

INVESTING IN OUR PROGRESS

2018 Year in Review



The Brooklyn Hospital Center

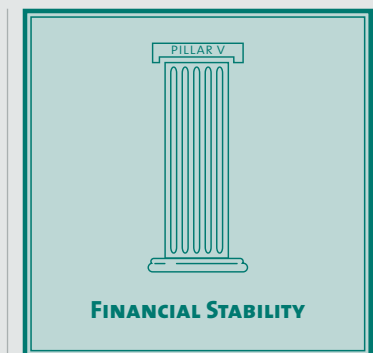
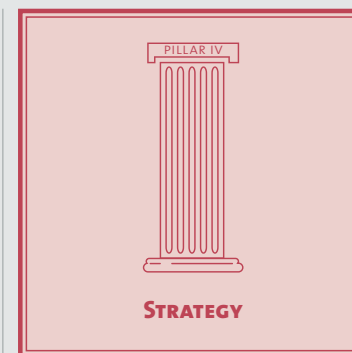
Keeping Brooklyn Healthy

Blueprint for Financial and Operational Success

Three years ago, The Brooklyn Hospital Center created our Blueprint for Financial and Operational Success, which rises on five pillars of excellence. In each pillar, we identified areas to improve. Each year, we have worked as a team to adapt our processes to create positive change and measure results, and then we started over, launching a cycle of continuous improvement. Throughout this report, you will see how what we did in 2018 relates to these pillars and this drive toward success.



As we improve our care and deepen our vital ties to our community, we are taking steps to ensure we remain
A HOSPITAL FOR EVERYONE *in the Downtown Brooklyn area.*





Message from the Board Chair & CEO

CELEBRATING OUR PAST, INVESTING IN OUR
PROGRESS, SECURING OUR FUTURE

What an exciting time it is for Brooklyn and The Brooklyn Hospital Center (TBHC)! Since 1845 — almost 175 years ago — we’ve worked together for the betterment of this borough that we love and call home.

This Annual Report offers a perfect opportunity to celebrate the proud heritage of TBHC, to showcase the progress we’re making across the organization and to look to a future that is bright with opportunities.

Celebrating Our Past

It was a century and three-quarters ago (before the Brooklyn Bridge was built!) when Mayor Cyrus Smith witnessed a wagon accident on Fulton Street. A gentleman from Buffalo was visiting Brooklyn and he ended up with a broken leg, yet there was no hospital in the borough. Mayor Smith and other community leaders made it their mission to remedy that. The “remedy” was The Brooklyn Hospital Center.

Since then, TBHC and Brooklyn itself have overcome challenges, transitioned with the changing times, and remain committed to improving our community’s well-being.

Investing in Our Progress

We are guided by the Five Pillars of our Blueprint for Financial and Operational Success:

PATIENT EXPERIENCE

QUALITY AND SAFETY

INFRASTRUCTURE: PEOPLE, PLACES AND TECHNOLOGY

STRATEGY

FINANCIAL STABILITY

Such commitment forms the foundation on which we earned an “A” from The Leapfrog Group this fall. The Leapfrog Hospital Safety Grade rates how well hospitals keep patients safe from harm. We were the only Brooklyn hospital to receive an “A” and one of only two in all of New York City. We are excited to present more specifics of this grade and all the other year’s accomplishments to you in this Annual Report.

Securing Our Future

As we improve our care and deepen our vital ties to our community, we are taking steps to ensure we remain a hospital for everyone in the Downtown Brooklyn area. We remain an essential safety-net hospital, serving a community with limited options for care. Yet we also are in the heart of a revitalized borough that is drawing thousands of new families who have wider healthcare choices.

Past, present and future — we are committed to serving our diverse community and to having the resources, the quality and the reputation to continue *Keeping Brooklyn Healthy* for another 175 years!

Lizanne Fontaine
CHAIR OF THE BOARD OF TRUSTEES

Gary G. Terrinoni
PRESIDENT &
CHIEF EXECUTIVE OFFICER



ON JANUARY 11, Angela Kerr, MD, OB/GYN, was interviewed by News12 regarding medical missions to Jamaica through American West Indian Medical Association.



SKYE WORKMAN, 12, delivered hats to TBHC cancer patients and was thanked by Aziza Sedrak-Ghaly, MD, and Gary G. Terrinoni, President and CEO.



Outpatient PHARMACY

A GROWING SERVICE THAT TRULY DELIVERS A GOOD PATIENT EXPERIENCE

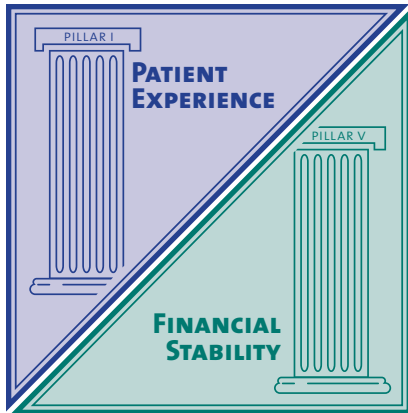


Robert DiGregorio, PharmD, Senior Director, Pharmacy & Pharmacotherapy Services, at January's official opening of the Outpatient Pharmacy.

The Brooklyn Hospital Center's Outpatient Pharmacy, conveniently located on the mezzanine level above the lobby near the coffee kiosk, fills prescriptions for ambulatory, walk-in and discharging patients. It has also successfully launched its "Meds-to-Beds" in-hospital delivery service and delivery to the on-site ambulatory care centers.

"We had a soft opening in late 2017, but our official one in January 2018," says Robert DiGregorio, PharmD, Senior Director, Pharmacy & Pharmacotherapy Services. "We're now able to accept all major and most minor insurance brands and are filling about 75 prescriptions a day, which is normal for a pharmacy our size."

Patients being discharged can call the pharmacy or tell their doctor that they want to use the service. Their prescriptions are then transmitted electronically to the pharmacy, filled by a pharmacist and delivered by a technician right to the patient's bed. Patients also have the option of picking up their prescriptions as they leave the hospital. "When patients leave the hospital, the last thing they want to do is stop, they just want to go home," Dr. DiGregorio says. "Research shows that if they have to go get their prescriptions, they just don't, and that leads to readmissions."



The Outpatient Pharmacy can also fill and deliver prescriptions to patients with appointments at the on-site ambulatory care centers. The goal is the same — get the meds in patients' hands before they leave and improve the chances they will take them. Employees can also fill their prescriptions.

Open Monday through Friday from 9:30 am to 5:30 pm, the Outpatient Pharmacy is there for anyone in the community who wants to use it and is particularly convenient for those who have received care at TBHC because we already have their medical records. In flu season, the Outpatient Pharmacy administers flu shots and several other vaccines for employees and offers blood pressure screenings year-round. It performs eye exams for the Department of Motor Vehicles and it sells over-the-counter products such as vitamins and supplements.

