



Continuum
Health Partners

SIX OUTSTANDING HOSPITALS
ONE OUTSTANDING HEALTH CARE SYSTEM

CONTINUUM HEALTH PARTNERS SITES

- Beth Israel Health Care System**
- Roosevelt Hospital
- St. Luke's Hospital
- Long Island College Hospital
- The New York Eye and Ear Infirmary





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On the Cover: Louis B. Harrison, MD, Chairman of the Charles and Bernice Blitman Department of Radiation Oncology of Beth Israel Medical Center, Chairman of the Department of Radiation Oncology of St. Luke's and Roosevelt Hospitals, and Director of the Continuum Cancer Centers of New York, stands next to one of Beth Israel's Varian IX linear accelerators. This state-of-the-art technology is equipped with on-board CT imaging capability. Radiation oncologists at Continuum are at the leading edge of developing image-guided radiation therapy, which allows real-time CT guidance of intensity modulated radiation beams to target tumors, while protecting the nearby normal organs. The result is higher cure rates for cancer and lower complication rates for unaffected organs and tissue, all accomplished with non-invasive treatment that maximally preserves function and quality of life. As cancer therapy increasingly emphasizes optimizing cure while minimizing side effects, Continuum physicians remain at the forefront of using these new technologies to the benefit of patients.

Images above from left:

Beth Israel Medical Center Petrie Division, Beth Israel Medical Center Kings Highway Division, St. Luke's Hospital, Roosevelt Hospital, The New York Eye and Ear Infirmary, Long Island College Hospital of Brooklyn.

CONTINUUM HEALTH PARTNERS SITE ADDRESSES

BETH ISRAEL

MEDICAL CENTER

Milton and Carroll Petrie Division
First Avenue at 16th Street
New York, NY 10003
(212) 420-2000

Kings Highway Division
3201 Kings Highway
Brooklyn, NY 11234
(718) 252-3000

Phillips Ambulatory Care Center
10 Union Square East
at 15th Street
New York, NY 10003
(212) 844-8000

Beth Israel Ambulatory Surgi-Center
3131 Kings Highway
Brooklyn, NY 11234
(718) 258-9200

Geriatrics/Internal Medicine at Penn South
305 West 28th Street
New York, NY 10001
(212) 645-1087

Robert Mapplethorpe Residential Treatment Facility
327 East 17th Street
New York, NY 10003
(212) 420-5690

Phillips Beth Israel School of Nursing
776 Sixth Avenue
New York, NY 10001
(212) 614-6108

Karpas Health Information Center
311 First Avenue
New York, NY 10003
(212) 420-4247

Max Meltzer Geriatric Practice
94 East 1st Street, Apt. 1H-1J
New York, NY 10009
(212) 677-2157

Beth Israel Doctors Office
Manhattan Specialty Care
1555 Third Avenue
New York, NY 10128
(212) 828-2300

Beth Israel Medical Group
Hartsdale Japanese Medical Practice
141 South Central Park Avenue
Hartsdale, NY 10530
(914) 997-9300

Manhattan Primary and Specialty Care
55 East 34th Street
New York, NY 10016
(212) 252-6000

Manhattan Japanese Medical Practice
55 East 34th Street
New York, NY 10016
(212) 252-6171

Manhattan Primary and Specialty Care
202-204 West 23rd Street
New York, NY 10016
(212) 352-2600

Beth Israel Teaching Affiliate
The Albert Einstein College of Medicine of Yeshiva University Jack and Pearl Resnick Campus
1300 Morris Park Avenue
Bronx, NY 10461
(718) 430-2000

Beth Israel Research Affiliate
The Rockefeller University
1230 York Avenue
New York, NY 10021
(212) 327-8000

ROOSEVELT HOSPITAL
1000 Tenth Avenue
at 59th Street
New York, NY 10019
(212) 523-4000

Roosevelt Hospital Doctors Offices
West 68th Street Center
172 Amsterdam Avenue
New York, NY 10023
(212) 496-4600

780 Eighth Avenue
New York, NY 10036
(212) 641-4500

West Care Medical Associates Manhattan
241 Central Park West
New York, NY 10024
(212) 787-1788

50 West 77th Street
New York, NY 10024
(212) 579-6000 (OB/GYN)
(212) 579-5001 (Pediatrics)
(212) 579-8558 (Primary Care)

327 Central Park West
New York, NY 10025
(212) 663-6604

West Park Medical
1866 Broadway
New York, NY 10023
(212) 247-8100

Roosevelt Hospital Teaching Affiliate
Columbia University College of Physicians and Surgeons
630 West 168th Street
New York, NY 10032
(212) 305-3605

