogosin Institute. In this remarkable arrangement, a family member of each recipient volunteered to donate his or her kidney to another patient in need. The first three successful transplants took place on Valentine's Day in 2008. This innovative approach—initiated by NEAD (Never Ending Altruistic Donor)—may dramatically improve the opportunity for patients in need of kidney transplants to find a compatible donor and potentially revolutionize the organ transplant process in the United States.

- *First use of a new stent for aortic aneurysm.* In a first in the New York metropolitan area, a 93-year-old man underwent implantation of what is called a fenestrated endograft stent to treat an aortic aneurysm that was too close to his kidneys to be treated with a regular stent.
- *Continuing development of NOTES (Natural Orifice Translumenal Endoscopic Surgery).* NewYork-Presbyterian surgeons are pioneering this innovative technique. In what may be the first surgery of its kind in the United States, surgeons at NYP/Columbia removed a woman's gallbladder through her vagina without a single external incision.

CLINICAL LEADERSHIP (2007 through 2008)

K.S. Clifford Chao, MD, a pre-eminent expert in the use of image-guided targeted radiotherapy for the treatment of head, neck and other cancers, was appointed Director of the newly combined

program in Radiation Oncology at the Hospital, Columbia University's College of Physicians and Surgeons, and Weill Cornell Medical College. He also serves as Radiation Oncologist-in-Chief at both campuses of the Hospital.

Robert Min, MD, was appointed Radiologist-in-Chief at NewYork-Presbyterian/Weill Cornell.

Lawrence Stanberry, MD, joined the Hospital as Pediatrician-in-Chief at the Morgan Stanley Children's Hospital, NewYork-Presbyterian/Columbia.

Joel Stein, MD, was appointed Chief of the Coordinated Program in Rehabilitation Medicine at Columbia, Weill Cornell and NewYork-Presbyterian Hospital and Psychiatrist-in-Chief at both campuses of the Hospital.

Charles Stolar, MD, was appointed Surgeon-in-Chief at the Morgan Stanley Children's Hospital, succeeding Peter Altman, MD, who stepped down after 27 years of outstanding leadership.

SENIOR ADMINISTRATION

Andria Castellanos was named Senior Vice President and Chief Operating Officer of the Milstein Hospital Building.

Anthony Dawson was named Vice President for Operations, NYP/Columbia.

Robert Kelly, MD, was named Group Senior Vice President over all divisions of NewYork-Presbyterian/Columbia.

Eliot Lazar, MD, was named Vice President and Chief Quality Officer of the Hospital with ultimate oversight of the Hospital's quality, performance improvement and patient safety functions.

Susan Mascitelli was named Senior Vice President, Patient Services.

Jaelyn Mucaria was named Senior Vice President, Ambulatory Care and Patient-Centered Services.

Kenneth Ouriel, MD, joined the Hospital from The Cleveland Clinic to become Senior Vice President for International Operations.

CLINICAL PROGRAMS & SERVICE LINES

NewYork-Presbyterian's transplant program has remained the largest in the United States, taking into account all organs (heart, lung,

kidney, liver and pancreas). The heart and kidney programs are #1 in size for their respective organs; lung transplant is #5 nationally; and liver transplant is #10.

Dr. Tomoaki Kato, an internationally recognized expert in intestinal failure and multivisceral transplants, was recruited to become the Surgical Director of the Liver and Gastrointestinal Transplant program at NewYork-Presbyterian/Columbia. Two new kidney and pancreas transplant surgeons were also recruited at NewYork-Presbyterian/Weill Cornell: David Leeser, MD, and José Figueiro, MD.

NewYork-Presbyterian and Columbia have launched a major joint initiative to expand interdisciplinary clinical care and research in transplantation medicine under the direction of transplant surgeon Dr. Jean Emond.

There have been a number of new appointments in gastroenterology and GI surgery at both campuses, including that of diabetes expert Francesco Rubino, MD. Dr. Rubino is at the forefront of work on a surgical treatment for diabetes, which may cure the disease and eliminate the need for blood sugar testing and control.

Randolph Marshall, MD, became the new Director of the Stroke Program at NewYork-Presbyterian/Columbia. Dr. Marshall has developed a technique for restoring sight after certain kinds of stroke.

Under the leadership of Stephan Mayer, MD, the Neurology Critical Care Program at NYP/Columbia was recognized as one of the first nine in the country to be accredited as a neurology intensive training program, allowing graduates to be certified in neurology intensive care.

NURSING

The Hospital's 4,525 RNs continue to provide excellent patient care which is reflected in the outcomes that are constantly monitored and measured. The incidence of pressure ulcers, an important indicator of the quality of nursing, has fallen across all of the Hospital's acute-care sites. The Hospital's acquired pressure ulcer prevalence rate year-to-date in June 2008 was 4.64 percent, a reduction from the rate of 5.82 percent in the last half of 2007. Patient falls have decreased by 50 percent since the Nursing Department implemented a Fall and Injury Risk Assessment Tool in 2004.