With the success the pharmacy is enjoying, Robert Aulicino, Senior Vice President and Chief Operating Officer, hopes to expand hours. "Our goal is to get the word out to the neighborhood that we can be your pharmacy after you've left the hospital," he says.

The Outpatient Pharmacy can also
FILL AND DELIVER
prescriptions to patients with appointments at the on-site ambulatory care centers.

February

ON FEBRUARY 2, TBHC joined the National Wear Red Day-Go Red Day for Women's efforts to raise awareness of heart disease and its prevention and treatment. Throughout the hospital, groups of employees showed up sporting the bright color.



EMPLOYEES AT THE *Heart* OF PATIENT EXPERIENCE

The sign hanging from the balloon arch said it all: We Love Our Employees. TBHC sets aside Valentine's Day to recognize our dedicated team. "It is a way to say thank you to our hard-working staff who make TBHC such a special place," says Guy Mennonna, Senior Vice President, Human Resources.

Employees stand at the very heart of TBHC's promise to improve the experience of every patient. "We are committed to creating a better experience for patients and families," says Leonid Gorelik, DNP, Chief Experience Officer. "How do we do it? Keep our frontline staff involved."

In fact, two years ago, the hospital tapped 32 staffers representing all departments in the hospital whose work touches patients. They developed the Heart of Connection, a document that spells out TBHC's dedication to empowering employees to positively interact with any patient. "It wasn't just telling them to smile more," says Dr. Gorelik. "We recognize each employee's unique contribution in order to achieve success. We

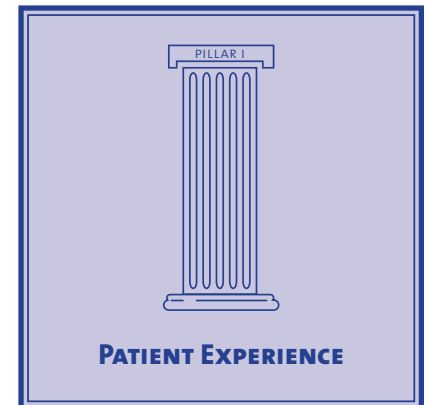
*"We are committed to creating a **BETTER ATMOSPHERE** and experience for patients and families."*

work with frontline staff and empower them to develop patient-centered solutions."

Implementing patient interaction guidelines based on the Heart of Connection started with six groups who interact with patients the most: doctors, nurses, dietary staff, housekeepers, transporters, and social workers and case managers. These groups developed a template to examine each department's approach in connecting with the patient, identified opportunities and implemented them. The results are practical and personal. Wait time in the Emergency Department is down and the discharge process is faster. Employees are deepening personal interaction with patients.

While TBHC is seeing improved results on post-discharge patient surveys, no one is getting complacent. "We're hearing positive feedback from staff and patients," Dr. Gorelik says. "But we're not where we intend to be."

Next up? Facilitating process improvement teams to continually improve patient flow, transport and discharge processes. No matter where the next improvement is implemented, one thing won't change: whatever we do, we will do it with the patient in mind by capitalizing on the passion and talent of our employees.



March

ON MARCH 2, we wore blue and the Gastroenterology Division and Cancer Screening Program staffed an information table in recognition of Colorectal Cancer Awareness Month.



VASANTHA KONDAMUDI, MD, Executive Vice President, Network Physician Executive, was named one of 20 top global women of excellence by the 7th Congressional District. She spoke at their International Women's Day celebration on March 9.



Oh, Baby!

BUSINESS IS BOOMING IN OB/GYN



Michael Cabbad, MD,
Chair of Obstetrics/Gynecology

It happens on average more than seven times a day, every day of the year. A snippet of a lullaby is played on the public announcement system signaling that TBHC welcomes a new baby into the world. “We’re busier now than we have been in a long time,” says Michael Cabbad, MD, Chair of Obstetrics/Gynecology.

The department has been providing the full range of quality OB/GYN care to the Downtown Brooklyn community since 1945: perinatal, prenatal, gynecological, women’s health and, of course, labor and delivery. In addition to over 2,500 deliveries, the department performs 1,200 gynecological surgeries each year. This year, there has been a strategic emphasis on growing the business, drawing in more voluntary physicians to deliver their patients here, as well as recruiting more specialists to the full-time staff.

By the end of 2018, the department boasted eight physicians, all board certified, who focus on management of patients in labor and delivery, and another four board certified subspecialists in gynecological oncology, reproductive endocrinology, urogynecology and maternal fetal medicine for high-risk pregnancies. “About 12.5 percent of our pregnancies are considered at-risk for pre-term delivery,” Dr. Cabbad says. “Which is slightly higher

than the national average.”

Growth was built on an already-solid foundation. “We have a dedicated group of physicians who have been at this hospital for a long time,” says Dr. Cabbad, who himself has 31 years of experience at TBHC, not counting his residency here.

Speaking of residents, 16 of them, four for each year of the program, also work in the department. Plus, the department features four midwives and a full support staff of physician’s assistants, nurses and technicians. Additionally, Erroll Byer, Jr., MD, Director, Ambulatory Care, oversees care at four off-site centers in the community and the Women’s Center on-site at the hospital. The department now uses robotic technology for complex pelvic surgeries that require incredibly precise work. Finally, with procedures on the rise, the department is planning to add a ninth generalist to the staff.

“We’re focused on excellent care and a superb patient experience,” says Shalom Buchbinder, MD, Senior Vice President and Chief Medical Officer. “We want the perception in the community to be TBHC is *the* place to have your baby.”

*“We have a
DEDICATED
group of
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April

THE EASTER BUNNY and the 88th Police Precinct paid a visit to our youngest patients.



OUR COMMUNITY

Advisory Board (CAB) gathered in April for its annual meeting. Shown here, Bernard Drayton, TBHC Trustee; Mavis Yon, CAB member; Habib Joudeh, CAB member; Amanda Geneste-Archer, CAB member; Fulvia Fobes, CAB member; John Gupta, TBHC's Chief Strategy Officer; Eric Adams, Brooklyn Borough President; Gary G. Terrinoni, TBHC's President & CEO; Laurie Cumbo, NYC Council Majority Leader; Dr. Kim Best, CAB Chair; Dr. Loretta Patton-Greenidge, CAB Vice Chair; Adriana Banks Martin, CAB member.



Best IN BROOKLYN

TBHC EARNS HIGHEST GRADE IN THE BOROUGH FROM THE LEAPFROG GROUP — TWICE!