ST. LUKE'S HOSPITAL

1111 Amsterdam Avenue
at 113th Street
New York, NY 10025
(212) 523-4000

St. Luke's Doctors Office
1302 Amsterdam Avenue
at Morningside Gardens
New York, NY 10027
(212) 665-8012

St. Luke's Hospital Teaching Affiliate
Columbia University College of Physicians and Surgeons
630 West 168th Street
New York, NY 10032
(212) 305-3605

LONG ISLAND COLLEGE HOSPITAL
339 Hicks Street
Brooklyn, NY 11201
(718) 780-1000

Long Island College Hospital School of Nursing
340 Court Street
Brooklyn, NY 11231
(718) 780-1952

Long Island College Hospital School of Radiologic Technology
340 Court Street
Brooklyn, NY 11231
(718) 780-1134

Long Island College Hospital Doctors Offices
100 Clinton Street Medical Group
100 Clinton Street
Brooklyn, NY 11201
(718) 780-4851

200 Clinton Walk-In Center
200 Clinton Street
Brooklyn, NY 11201
(718) 797-5100

Graham Avenue Medical Group
162 Graham Avenue
Brooklyn, NY 11206
(718) 963-2300

Long Island College Hospital Surgery Center
144 Clinton Street
Brooklyn, NY 11201
(718) 222-1030

Long Island College Hospital Center for Women's Health
148 Pierrepont Street
Brooklyn, NY 11201
(718) 852-9820

Pacific Street Surgery Center
115 Pacific Street
Brooklyn, NY 11201
(718) 855-9719

Pediatric Associates
83 Remsen Street
Brooklyn, NY 11201
(718) 852-3607

Williamsburg Pediatrics
185 Marcy Street
Brooklyn, NY 11211
(718) 486-5900

Long Island College Hospital Teaching Affiliate
SUNY Health Sciences Center at Brooklyn
450 Clarkson Avenue
Brooklyn, NY 11203
(718) 270-1000

THE NEW YORK EYE AND EAR INFIRMARY

310 East 14th Street
New York, NY 10003
(212) 979-4000

The New York Eye and Ear Infirmary Doctors Offices
Brighton Beach Office
2748 Ocean Avenue
Brooklyn, NY 11229
(718) 616-1000

Chappaqua Office
59 South Greeley Avenue
Suite 4
Chappaqua, NY 10514
(914) 238-5500

Chinatown Office
80 Bowery
New York, NY 10013
(212) 343-8399

Flushing Office
136-40 39th Avenue
Flushing, NY 11354
(718) 321-8246

Manhattan Office
1430 Second Avenue
Suite 110
New York, NY 10021
(212) 535-2298

Mineola Office
200 Old Country Road
Mineola, NY 11501
(516) 408-4900

The New York Eye and Ear Infirmary Teaching Affiliate
New York Medical College
Valhalla, NY 10595
(914) 594-4000

REPORT FROM THE CHAIRMAN OF THE BOARD AND PRESIDENT AND CHIEF EXECUTIVE OFFICER

In 2007, we mark the tenth anniversary of the formation of Continuum Health Partners. We have every reason to celebrate this milestone. We have withstood enormous challenges over the past decade and are a strong and vital hospital system. While other regional and national partnerships have succumbed to mounting pressures and unrealistic expectations, Continuum and its member hospitals—Beth Israel Medical Center, St. Luke's and Roosevelt Hospitals, Long Island College Hospital and The New York Eye and Ear Infirmary—have persevered, expanding our clinical outreach while maintaining fiscal integrity. Most importantly, we have never lost sight of our mission to provide the highest quality, most compassionate care to all who turn to us for assistance.

Over the past ten years, we have taken major steps to strengthen our partnership, including the recruitment and retention of outstanding medical and surgical talent, the expansion and renovation of our facilities to meet the needs of 21st-century medicine, and the implementation of organizational and financial strategies to nurture advancement. It takes the concerted efforts of many individuals to achieve success—Trustees, physicians, administrators, donors, nurses, staff and volunteers all working together toward a common goal. We are grateful for everyone's support.



Stanley Brezenoff (left), President and Chief Executive Officer, and Lawrence S. Huntington, Chairman of The Board of Trustees

A Business Model With Significant Advantages

All too often we are reminded of the difficult economic times that health care providers face. Declining reimbursements, escalating malpractice insurance premiums, expenditures for modernization, and greater competition for limited resources are just a few of the many challenges that necessitate continuous review of where we are now and where we hope to be in the future. At the same time, these obstacles often stimulate new ideas to foster continued growth and fiscal stability.