Several of our nurses, along with Wilhelmina Manzano, Senior Vice President and Chief Nursing Officer, were featured on the Emmy Award-winning television news program *NOW* on PBS in a segment that explored the nursing shortage and innovative measures aimed at reversing the trend. Sponsored by a grant from the Barbara

and Donald Jonas Family Fund, the program, entitled “Are We Headed for a Nursing Crisis?” profiled NYP nurses at work and highlighted NewYork-Presbyterian as a model for success in retention and recruitment practices. *NOW* is seen by over 1.7 million viewers.

INFORMATION TECHNOLOGY

The use of the Eclipsys Clinical Information System continues to expand across the Hospital. Many more of the Hospital’s daily operations are now supported electronically, with a total of 28,000 physician notes entered into the system each week.

AMBULATORY CARE & COMMUNITY HEALTH PROGRAMS

A number of significant community health programs are under way through strong collaborations between the Hospital’s Ambulatory Care Network and the Departments of Pediatrics at both campuses. These programs are aimed at improving the health of children in the community in collaboration with a vast array of community, public and private agencies. These programs include:

Health for Life, a child obesity clinic created by the pediatric ambulatory care clinic at NewYork-Presbyterian/Weill Cornell that works with children and their families to modify lifestyles and incorporate healthy eating habits, resulting in weight loss and improved overall health for a lifetime.

Healthy Schools, Healthy Families, a school-based comprehensive wellness program serving seven public Northern Manhattan elementary schools through a coalition that includes more than 15 community-based, local government, public and private members led by the Hospital.

The Center for Best Practices in Childhood Obesity Prevention and Reduction, a collaboration between the Morgan Stanley Children’s Hospital, the Ambulatory Care Network and Community Pediatrics, which works to reduce the prevalence of childhood obesity in Northern Manhattan and to create an environment in which healthy lifestyles are modeled and encouraged.

The Washington Heights–Inwood Network (WIN) for Asthma, a Hospital-initiated program that was implemented together with a number of community organizations to improve outcomes for children with poorly controlled or chronic asthma.

THE NEWYORK-PRESBYTERIAN HEALTHCARE SYSTEM

The NewYork-Presbyterian Healthcare System now comprises 39 members: 30 general acute-care members, two acute rehabilitation care facilities, three long-term care facilities and four ambulatory or specialty sites. During this year, the System completed implementing its innovative Quality Dashboard, known as COQPIT, which provides access to analyses of quality and patient safety data for all hospitals in the System. The System holds regular education and policy sessions for key leaders, with more than 130 physician and nursing leaders attending its clinical executive leadership program. More than 100 hospitals attended the 2008 Quality Symposium, which was co-sponsored Methodist Hospital Houston.

Thanks to the ongoing commitment of over 18,000 dedicated and hardworking employees, as well as the tireless involvement of hundreds of volunteers, friends and donors, NewYork-Presbyterian Hospital will continue to serve as a world leader in providing care at the highest levels of excellence, quality, safety and compassion.



A gathering of some of the members of the NewYork-Presbyterian Hospital Board of Trustees, December 2007.

NEWYORK-PRESBYTERIAN HOSPITAL

Statistical Summary (For year ending 2007)

PATIENT CARE

Patients Discharged (including neonatal)	91,205
Newborn	12,345
Psychiatric	
Payne Whitney Clinic	1,221
NewYork-Presbyterian/Columbia	2,707
Westchester Division	4,229
TOTAL	<u>111,707</u>

Patient Days, All Divisions (including newborn)	738,250
Visits to Day Hospital (ambulatory surgery)	73,767
Visits to Outpatient Clinics	710,712
Visits to Emergency Facilities	231,162

DISTRIBUTION OF BEDS

Medical/Surgical	1,591
Pediatric	127
Maternity	146
Nursery	111
Psychiatric	378
TOTAL	<u>2,353</u>

SERVICES TO PATIENTS

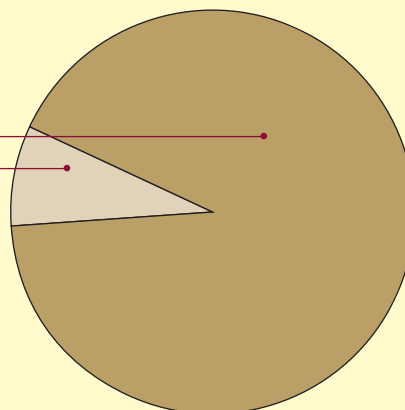
Laboratory	407,751
X-ray procedures	144,575
Operations	30,454
Deliveries	13,769
Therapy Treatments (Physical, Occupational)	30,646
Average Number of Full-Time Employees	16,667