The striking billboard prominently topping Junior's Restaurant said it proudly: The Brooklyn Hospital Center is "Best in Brooklyn!"

It's a claim TBHC can make without fear of contradiction. In April 2018, the hospital earned a "B" from the prestigious Leapfrog Group. At that time, no other Brooklyn hospital earned a "B". Later in October, we topped ourselves and earned an "A", again the best grade in Brooklyn and one of only two high grades in New York City. In fact, only 8 percent of hospitals in all of New York State received an "A".

"This 'A' is really the culmination of a story we began in late 2015," says Gary G. Terrinoni, President and CEO. "Since then, TBHC has invested millions of dollars to hire top doctors and specialists who have created new approaches to care and have ensured a quality environment for our patients."

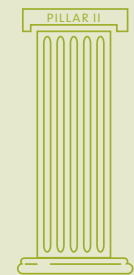
"This has been an exciting journey," says Vasantha Kondamudi, MD, Executive Vice President, Network Physician Executive. "We have worked diligently over the years to establish patient safety practices and policies and make sure every department is in compliance."



In April, TBHC received a "B". Over the iconic Junior's Restaurant on nearby Flatbush Avenue, we proudly announced that we were Best in Brooklyn.

In fact, just three years ago, TBHC received an "F" grade. TBHC then set out to become a high-reliability organization. Implementation of many patient-safety best practices resulted in significant reductions in infections and hospital-acquired conditions. These efforts resulted in a "C" in 2017 (a typical grade for New York City hospitals). And then in 2018, the "B" and the "A".

Among the many changes TBHC made and planned that led to our current Leapfrog grade "A" were:



QUALITY AND SAFETY

AN ICE CREAM celebration was enjoyed by all staff in the cafeteria as a thanks to everyone for their hard work in achieving the spring Leapfrog grade. Scoopers included: John Ferrara, Director, Patient Transport; Pamela Springer, Administrative, Quality Data Coordinator; and Bob Aulicino, Chief Operations Officer.



WE TOOK OUR KIDS to work on April 26. Young “surgeons” practiced on a dummy in our Sim Lab with a medical student.



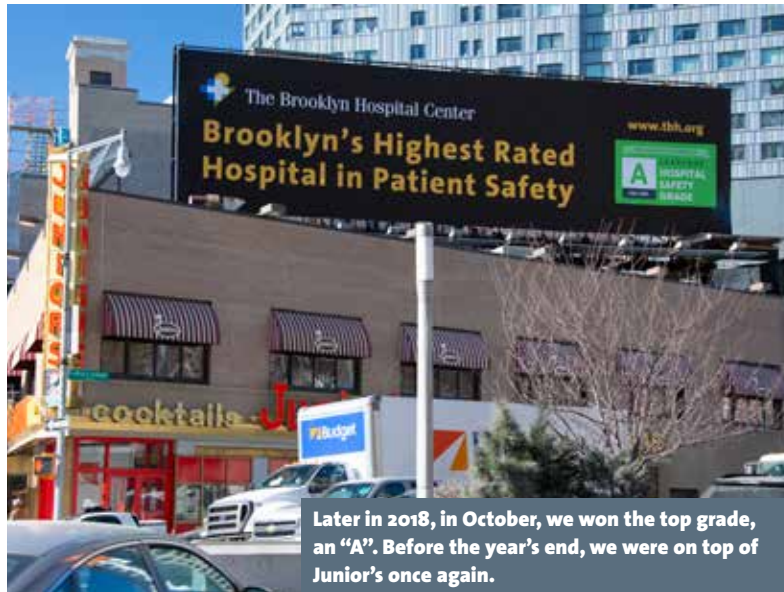
“All our focus is on the patient experience and GOOD OUTCOMES IN PATIENT SAFETY. The entire senior team is making rounds, talking to the patients, identifying common themes and putting the processes in place to take care of them.”

- A critical care initiative that improves outcomes for the sickest patients.
- The launch of the Epic electronic medical record that provides better coordination of care.
- Daily surveillance of patient safety metrics related to sepsis, healthcare-associated infections and hospital-acquired conditions, among others. The team performs immediate root-cause analysis of the outliers.

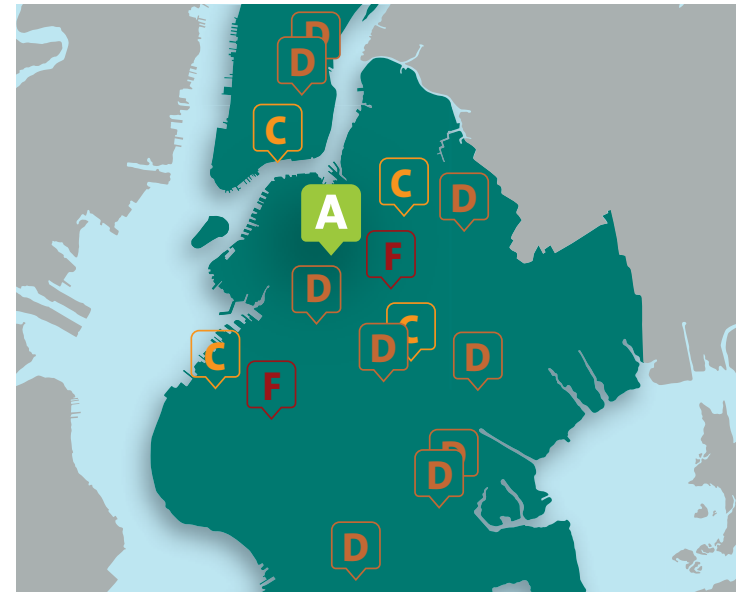
Achieving these grades from the rigorous Leapfrog review requires the support of the entire TBHC team. “It involves the entire organization working in collaboration to accomplish this,” Dr. Kondamudi says. “Senior leadership is very supportive. Now, all our focus is on the patient experience and good outcomes in patient safety. In fact, the entire senior team is

making rounds, talking to the patients, identifying themes and putting the processes in place to take care of them.”

The next challenge is sustaining gains made in patient safety and improving patient experience. Patient experience encompasses interactions between the patients and doctors, nurses and staff in the hospital. Understanding patient experience is a key step in moving toward patient-centered care. By looking at various aspects of patient experience, one can assess the extent to which patients are receiving care that is respectful of and responsive to individual patient preferences, needs and values. Evaluating patient experience along with other components such as effectiveness and safety of care is essential to providing a complete picture of healthcare quality.



Later in 2018, in October, we won the top grade, an “A”. Before the year’s end, we were on top of Junior’s once again.



May

WHEN THE Contact Center went live, cake was in order! Rosemary Munoz, Tracy Crowe, Angel-Theresa Fannings, Angel Gamarra, Betty Jules, Jeanette Ferreira, Cordero Sinclair, Director of Innovation Sheila Anane, Cory Sargeant, Michelle Ventura and Natalee Hancle-Young celebrated.



LET'S DO Lunch!

ANNUAL EVENT BUILDS BONDS BETWEEN TBHC AND COMMUNITY LEADERS

The term “let’s do lunch” took on special meaning May 11, as a sold-out crowd of 150 community leaders packed the Forchelli Center at Brooklyn Law School for TBHC’s 4th Annual Community, Corporate and Legislative Luncheon.

“The luncheon creates an opportunity for us to recognize leaders and individuals who are making a positive difference in our community,” says Leroy Charles, Vice President of External Affairs. “But it’s so much more than that. It’s a chance for business, legislative and community leaders to meet and get to know our hospital’s



Amanda DeGeneste Archer, founder of the Sonny Archer Law Enforcement Foundation



Andrew Hoan, departing CEO, Brooklyn Chamber of Commerce; and Gary G. Terrinoni, TBHC’s President and CEO



At the lunch, Leroy Charles, TBHC’s Vice President of External Affairs; Hakeem Jeffries, US Congressman, 8th Congressional District of NY; and Gary G. Terrinoni, TBHC’s President and CEO



PHYSICIANS WERE intimately involved in the redesign of the physician-patient interactions at TBHC as they participate in the Patient Experience Initiative. This team worked diligently and identified 12 touch points and developed checklists for each interaction. Some of the physician team members are shown here: Dr. Linus Yoe, President, Medical Staff; Dr. Geeta Malieckal, Chief Resident, Internal Medicine; Dr. Kyawzaw Lin, PGY 2 Internal Medicine; Dr. Sherly Abraham, Chair, Family Medicine; Dr. Kirishanth Perinpanathan, PGY3 Family Medicine; Dr. Prabhjot Manes, Family Medicine, Hospitalist; and Dr. Gene Pacelli, PGY2 Family Medicine.



*“The luncheon creates an opportunity for us to **RECOGNIZE LEADERS** and individuals who are making a positive difference in our community.”*



Drew Gabriel, Gov. Andrew Cuomo's Brooklyn regional representative

leadership, board and advisory board. It affords us one more way to work together in *Keeping Brooklyn Healthy.*”

Each year Hakeem Jeffries, US Congressman, 8th Congressional District, gives the keynote address, a rousing, highly anticipated speech. This year, he also received the President's Award from TBHC President and CEO Gary Terrinoni for his longstanding friendship and support of the hospital.

Rep. Jeffries promised to show the award to his mother, saying she started it all by giving birth to him at The Brooklyn Hospital Center! He also called TBHC “a treasured Brooklyn institution,” and added all of Brooklyn and its leaders must “dismiss doubters and keep marching toward your dream.”

Other award recipients included:

- **PRESIDENT'S AWARD** Drew Gabriel, Gov. Andrew Cuomo's Brooklyn regional representative
- **GOOD NEIGHBOR AWARD** 88th Precinct's Officer Christopher Kinney and Detective Andrene Seargeant
- **CORPORATE SERVICE AWARD** National Grid
- **COMMUNITY SERVICE AWARD** Amanda DeGeneste Archer, founder of the Sonny Archer Law Enforcement Foundation
- **GOOD CITIZEN AWARD** Andrew Hoan, departing CEO, Brooklyn Chamber of Commerce

“This event is the high point of work that takes place all year to build relationships between TBHC and the community we serve,” says Gilda Caputo-Hansen, Director of Community Affairs. “In addition to



NYC 88th Precinct's Detective Andrene Seargeant and Laurie Cumbo, NYC Council Majority Leader

government and business leaders, we invite our nonprofit, faith-based and service organization partners, too.”

In fact, representatives from all eight levels of government that touch Brooklyn attend: the governor's office, state senate, state assembly, borough council, mayor's office, borough president's office, public advocate and, of course, the US Congress.

May

SPRING into September is busy with health fairs, block festivals and events throughout Brooklyn. Community Outreach Coordinator Sakibeh Mustafa (second from left) always shows up for our community.



RICARDO A. ALONSO, MD, Family Medicine Resident (shown in the dark blazer), spoke about diabetes at Raices Senior Center.



A Good First IMPRESSION

CONTACT CENTER IS A GREAT GATEWAY TO TBHC

Nothing lasts like a good first impression, and TBHC’s new Contact Center Services is taking that to heart. “When a new or existing patient contacts us, we schedule their appointment seamlessly, give tips about arriving on time, tell them where they need to go, and answer whatever questions they have,” says Sheila Anane, Director of Innovation.

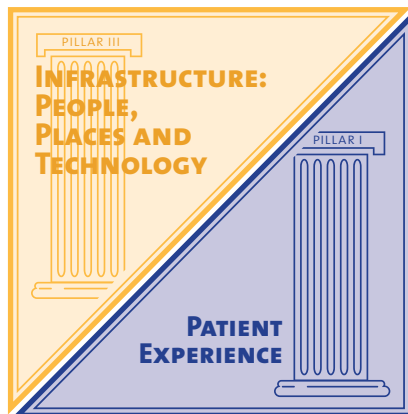
The service provides appointment scheduling and overflow call support for 16 ambulatory care practices. “Epic, our new electronic medical record system, allows us to see a patient’s appointment history across the organization, making it easier for us to help patients navigate multispecialty care,” says Ms. Anane.

Another tech upgrade allows the team to do automatic call or text reminders to patients three days before a scheduled appointment and follow-up calls within three days after an emergency department or hospital discharge. *(Learn more about Epic on page 14.)*

All of this investment in human and technology resources has a goal, to improve patient outcomes ensuring patients have access to the right care at the right time. Our organization has partnered with Mount Sinai Health

System on DSRIP (Delivery System Reform Incentive Payment program), a New York State Medicaid program that facilitates program changes toward a 25 percent reduction in avoidable emergency department and hospital visits by 2020. The math is simple: The more patients treated through the ambulatory care network, the fewer avoidable admissions to the hospital. “We want to make it easy for every patient to start their care here or follow up with a provider,” Ms. Anane says.

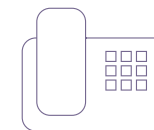
*“We want to make it **EASY** FOR EVERY **PATIENT** to start their care here.”*



CONTACT CENTER BY THE NUMBERS

Clinical Areas Supported

16 by end of year

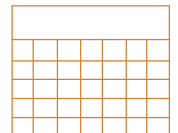


Total Incoming Calls

109,530 year to date

Appointments Scheduled

38,795 year to date



In May, Sakibeh Mustafa (shown in center) attended Brooklyn Borough President Eric Adams' Women of Faith event. (Eric Adams shown far left).