NEWYORK-PRESBYTERIAN HOSPITAL

Financial Summary January 1 – December 31, 2007

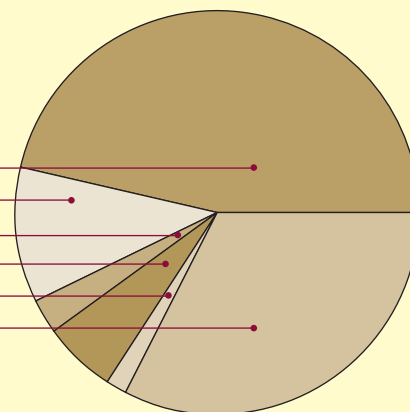
REVENUES AS A PERCENTAGE OF TOTAL PATIENT CARE AND OTHER REVENUES

Revenues	\$ Millions	Percentage
Net Patient Revenues	2739.4	92.2%
Other Revenues	232.2	7.8%
Total Revenues	\$ 2,971.6	100%



EXPENSES AS A PERCENTAGE OF TOTAL EXPENSES

Expenses	\$ Millions	Percentage
Salaries & Wages	1321.7	46.2%
Employee Benefits	315.8	11.0%
Provision for Bad Debts	74.6	2.6%
Depreciation & Amortization	172.0	6.0%
Interest	41.7	1.5%
Supplies & Nonsalary Expenses	933.8	32.7%
Total Expenses	\$ 2,859.6	100.0%
Gain (Loss) from Operations	\$ 112.0	



Note: The Hospital also expended \$53.4 million in Charity Care in 2007.

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NEWYORK-PRESBYTERIAN

Mark Abrams
Jo-Ann Angelucci
Julia Barugel
Debbie Benefeld
Karen Bergan
Paul Brown
Michael Craig
Rick Evans*
Raquel Franklin*
Jennifer Garvin
Masumi Goldman
Matt Goldman
Asher Haft
Pat Hametz, M.D.*
Shevy Kahan
Karen Kaiser
Jackie Katon
Ellen Klingsberg, R.N.*
Aliza Koenigsberg*
Carolyn Kyne, R.N.*
Ellen Lee
Sharron Madden, L.C.S.W.*
Michelle Morea
Ann O'Connor
Kanako Okuda, L.C.S.W.*
Maria Reyes
Annmarie Sasso
Bella Schanzer-Morgan
Barbara Smolek*
Gary Wartenberg
Rose Winton

* Hospital member

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NEWYORK-PRESBYTERIAN HOSPITAL

Auxiliary and Volunteers

THE AUXILIARY

NEWYORK-PRESBYTERIAN HOSPITAL/COLUMBIA UNIVERSITY MEDICAL CENTER

Mrs. Theodore Semegran
President

Mrs. David Dodge
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Mrs. Paul Cannon
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Mrs. David L. Andrews
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Ms. Anne Lipari
Corresponding Secretary

Once again, the 15 active members, as well as the 28 associate members, are delighted to be supporting a scholarship for junior faculty at the Center for Women's Health. This will be our eighth grant in the amount of \$50,000. In addition, we have funded the following:

- \$4,000 to the Medical Center Nursery School to help fund and run the school
- \$2,500 to the Department of Social Work and Rehabilitative Medicine to enable the Clothing Fund to continue
- \$4,000 to our Anna Ball Kneeland Fund to support educational programs and lectures for social workers
- \$1,500 for printing a book of pictures and phrases, *Crucial Communications*, to help patients—who, due to language, stroke, intubation or other physical or mental incapacities—cannot communicate while in the Hospital
- Supplying volunteers in the Trained Liaison Comforter program in the ICU and Same Day/Ambulatory waiting areas

- Free parking for Auxilian volunteers
- Participation in the United Hospital Fund's annual Auxilian and Volunteer Day of Recognition

THE AUXILIARY

NEWYORK-PRESBYTERIAN HOSPITAL/WEILL CORNELL MEDICAL CENTER

Fran Poole
Chair

Kim Church
Elizabeth Johnson
Vice Chairs

Suzannah Smith
Secretary/Treasurer

Collette T. Kean
Chair Emeritus

2007 saw the continuation of our Holiday Express program in which holiday greens are delivered fresh from the farm to the doors of our supporters. All proceeds benefited the Pediatric Emergency Department. The Auxiliary's mission of supporting the Hospital's many patient-related programs continued with funding grants to:

- Pediatric Primary Care Clinic
- Patient Recreation and Crafts Program
- Education Aids for the Social Services Department
- "Healthy Steps" for Young Children
- Paramedic Training Program
- Payne Whitney's Therapeutic Activities

Outstanding presentations for the educational lecture series continued, concluding with a presentation on plastic surgery.

The Babies Alumni Program was pursued actively and added many new members to its roster.

Members of the Auxiliary of both centers also participate in the United Hospital Fund and Hospital Association of New York.

VOLUNTEERS

NEWYORK-PRESBYTERIAN HOSPITAL

Rick Evans
*Director
Volunteer and
Patient-Centered Services*

Evelyn Ramos
*Manager, Volunteer Services
NewYork-Presbyterian/Columbia*

Patricia Choi
*Manager, Volunteer Services
NewYork-Presbyterian/Weill Cornell*

Diane Clark
*Manager
Volunteer and Patient Services
Payne Whitney/Westchester*

Mayra Garcia
*Manager
Volunteer Services
NewYork-Presbyterian/Allen Pavilion*

Rena Gordonson
*Coordinator
Volunteer Services
Morgan Stanley Children's Hospital
of NewYork-Presbyterian*

Ariel Lenarduzzi
*Manager
Interpreter Services*

In 2007, the volunteer program at NewYork-Presbyterian Hospital continued to grow. Over 2,100 volunteers provided more than 216,000 hours of service in a wide array of programs and roles, including in our Emergency Departments, patient units at every campus, Child Life Programs, Pet Therapy

Program, Domestic and Other Violence Emergency (DOVE) Program, Reach Out and Read, Silver Spoons, The Comfort Zone, Trained Liaison Comforters (TLC), Family Advisory Councils and also helped at information desks and waiting areas across our facilities. The amount of hours given by these dedicated individuals increased by 20,000 hours over the previous year.

The Volunteer Department continues to focus on crafting roles for volunteers that allow for meaningful interactions with the patients and families we serve and also support the work and outcomes of clinical caregivers. NYP's volunteer program has also focused on providing avenues for young people to explore health care careers and for baby boomers and retirees to continue to share their experience and expertise in new ways.

NewYork-Presbyterian's language assistance program, which provides services to patients with Limited English Proficiency, continues to pursue an array of initiatives aimed at maintaining high levels of patient and staff awareness regarding this important issue as well as community outreach and inter-preter competency and training programs. 2007 was another year of enormous growth for the program, which has been recognized as a "gold standard" in health care and in New York. In 2007, interpreter assistance was provided to patients at our facilities for 96 different languages, over 200,000 times. In addition, NYP sponsored its second annual conference on language assistance programs for hospitals.

NEWYORK-PRESBYTERIAN HEALTHCARE SYSTEM

Board Leadership, Senior Management and System Members

Comprising 28 general acute-care hospital sites in New York, New Jersey, Connecticut, and Texas; as well as skilled nursing facilities and numerous other ambulatory and specialty providers, the NewYork-Presbyterian Healthcare System is one of the largest systems in the United States. The System's mission is to increase the availability of high-quality care, foster quality improvement, promote professional and operational excellence provide educational programs, and collaborate with the System Hospitals' academic affiliates. System members currently serve nearly one out of every four patients seen in the greater New York metropolitan area. NewYork-Presbyterian Hospital and its clinical service lines play an increasingly important role in expanding the scope of medical and surgical services offered at System institutions. Most general acute care members are also affiliates of one of two medical school partners: Columbia University College of Physicians and Surgeons and Weill Cornell Medical College. The activities of the System are overseen by a Board, which includes members from the NewYork-Presbyterian Board and chairpersons of member institutions. Listed here are key System leadership and members.

BOARD LEADERSHIP/ SENIOR MANAGEMENT

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Chairman

Donald L. Boudreau
John E. Merow, Esq.
Vice Chairmen

Herbert Pardes, M.D.
President and Chief Executive Officer
NewYork-Presbyterian
Healthcare System

Wayne Osten
*Senior Vice President
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Healthcare System

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Operations*

Oliver T. Fein, M.D.
*Associate Dean and Director
Office of Affiliations*
Weill Cornell Medical College

Steven Shea, M.D.
*Vice Dean, Faculty of Medicine
and Senior Associate Dean
for Clinical Affairs*
Columbia University College
of Physicians and Surgeons

ACUTE CARE MEMBERS

NewYork-Presbyterian Hospital

- The Allen Pavilion
- Morgan Stanley
Children's Hospital of
NewYork-Presbyterian
- NewYork-Presbyterian/
Columbia
- NewYork-Presbyterian/
Weill Cornell
- Westchester Division

Bassett Healthcare

The Brooklyn Hospital Center

Holy Name Hospital

Hospital for Special Surgery

Lawrence Hospital Center

Methodist Hospital System

- Methodist Hospital/Houston
- Methodist Hospital/San Jacinto
- Methodist Hospital/Sugar Land
- Methodist Hospital/
Willowbrook