Nurses WEEK 2018!

Pillar 3 of our Blueprint for Success speaks to infrastructure as being composed of people, places and technology. No people figure more prominently in the success of TBHC than the nurses. In May, TBHC joined the American Nurses Association in celebrating National Nurses Week, which began on May 6 and ended on May 12, Florence Nightingale's birthday. Here, a peek at the week's activities:

The Nurses Serenity Spa offered smoothies, massages, soothing music and Better Fit stretching sessions throughout the week.

The Nurses Expo had photo booth fun, customized cupcakes, interesting demonstrations, and gifts among other fun and educational activities.

The Florence Nightingale High Tea & Pin Ceremony included a map for nurses to mark where they were pinned.



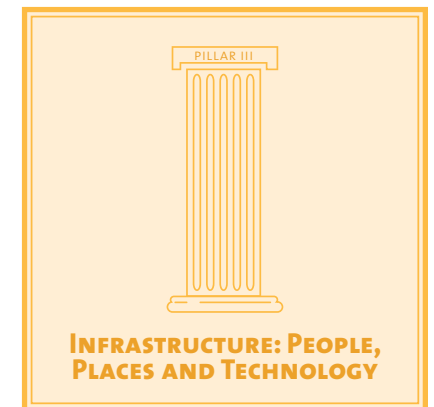
Allison Williams enjoyed a smoothie.



Lisa McEvilley and Fadya Casseus have fun in the photo booth.



Zinnatun Hasan in the massage chair with a soothing eye compress.



A CENTER OF *Excellence*

TBHC WEIGHT LOSS CENTER EARNS PRESTIGIOUS ACCREDITATION



MEMBERS OF THE senior team began training for Executive Rounding, a Patient Experience initiative, whereby senior staff meet regularly on the unit with patients to listen and learn. Shown here: Stacey A. Friedman, SVP, General Counsel; John Gupta, EVP, Chief Strategy Officer; Guy Mennonna, SVP, Human Resources; and Shalom Buchbinder, MD, Chief Medical Officer.



Pratibha Vemulapalli, MD, Chair of Surgery at TBHC, and patient Lucia Nolasco.

TBHC's Weight Loss Center delivers high-quality care that deeply and positively impacts the lives of its patients. Now, the center is adding to its well-deserved reputation for excellence through its accreditation as a Comprehensive Center under the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP).

"This accreditation sets the national standard for quality," says Pratibha Vemulapalli, MD, Chair of Surgery. "Being named a Center for Excellence validates the good work our doctors and staff were already doing, the solid program we have and the positive outcomes we achieve with our patients."

MBSAQIP is a joint program of the American College of Surgeons and the American Society for Metabolic and Bariatric Surgery, which supervises a rigorous examination of all phases of a bariatric surgery center's operations, procedures and outcomes.

The Weight Loss Center performs about 400 surgeries annually — almost eight a week. Patients are carefully screened to ensure they are good candidates. Prior to the procedure, patients must make six monthly visits to ensure they are prepared mentally, physically and emotionally for their new lifestyle. They receive both pulmonary

and psychiatric clearance and take multiple classes with a registered dietitian. After the surgery, they are followed closely for a full year. Annual follow-up appointments can continue for five years if required. All of this adds up to a complex process involving multiple caregivers.

Andrea Skowronek, Registered Dietitian and Bariatric Coordinator at the Center, oversaw the extensive application process for accreditation. "I'm proud that we got the Center of Excellence designation," Ms. Skowronek says. "This is a quality, excellent program with incredibly low complication rates compared to the national average."

A year ago, Lucia Nolasco was 239 pounds with high blood pressure, sleep and mobility problems. Today, she is 100 pounds lighter and exercising. "I learned to sew, because I had to take all my clothes in!" she says.

"The story of bariatric surgery is not just about weight loss," says Dr. Prat, as she is widely known at TBHC, "It's a story of people gaining their lives back."



JULY

FRIDAY, JULY 13 was a very lucky day for little Sarah Wiggins and her family. Sarah decided to make an early entrance. She was delivered safely by Luis Valdez, MD, in our driveway, proving that TBHC is here for our community at the right time in the right place!



STAFF HAD A CHANCE to relax and unwind at yoga throughout the summer, thanks to our community partners at Brooklyn Academy of Music.



ALL ROADS Led TO TBHC

MEET LIZANNE FONTAINE, NEW BOARD CHAIR

When TBHC’s new Board Chair Lizanne Fontaine walks from her home in Brooklyn Heights to TBHC, she gets a clear view of two Brooklyns. There are new buildings and new families moving in, right among neighborhoods where families have lived for generations. “We must attract these new patients and offer new services to people who have a range of options,” she says. “But, we also need to still provide care for the people who have been coming to us for generations, many with chronic healthcare challenges.”

If anyone has traveled personal and professional roads to be right here, right now, it’s Lizanne Fontaine. She moved to Brooklyn in 1984, where her two children became five after triplets were born. Already an attorney, when the children reached school age, she returned to school, too. At New York University (NYU), she added a registered nursing degree to her Juris Doctorate.

After graduation, her first job put both degrees to work as counsel to the chief physician for the New York Department of Education. She followed that by working on an NYU community health project with the centerpiece being a mobile medical clinic in partnership with TBHC. “I got a good look at TBHC’s patient base and became more

committed to the role of the hospital in meeting healthcare needs,” Ms. Fontaine recalls.

She also served on several Brooklyn-area boards in the arts and social services. In 2002, she joined TBHC’s board. “I am the first and to date only nurse to serve on the board.”

Now, with 16 years of board experience, she’s ready to lead TBHC in times of change. “The industry is being incentivized to keep people healthy and out of a hospital bed. At the same time, we must maintain a first-class hospital with beds,” she says. “The challenge is to be nimble enough to provide both kinds of service.”

She was one of the board co-chairs active in the search for current President and CEO, Gary G. Terrinoni. “There’s great complexity to running a hospital in New York State, New York City, independently and with the payer mix we have,” she says. “I’ve had the chance to see this closely, and it’s given me tremendous respect for Gary and his senior team.”

Her message to the 2,700 employees? “Think of the best healthcare experience you’ve had and bring that game to what you’re doing for our patients,” she says. “Everyone deserves excellent, thoughtful, compassionate care, whether you’ve been in Brooklyn for 50 years or two months.”