New Milford Hospital

New York Community Hospital

New York Downtown Hospital

New York Hospital Queens

New York Methodist Hospital

New York Westchester Square

Medical Center

Northern Westchester Hospital

Nyack Hospital

Palisades Medical Center

Stamford Health System

The Valley Hospital

White Plains Hospital Center

Winthrop-University Hospital

Wyckoff Heights Medical Center

CONTINUING CARE MEMBERS

Amsterdam Nursing Home

St. Mary's Hospital for

Children-Queens

The Silvercrest Center for Nursing
and Rehabilitation

AMBULATORY AND SPECIALTY MEMBERS

Community Healthcare Network

Gracie Square Hospital

New York College of Podiatric

Medicine & Foot Clinics

of New York

The Rogosin Institute

SPECIALTY REHABILITATION MEMBERS

The Burke Rehabilitation Center

Helen Hayes Hospital

An exceptional number of donors continued to propel our Development efforts in 2007 – 2008. Since the Campaign's inception in 2000, we are pleased to report that, as of the end of 2008, a total of 189 donors have given \$1 million or more to the Hospital. That total includes 57 donors who have given \$5 million or more, 25 who have given \$10 million or more and 15 who have given \$20 million or more. Due to this unprecedented generosity, we vaulted past our original \$1 billion goal for Phase I of the "To Realize Medicine's Promise" Campaign almost 3 full years ahead of schedule.

The compassion and commitment of our donors helps us to provide world-class patient care, pursue innovative medical research and train the next generation of physicians. At the core of this success is the collective leadership of our Trustees whose personal generosity, involvement and governance has drawn a growing list of influential and caring supporters to the Hospital. In addition, many friends have provided educational and social opportunities for others to learn more about the work we do.

We are grateful to our friends who hosted receptions on behalf of NewYork-Presbyterian Hospital during 2007 – 2008: Marianne and John Castle, Charlotte Ford, Deborah and Allen Grubman, Rachel and Ara Hovnanian, Kathy and Mitchell Jacobson, Julia and David Koch, Margie and Michael Loeb, Heather and Steven Mnuchin, Lisa and Richard Perry, Kara and Stephen Ross, and Hillary and Wilbur Ross.

CELEBRATIONS

GALA

Each spring, Gala raises money for critical Hospital programs. The 2007 event was chaired by Phyllis and David Komansky and Kara and Stephen Ross in support of our nationally renowned Kidney and Liver Transplant program. Singing superstar Sheryl Crow entertained over 1,300 supporters that evening, who collectively gave \$3 million.



(Left to right) Gerald Loughlin, M.D., Trustee David Komansky, Phyllis Komansky, Herbert Pardes, M.D., Trustee Frank Bennack.

Gala celebrated its 20th anniversary in 2008. The milestone celebration benefited our Emergency Departments, which provide world-class medical care annually to over 230,000 patients, regardless of their financial circumstances. Chaired by Trustees Dan Och, Art Samberg and Sy Sternberg, the event raised over \$2.8 million. Grammy Award winning artist Stevie Nicks provided the evening's entertainment.

CABARET

In the Fall our supporters gather for Cabaret, which supports both NewYork-Presbyterian Hospital and Weill Cornell Medical College's patient care, research and medical education. Over 1,000 guests attended the 2007 event at the Marriott Marquis, which featured performances by Queen Latifah and Ashford & Simpson. Co-chaired by Stephanie and Chase Coleman, Charlotte Ford, Kelli and Gerald Ford and Lisa and Richard Perry, the event raised \$2.5 million, thanks to the wonderful support of new and longstanding friends. Journal co-chairs were Patricia Yarberry Allen, M.D., and Douglas McIntyre, Serena Boardman, Samantha Boardman Rosen, M.D., and Aby Rosen.

In 2008 Cabaret featured Jon Stewart, celebrated comedian and host of Comedy Central's "The Daily Show". The event brought in over \$2.8 million and was chaired by Charlotte Ford. Honorary co-chairs included Lisa and Richard Perry, and Stacy and Zev Rosenwaks, M.D. The event committee included Serena Boardman, Stephanie and Chase Coleman, Shoshanna and Josh Gruss, Julia and David Koch, Patricia Yarberry Allen, M.D. and Douglas McIntyre, Claudia and Nelson Peltz, Pamela Lipkin, M.D. and Bruce Ratner, Samantha Boardman Rosen, M.D., and Aby Rosen.

RAISE THE ROOF "VIRTUAL" ROOF-RAISING CEREMONY

In May 2007 trustee Charlotte Ford served as moderator as the Hospital celebrated a "virtual" roof-raising to celebrate the beginning of construction of the new 14th floor addition to the Greenberg Pavilion and the Advanced Therapeutic Services Center (ATSC). The ATSC will house a new state-of-the-art blood bank, an expanded emergency department, interventional neuroradiology labs and futuristic ORs.



(Left to right) Trustee Lisa Perry, Trustee Charlotte Ford and Hospital President and CEO Herbert Pardes, M.D. at the Raise the Roof event which celebrated Hospital projects at NYP/Weill Cornell.



Vivian Milstein signing the final steel beam before it is hoisted into place atop the Vivian and Seymour Milstein Family Heart Center.

PHYLLIS AND DAVID KOMANSKY CENTER FOR CHILDREN'S HEALTH

In June 2007, Sarah Nash, Trustee and Chair of the Children's Advisory Council, welcomed over 130 friends of the Hospital as we officially cut the ribbon for the Phyllis and David Komansky Center for Children's Health. This facility not only gives pediatric medicine a unique identity at NewYork-Presbyterian/Weill Cornell, it has also made care more accessible, advanced and supportive of the needs of our youngest patients and their families.

VIVIAN AND SEYMOUR MILSTEIN FAMILY HEART CENTER TOPPING OUT CEREMONY

A Topping Out Ceremony was held in November 2007 to celebrate the tremendous progress that has been made on the Vivian and Seymour Milstein Family Heart Center. The event marked the placement of the final steel beam installation for the six-story, 142,000-square foot state-of-the-art facility. Set to open in 2010, the new Heart Center will enable the Hospital to continue to meet the comprehensive needs of cardiac patients on our Columbia University Medical Center campus. Members of the Milstein Family were on hand to sign the ceremonial beam and then watch as it was hoisted to the roof of the new building to be permanently placed.

RONALD O. PERELMAN HEART INSTITUTE

In February 2008, the establishment of the Ronald O. Perelman Heart Institute drew significant press attention. This \$25 million gift will allow the Hospital to expand upon our existing cardiac care expertise and connect all related services, from treating life-threatening arrhythmias to complex coronary heart disease. The Perelman Heart Institute will become a destination for cardiac patients and their families who seek great care from expert physicians in a comfortable, coordinated setting at NewYork-Presbyterian Hospital/Weill Cornell. This donation was part of a larger \$50 million gift that will also support new clinical care and research initiatives in Reproductive Medicine at Weill Cornell Medical

College and create the Ronald O. Perelman and Claudia Cohen Center for Reproductive Medicine.

LUCILLE AND MILTON COLEMAN TOWER

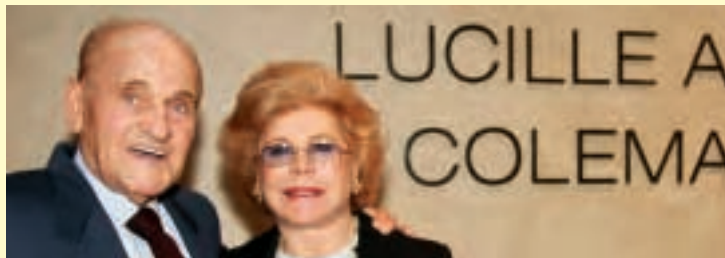
In September 2008, Trustee Jerry I. Speyer joined Herb Pardes, Lucille and Milton Coleman and many well wishers to formally dedicate the Lucille and Milton Coleman Tower. This 20-story structure will serve as a physician and staff residence for Hospital employees. Located at 1330 First Avenue, this magnificent structure underscores the Hospital's commitment to be the employer of choice in the health care industry.

TO REALIZE MEDICINE'S PROMISE

Under the leadership of David Koch, Development Committee Chair, and Jerry Speyer, Campaign Chair, we secured new commitments of \$1 million or more during 2007 – 2008 from: Ethel Allen; Roger Altman; Charles B. Benenson Family Members; The Russell Berrie Foundation; The W.P. Carey Foundation, Inc.; The Carson Family Charitable Trust; Steven and Alexandra Cohen; Lucille and Milton Coleman; Joan Ganz Cooney and Pete Peterson; Joseph and Diana DiMenna; The Estate of Edna L. Edison; The Fribourg Foundation; Howard, Judie, David, and Danielle Ganek; Peter Georgescu; Alan Goldberg; Elisabeth Katte Harris Trust; Rita and Gus Hauser; Leona and Harry B. Helmsley Foundation; Y. C. Ho/Helen and Michael Chiang Foundation; Florence and Herbert Irving; David Koch; Angela Giguere-Kumble and Stephen Kumble; The Betty & Norman F. Levy Foundation; Stephen Lieber; Manton Foundation; Estate of Marie E.S.A. Markus; Damon and Elizabeth Mezzacappa; Adebayo Ogunlesi; Ronald O. Perelman; John Reed; Jill Roberts; The Robin Hood Foundation; Stephen M. Ross; Pat and Art Ryan; Didi and Oscar Schafer; Gail and Richard D. Siegal; Isobel and Marvin Slomowitz; Ronald P. Stanton; The Starr Foundation; Leonard Stern; Fern and Lenard Tessler; Carmen and John Thain; Jean and David Wallace; Joan and Sanford I. Weill; The John L. Weinberg Foundation; The Sidney J. Weinberg, Jr. Foundation; Beth and Leonard Wilf; and Robert Ziff.