Lizanne Fontaine, Board Chair



August

ON AUGUST 16, Shoot for a Cure raised \$5,000 for TBHC's colon cancer screenings. The basketball-themed event was a partnership between the Municipal Credit Union (MCU) and Borough President Eric Adams's office. Shown here: Gary Perone, Assistant Manager of the Brooklyn Cyclones; Corey Fernandes, VP of MCU Business Development; Madhavi Reddy, MD, TBHC Division Chief of Gastroenterology; Norman Kohn, CEO and Acting President of MCU; Borough President Eric Adams; and Gary Terrinoni, TBHC President & CEO.



A CHANGE FOR THE *Better*

Margaret Barnes, an Ambulatory Care Center regular patient was worried.

It was last August, and after a year of work and a \$13 million investment, TBHC was about to flip the switch on the Epic electronic medical records system for the whole ambulatory care network. Ms. Barnes knew doctors, nurses and staff relied on her medical records in guiding her care. Changing from a system they knew — and that she was comfortable with — was concerning. Turns out



A patient registering at one of the Epic kiosks being tested.

EPIC GOES LIVE AND THE RESULTS ARE DRAMATIC

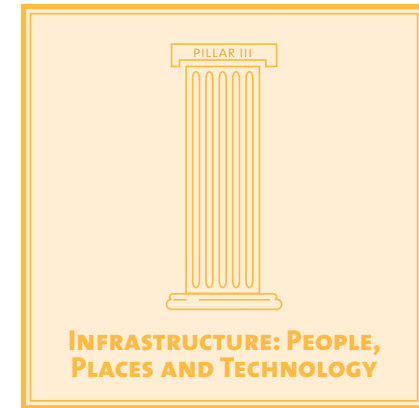
there was no cause for alarm. Epic is a success in every sense of the word.

“Previously, we worked off of four separate systems to manage records, write notes, make appointments and document billing,” says Sam Amirfar, MD, Chief Information Officer. “And those systems did not ‘talk’ well to each other.”

With Epic, one system handles the entire ambulatory patient experience: scheduling, registration, provider documentation, lab and radiology result management, electronic prescribing, patient follow-up instructions, health information management chart functions, billing, population health management, patient portal, and reports/dashboards.

Epic offers huge benefits to TBHC staff that result in increased efficiency and improved quality of care. The intake team can see doctor's notes from previous appointments and better prepare patients for their next appointments. “The whole health team is now involved in each patient's visit,” says Dr. Amirfar.

Patients experience benefits as well. When they use the online MyChart at Brooklyn Health, they can set their own appointments and communicate with



staff. A kiosk system being tested allows patients to register themselves on arrival and answer screening questions saving them a possible wait in line. “This is really just the beginning,” says Judy McLaughlin, DNP, Senior Vice President and Chief Nursing Executive. “We have a system in place where we can optimize our performance by proper utilization and make us operationally more efficient and deliver a higher quality of care. I give a lot of credit to our ambulatory team. It was a lot of hard work, and they did it. We're really changing how we work.”

As for Ms. Barnes? When the system went live, she saw how involved the Epic tech was with the physicians and staff. She saw the staff was really intrigued and “getting it.” Now, Ms. Barnes knows all her healthcare team members have her medical information at their fingertips and are always prepared to answer her questions. In fact, she says every visit to the center is better than the last.

Now, *that's* epic!

OUR CHILD LIFE PROGRAM hosted an exciting back-to-school event for the neighborhood's school-age patients and their siblings! Children got to enjoy a day of fun activities, food and music and left with a free backpack filled with school supplies.



SATURDAY IN THE *Park*



A resident checks out a young friend's teddy bear at the hospital's Saturday in the Park 2018 health fair.



A PARTY WITH A MISSION: KEEPING BROOKLYN HEALTHY

Almost every other day — more than 150 times a year, in fact — a TBHC team is out in the community offering a wide variety of health screenings, providing information on healthy living and forming relationships with those we serve. This community outreach plays a key role in our mission of *Keeping Brooklyn Healthy*. “Through our outreach, we are trying to achieve a partnership with the community that involves trust and relationship,” says Leroy Charles, Vice President of External Affairs.

TBHC does a tremendous number of outreach events with churches, senior community centers, nonprofits and at other people's events. Once a year, Community Affairs hosts the party. It's our TBHC event, and we get to locate it in beautiful and historic Fort Greene Park right next door.

On September 15, a large, diverse turnout of families and individuals received health screenings for asthma, blood pressure, body mass index (BMI), cholesterol, dental, glucose, among others. And that just scratched the service. Kids enjoyed face painting and the nearby playground. Exhibits at the fair included a real ambulance for people to tour. Emergency Medical Services teamed up with TBHC's Simulation Department



Everyone was invited to see what a real-live ambulance looks like!

to simulate an accident rescue, and the Children's Health Center offered lessons on pediatric resuscitation.

A huge draw was the Teddy Bear Clinic. Kids brought their favorite teddy bears for “appointments” with hospital medical students and staff, who examined their stuffed patients, used a simulated MRI and X-Ray machine to measure how much love the bears had in them, and sutured them up when necessary. It's hard to say who was having more fun, the kids or the med students!

“We are trying to achieve a partnership with the community that involves

TRUST AND RELATIONSHIP.”

October

IN OCTOBER, staff kicked off Breast Cancer Awareness Month. First, we wore pink! After a month of lectures, outreach and other activities, we hosted an Evening of Beauty to pamper cancer survivors sponsored by [salon]718 and the Cancer Services Program of Brooklyn.



FOUNDERS BALL 2018

A WINNING HAND!

A record crowd of 850 people packed the ballroom at the New York Marriott at the Brooklyn Bridge on October 18, for The Brooklyn Hospital Foundation's annual Founders Ball. Energy in the room was off the charts as guests and sponsors celebrated from the moment the doors opened until late into the night at the event's first-ever casino.

One of Brooklyn's largest fundraising events, the Founders Ball each year honors a select group of leaders making important contributions to the borough and raises money for vital projects and improvements at the hospital.

The 2018 Founders Ball raised a remarkable \$1,480,000 — the Foundation's

second-highest grossing event to date — and for the sixth straight year, netted well over one million dollars. Among the projects underwritten by past galas are a surgical robot, a hospital-wide patient education and entertainment portal, and Emergency Department renovations and equipment. Proceeds from this year's event will underwrite needs in Pediatrics, Labor and Delivery and other critical hospital priorities.

Led by Event Chair Susan E. Skerritt, this year's ball celebrated innovation, excellence in patient care and philanthropic leadership embodied by honorees:

- Nelson S. Menezes, MD, Chief, TBHC Division of Vascular Surgery
- David Schwartz, Co-Founder & Principal, Slate Property Group
- Earl D. Weiner, Vice Chair, TBHC Board of Trustees, and Retired Counsel, Sullivan & Cromwell
- The Brooklyn Hospital Center-Mount Sinai Heart Comprehensive Cardiac Care Program, a collaboration bringing sophisticated cardiac preventative, diagnostic, interventional and treatment services to Downtown Brooklyn and its surroundings.