(Left to right) O. Wayne Isom, M.D., Chairman of the Department of Cardiothoracic Surgery; Leonard Girardi, M.D., Attending Cardiothoracic Surgeon; Laura Forese, M.D., Senior Vice President, Chief Operating Officer and Chief Medical Officer NYP/Weill Cornell Medical Center; Trustee David Koch; Christine Quinn, Speaker of the City of New York; Herbert Pardes, M.D.; Trustee Ronald Perelman; David Hajjar, Ph.D., Senior Executive Vice Dean and Executive Vice Provost of Weill Cornell Medical College and Dean of Weill Cornell's Graduate School of Medical Sciences; Karl Krieger, M.D., Vice Chairman of the Department of Cardiothoracic Surgery; Steven J. Corwin, M.D., Executive Vice President and Chief Operating Officer and Holly Andersen, M.D., Assistant Professor of Medicine.



Lucille and Milton Coleman in the lobby of the new residence building at NYP which now bears their name.

NEWYORK-PRESBYTERIAN HOSPITAL

Advisory Councils

COLUMBIA PRESBYTERIAN HEALTH SCIENCES ADVISORY COUNCIL

The Columbia Presbyterian Health Sciences Advisory Council, under the leadership of David A. George, Council Chairman; Lee Goldman, M.D., Executive Vice President for Health and Biomedical Sciences and Dean of the Faculties of Health Sciences and Medicine for Columbia University Medical Center; and Herbert Pardes, M.D., President and CEO of NewYork-Presbyterian Hospital, is a shared advocacy group for the 168th Street campus of the Hospital and Columbia University Medical Center. It provides an important forum for educating friends, donors, and members of the community on issues of contemporary relevance in medicine. Through fellowship and friendly interaction, Council members serve as advocates and ambassadors for NewYork-Presbyterian Hospital and Columbia University Medical Center.

The Council meets twice annually. Its membership is made up of distinguished individuals drawn from the faculty and friends of NewYork-Presbyterian Hospital and Columbia University Medical Center. They contribute a variety of professional and personal skills and experience and are strongly committed to encouraging excellence in healthcare education, research, and patient care. This council also carries out its mission through six standing committees. During Council meetings, members of the faculty and staff present on topics pertinent to the Medical Center community. At the November 2007 meeting, Council members and guests heard presentations on Extending Life Through Transplantation. At the May 29, 2008 meeting, the presentations were on Psychiatry: The Science of Discovery, The Art of Treatment. The Advisory Council also presents an Award for Distinguished Service to individuals and organizations that have shown a strong committed interest in the health sciences and whose influence and reputation have made a significant public impact on healthcare. In 2007, journalist Bob Woodruff and retired New York Giants running back and NBC broadcaster Tiki Barber were each honored. In 2008, the artist, Chuck Close, was given a Council Award.

David George
Chairman-2007-2009

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Jeremiah A. Barondess, M.D.
Gerald Bilotto, M.D.
Page Morton Black
Charles H. Brunie
Joan O. Camins
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Maureen Cogan
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Ron Cohen, M.D.
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G. Allen Mebane
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Joseph M. Murphy
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Judith Sulzberger, M.D.
Suzanne Sunshine
Doris Tananbaum
Jeff C. Tarr
Vincent Tese
John N. Tognino
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George Violin, M.D.
Kathleen Walas
Robin Walters
Audrey Weiderlight, Ph.D.
Susan Granat Weil
Dayna J. Wilkinson
Joseph D. Williams
Ruth Wooden
Clyde Wu, M.D.

Emeriti

Angelica Berrie
Mathilde Krims, Ph.D.
Hildegard Mahoney
Arnold Relman, M.D.
Sidney Weinberg, Jr.

NEWYORK-PRESBYTERIAN HOSPITAL

Advisory Councils

THE NEWYORK WEILL CORNELL COUNCIL

The NewYork Weill Cornell Council, under the leadership of Jeffrey W. Greenberg, Council Chairman; Antonio M. Gotto, Jr., M.D., the Stephen and Suzanne Weiss Dean of Weill Cornell Medical College; and Herbert Pardes, M.D., President and Chief Executive Officer of NewYork-Presbyterian Hospital, is an important forum for dialogue between the Medical College and the 68th Street campus of the Hospital to advance the shared interests of both institutions. The Council educates friends, donors, and members of the community on issues of contemporary relevance in medicine. Through fellowship and friendly interaction, Council members, totaling 144 as of July 2008, serve as advocates and ambassadors for NewYork Weill Cornell Medical Center.