*A special
"Thank You!"
to all of our*

**LOYAL AND
GENEROUS
SUPPORTERS.**

The partnership was represented by:

- Srinivas Kesanakurthy, MD, Director, TBHC's The Brooklyn Heart Center & Cardiac Catheterization Lab
- Samin K. Sharma, MD, FACC, FSCAI, Director of Clinical and Interventional Cardiology, The Mount Sinai Hospital

In a special moment of the evening, Tony-award winning playwright, TV writer and librettist David Henry Hwang presented the award to honoree and theater patron Earl Weiner. Hwang's life was saved thanks to TBHC's expert Emergency Department team following a random knife attack outside his home in Fort Greene.

A special "Thank You!" to all of our loyal and generous supporters. **See you at the Founders Ball this year on October 16, 2019!**



ON HALLOWEEN, LIU Blackbirds paid our pediatric patients a sweet visit at this year's Reverse Trick-or-Treat, where staff and friends go straight to the little ones with goodies.



1. Casino winner!
2. Charlie Gasperino, Fox News reporter; Gary G. Terrinoni, TBHC President and CEO; James Gasperino, MD, TBHC Chair of Department of Medicine, Vice President for Critical Care, Perioperative and Hospital Medicine, and Associate Chief Medical Officer; Maria and George Ramirez.
3. Eric Adams, Brooklyn Borough President; Laurie Cumbo, NYC Council Majority Leader; Gary G. Terrinoni, TBHC President and CEO.
4. Susan E. Skerritt, Event Chair and TBHC Board Trustee; Gary G. Terrinoni, TBHC President and CEO.
5. James McLaren; 2017 Walter E. Reed Medalist Anders Cohen, DO, TBHC Division Chief of Neurosurgery.
6. 2018 Walter E. Reed Medalist Nelson S. Menezes, MD, TBHC Division Chief of Vascular Surgery; Dino Veronese, Chair of The Brooklyn Hospital Foundation; Deborah Niederhoffer, TBHC VP and Chief Development Officer.
7. Elaine and Joel Goldstein; 2018 Walter E. Reed Medalist Srinivas Kesanakurthy, MD, TBHC Medical Director of The Brooklyn Heart Center; Russell Resnick; Susan E. Skerritt, Event Chair and TBHC Board Trustee.
8. 2018 Walter E. Reed Medalist Srinivas Kesanakurthy, MD, TBHC Medical Director of The Brooklyn Heart Center; Gary G. Terrinoni, TBHC President and CEO; Deborah Niederhoffer, TBHC VP and Chief Development Officer; 2018 Walter E. Reed Medalist Samin K. Sharma, MD, Director of Clinical and Interventional Cardiology, The Mount Sinai Hospital.
9. 2018 Founders Medalist Earl Weiner and Tony-award winning playwright, TV writer and librettist David Henry Hwang.

November

THE MONTH kicked off with news of our fall Leapfrog Hospital Safety Grade — our first “A”, and the only “A” in Brooklyn, and only one of two in all of New York City.



ON NOVEMBER 4, TBHC joined BAM (the latter is right on the race route) to cheer on NYC Marathon runners.



MAKING WAY FOR THE *Future*

In coming years, the way we deliver healthcare will evolve as it becomes streamlined and “right-sized” through a combination of strong strategic vision and emerging technology.

For TBHC, 2018 offered the opportunity to lay a firm foundation for this future. We’ll always be committed to *Keeping Brooklyn Healthy*, but where possible and in the patient’s interest, it might not be in a hospital at all.

“Outpatient ambulatory care is the wave of the future in healthcare,” says Executive Vice President and Chief Strategy Officer John Gupta. “It’s about delivering the right care in the right setting at the right cost and making it

accessible to our patients.”

Among many signs of TBHC’s commitment to this model is the sale of the Maynard building. “Many of our physician practices in Maynard need an outpatient setting and that property was not well-suited to provide that kind of care,” Mr. Gupta says. In fact, Maynard was origi-

*“It’s about delivering the right care in the right setting at the right cost and **MAKING IT ACCESSIBLE** to our patients.”*

nally designed as a residential building and soon it will be again. The developers who will ultimately purchase it will build residential.

The physician practices will move into 60,000 square feet of leased space at 620 Fulton Street, and it will be a much better home for them and TBHC patients. “This

is a building purposefully designed for medical use,” Mr. Gupta says. “It will provide a better environment for the patient and our staff and a better work space to meet patient needs.”

“We’re also looking to evaluate all of the hospital real estate to further our mission,” says Mr. Gupta. All of this is part of The Brooklyn Hospital Center’s master plan that will enable the campus to support how we are delivering care now and into the future.

But preparing the organization for the future of healthcare goes beyond looking at the facility-centered model to leveraging our current ambulatory sites. The Epic electronic medical record management system (*see story page 14*) enables more organized delivery of care through the ambulatory care network. Epic grows access for our existing providers in our existing network. At the same time, we increase provider capacity, the number of physicians, hours we operate and type of services. By launching both Epic and the enhanced Contact Center (*see story page 10*), we can save time for patients and providers and give care in a timely manner with a better patient experience.



TBHC's Fadya Casseus, Wound Care Manager, and Sherrene Dinham, RN, 8B, at the Pressure Injury Awareness Fair on November 16, which offered information and activities.



TBHC RECEIVED donations from Cheeriodicals, an organization that works with companies to put together boxes of toys to donate to hospitals.



THROUGHOUT the fall, 60 co-workers enjoyed salsa classes and learned such steps as basic, side basic, quarter turns, kiss and SuzieQ.



Proposed: Looking north up Ashland Place view from DeKalb Avenue

RENDERING BY Robert A.M. Stern Architects

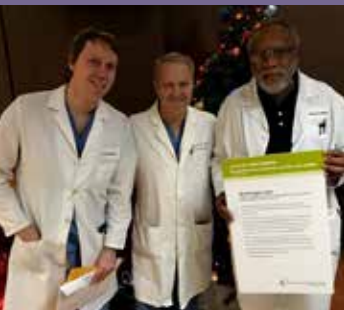
*620 Fulton Street will provide a better work space to **MEET PATIENTS NEEDS.***

By late 2018, the visit volume rose to historic levels because of efforts such as Epic and the Contact Center. Additionally, we'll be exploring partnering with existing clinics and providers who have longstanding practices in our area.

"All of this is a result of a strategy that is completely patient-centered and patient-focused," Mr. Gupta says. "We're delivering care where our patients need it, focusing on healing and wellness."