The Council successfully expanded its program in 2007 with the fall launch of a new lecture series and an annual business meeting. It continued the highly successful lecture series in spring 2008 by highlighting two important medical issues. In April, Marie and Peter De Luca hosted a lecture with Sudhir Diwan, M.D., on understanding and managing pain. Autism was the focus of the second lecture in May, hosted by Nancy and Dan Paduano. Gerald M. Loughlin, M.D., moderated while B.J. Casey, Ph.D., and Jennifer Cross, M.D., provided insight into understanding this complex disease. In June, the Council's annual Spring Dinner at the St. Regis Hotel featured Herbert Pardes, M.D., Antonio M. Gotto, Jr., M.D., and Holly S. Andersen, M.D., speaking on *The "Heart" of the Matter: Similarities and Differences Between Men and Women*. Council Chair Jeff Greenberg gave a moving tribute to his father, Maurice (Hank) Greenberg, the recipient of the Annual Leadership Award.

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Chairman

Larry Schafer*
Administrative Officer

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Richard L. Koenigsberg
Kenneth H. Landis
Mara Landis
Nancy Lane
Jeffrey S. Lasdon
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Betty Neuwirth Lee
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McDermott
Betsy Messerschmitt
Sharmin Mossavar-Rahmani
Jeanne Moutoussamy-Ashe
Monica Muhart
Alexander Navab, Jr.
Margaret Osmer-McQuade
Cecilia Owen
Nancy C. Paduano*
Jordan Pantzer
Herbert Pardes, M.D.*
Ulla Bartsich Parker
Hilary Peck
Nelson Peltz
Nicholas Perkin
Holly Peterson
Emilia Fanjul Pfeiffer
Pauline Baker Pitt
E. Ashton Poole
McGehee Porter
Dennis B. Poster
Donna Redel
Shafi Roepers
Samantha Boardman
Rosen, M.D.

Lawrence Ruben
Barbara & Leroy Rubin
Cyma Rubin*
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Stephanie Saft
Jack Saltz
Elaine Sargent
Heather Sargent
Fiona Scharf
Juju Chang Shapiro
Jay Shaw
Carmen Slade
Barbara J. Slifka
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Beatrice Stern
Miriam Stern
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Suzanne Wright

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Phyllis D. Collins
Annette de la Renta
Peter J. De Luca
Sanford B. Ehrenkranz
Anne & Jerome Fisher
Frances M. Friedman
Wilbur H. Friedman
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Mary Kalikow
Robert Liberman
Barry Osborn
Dorothy Sarnoff Raymond
Marcus M. Reidenberg, M.D.
Jean Lawson Stone
Vivien Wyser-Pratte

* Executive Committee
(as of August 1, 2008)

NEWYORK-PRESBYTERIAN HOSPITAL

Advisory Councils

CHILDREN'S ADVISORY COUNCIL

The Children's Advisory Council of NewYork-Presbyterian Hospital was established in 2004 to address priorities and objectives of pediatric care at The Phyllis and David Komansky Center for Children's Health, and the Morgan Stanley Children's Hospital.

Executive Committee

Sarah Nash, Chair
John Calicchio
Patsy Kahn
Peter Kalikow
Phyllis Komansky
Ronay Menschel

Tom Nides
Nancy Paduano
Heather Sargent
Mark Schwartz
Robert Scott
Joan Steinberg
Patrick Whalen

PHYLLIS AND DAVID KOMANSKY CENTER FOR CHILDREN'S HEALTH ADVISORY COUNCIL

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David Ravera
Douglas Heffer
John B. Horton, Jr.
Stephanie Landess Suslak
Alexandra Mandis
Tiffany Moller
Jennifer and Erik Oken
Marcie Pantzer
Alexandra Scott
Catherine Shepard
Jennie and Peter Wallace

MORGAN STANLEY CHILDREN'S HOSPITAL ADVISORY COUNCIL

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Fred Feldmesser
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Peach and Sheldon Johnson
Missy Chase Lapine
Arlene and Larry Radbell
Cindy G. Roskind, M.D.
Steven Stern
Bill Van Scoyoc
Joan Steinberg

NEWLEADERS

NewLeaders is a group dedicated to engaging New York City's young leaders at NewYork-Presbyterian Hospital.

Steering Committee

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Paul Arrouet
Susie Block Casdin
Michelle Cruz
Michelle Diaz
Andrea Lans Donahue
Alissa Eig
Graham Ernst
Lauren Reiss Frank
Seth Ginns
Nicole Kail Greene
Sam Greene

Lou Haym
Allison Kaden Horowitz
Gabrielle Kivitz
Beth Kojima
Kate Lehman
Rita Ruggiero
Jamie Salter
Andy Snyder
Lauren Starr
Abigail Suberman Chen
Alexandra Hallen Utterman
Jill Wallerstein

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Sills, Cummis, Epstein & Gross, P.C.

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Stern, Tannenbaum & Bell, LLP

Ms. Sally H. Bliss
Merril Lynch

William D. Brick, Esq.
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