December

WE CELEBRATED outstanding Q3 employees and teams at our Blue Ribbon Event. Folks who received praise for taking the extra step with patients, families and/or colleagues were recognized. Shown here, Neurosurgery's William B. Vanderwall, Physician Assistant; Anders J. Cohen, DO, Division Chief; and Jean A. Frederic, Physician Assistant. The team was recognized for their excellent patient service.



TBHC GOES *Festive*

December at The Brooklyn Hospital Center is always party party. Staff decorate their units and special visitors do their best to make the hospital a happier place for all.

Early in the month, Project Sunshine played with our kids and bareMinerals donated gifts. Shortly after, the Joffrey Ballet bedazzled our pediatric patients with their performance. The Harlem Globetrotters kept things spinning and the LIU Athletics Department joined the fun. The 88th NYPD Precinct, represented by Officer Christopher Kinney and Detective Andrene Seargeant, came by to drop off toys they collected.

Brooklyn Nets Super Star shooting guard Treveon Graham and radio personality Angela Yee visited in the early evening. First

Calvary Church came by for their annual holiday Christmas singalong and toy drive, too. And, as if that weren't enough, the NYPD sent a group of superheroes over to entertain!

Combine all that with various unit and departmental parties and TBHC made the best of being in the hospital during the holidays. Thank you to all our community partners and kind guests for cheering our patients and staff up!

TBHC made THE BEST of being in the hospital during the holidays.



First Calvary Church



Joffrey Ballet performs *The Nutcracker*



Dr. Maurice Stinnett, VP of Diversity and Inclusion, BSE Global; Brooklyn Nets Super Star shooting guard Treveon Graham; and radio personality Angela Yee



VASANTHA KONDAMUDI, MD, Executive Vice President, Network Physician Executive, and Rosemary Fiore, RN, Nurse Manager, were celebrated at the December 3 Champions and Visionaries of Healthcare Awards, hosted by the *Daily Eagle*. Ms. Fiore was honored for her dedication to our patients, and Dr. Kondamudi for her dedication to quality and safety. Shown here, Gary G. Terrinoni, President & CEO; Lizanne Fontaine, Board Chair; Dr. Kondamudi; and Ms. Fiore.



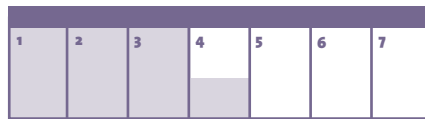
2018 STATISTICAL *Highlights*

Revenues
\$452,000,000

Inpatient Discharges¹ **15,191**

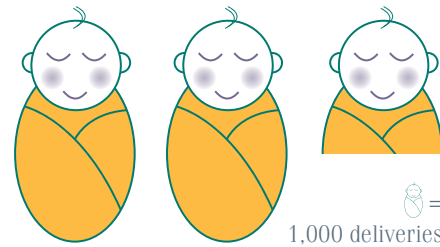
Patient Days¹ **83,137**

Average Length of Stay (Length of Stay adjusted for Medicare case mix) **3.39 DAYS**

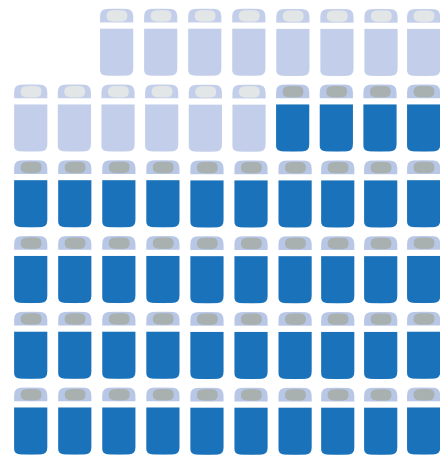


Total Surgical Procedures **10,160**

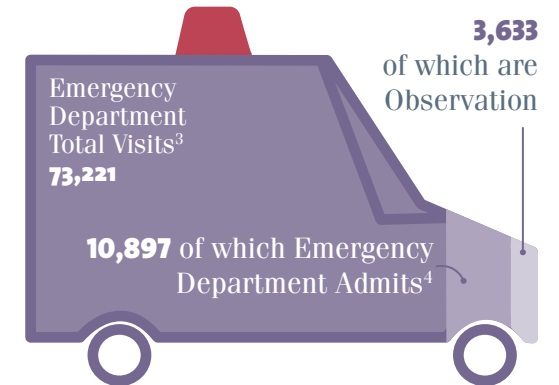
Deliveries **2,523**



Occupancy² (staffed beds) (1 ■ = 8 Beds) **76%**



Emergency Department Total Visits³ **73,221**



Outpatient Visits **266,388**

Hospice Days **1,137**

¹ Excludes Newborn, includes NICU ² Acute Services, excludes Newborn ³ Includes Observation ⁴ Excludes Observation

Thank You to Our Donors

The Brooklyn Hospital Foundation acknowledges the outstanding lifetime contributions from the following individuals and businesses. Their support and dedication advances The Brooklyn Hospital Center's essential role in serving Brooklyn's communities.

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 the word out to the
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 after you’ve left the
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Casino night fun at the 2018 Founders Ball!



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AND EXPERIENCE
 for patients and
 families."*

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Everywhere you look around The Brooklyn Hospital Center something exciting is happening! Our expanding ambulatory care network is delivering TBHC's excellent care in an efficient, effective way. The Epic system for electronic medical records is improving every patient's experience and giving doctors and staff unprecedented tools to be their best. We received a top grade from the Leapfrog Group that rates hospitals on patient safety.

And all of these varied successes have one thing in common: You!

The generous support of our visionary partners — individuals and organizations — who give to The Brooklyn Hospital Foundation plays a vital role in our progress.

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April 18, 1958 –
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- Upgrade every patient bed with a smart LCD television system complete with patient education and a wide variety of entertainment.
- Expand and renovate the chapel.
- A group of our physicians stepped forward to create a beautiful and soothing eighth floor waiting area.
- Purchase a state-of-the-art Da Vinci XI surgical robot.

And that just scratches the surface. Everywhere you look there are needs to be met. From physical enhancements to our campus, to equipment for our staff, to coats for our patients who don't have any.

How do you want to help? Let's talk about it. There is no better time than now for you to partner with your community's hospital. The Brooklyn Hospital Center is the best in Brooklyn, and we're going for even better.

Be a part of it! Whatever you can do, your support will have a great impact on TBHC.

To learn how you can help, email [Deborah Niederhoffer, Vice President and Chief Development Officer at The Brooklyn Hospital Foundation, at \[dniederhoffer@tbh.org\]\(mailto:dniederhoffer@tbh.org\)](mailto:Deborah.Niederhoffer@tbh.org).

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