MD (pictured on the cover of this report), and a stalwart team of medical and surgical colleagues, we have emerged as one of New York City's leading providers of the highest quality cancer care. This was recently validated by the American College of Surgeons' Commission on Cancer, which gave CCCNY a full three-year accreditation with commendation for our cancer programs, the highest level it can bestow. Excellence in the treatment of cancer also is available in Brooklyn at Long Island College Hospital, through the physicians and staff of that institution's Othmer

We are continually **building** on our **clinical strengths** as we lay the groundwork for new endeavors to help secure our **future** and the future of medicine.

Fortunately, Continuum can move forward aggressively from a unique position. Our business model provides the flexibility to respond not only as a hospital partnership, but also as individual entities, each with a proud history and longstanding commitment of service. We have prepared this report to illustrate some of the successes we have achieved as a cohesive health care delivery system and as equally successful independent institutions.

A New Age in Medical Care

The possibilities of advancing medicine have only begun to be realized—and Continuum physicians and health professionals are making significant contributions to these efforts. We are continually building on our clinical strengths as we lay the groundwork for new endeavors. Collaboration between our hospitals and across medical disciplines throughout our system is a principal reason why many practitioners have chosen to join Continuum.

A prime example is the Continuum Cancer Centers of New York (CCCNY) at Beth Israel, St. Luke's and Roosevelt. Under the stewardship of Louis B. Harrison,

Cancer Center. Programs of excellence in breast, prostate, head and neck, lung, gynecology, colorectal, hematology/oncology, radiation therapy, and pain medicine and palliative care are just some of the many services under the Continuum umbrella provided at our member hospitals and ambulatory care facilities. These programs ensure that our patients receive optimal, experience-driven diagnosis, consultation and treatment.

Emergency medicine is another clinical area in which hospitals nationwide have had to rethink their strategic planning. Continuum has taken major steps and invested significant capital resources at all our hospitals to upgrade and expand our emergency services to meet increasing demands.

We have renovated our emergency rooms at St. Luke's Hospital, Long Island College Hospital and Beth Israel-Kings Highway Division. In addition, we are well under way with plans at Roosevelt Hospital and Beth Israel-Petrie Division to more than double emergency room





space. These initiatives are important and necessary, not only for the long-term financial health of our system but also because the emergency room often serves as the “front door” to the hospital. A positive emergency room experience will often lead patients to use other clinical services.

Hospitals also must be prepared for the unexpected, as the tragic events of September 11th and the recent worldwide challenges, such as avian flu, have demonstrated. We have taken steps to improve our preparedness through new equipment and technology, special physical plant renovations, and ongoing preparatory drills to ensure our readiness for any possible event.

These are just a few of the many initiatives advancing clinical excellence at Continuum. We also have made major commitments in cardiac care, the neurosciences, minimally invasive surgery, orthopedics, retinal diseases, voice disorders, maternal-fetal health, psychiatric and chemical dependency treatment, and HIV/AIDS management. We are pleased to welcome many new physicians to Continuum who are helping to advance our commitment in these and other areas. They bring with them exciting new approaches to patient care, complementing the efforts of our already outstanding medical and surgical staffs.

Meeting Business Imperatives Through Innovation

Continuum has been able to persevere, in large part, through the efforts of colleagues who are developing and implementing technological initiatives that balance cost controls with clinical advancement. One of the most exciting to date has been Patient Real-time Information Systems Management (PRISM), a state-of-the-art, advanced computerized clinical information system. PRISM enhances our ability to increase patient safety, improve the accuracy of clinical information, support timely clinical decision making and promote continuous use of the best medical practices. Implemented throughout our hospitals, PRISM provides a single, integrated electronic environment

where clinicians, nurses and allied health professionals can manage all information related to inpatient care delivery. We will advance PRISM into our outpatient areas in the very near future.

Individuals at every level have worked diligently to develop and implement **technological initiatives.**

PRISM complements other recent projects that have become part of day-to-day business at Continuum, such as the Enterprise Resource Planning (ERP) System, which provides integration of financial, human resources and supply chain functions into a single, uniform computerized format. ERP is resulting in more consistent accounting and operational systems, while enhancing efficiency and financial control. Most importantly, ERP allows us to examine more precisely statistical information to help us make better financial decisions.

Our Supply Chain Initiative has been another example of astute business practice. Since its implementation, it has enabled Continuum to realize more than \$70 million in savings through sound business practices, including appropriate product utilization and the purchase of products at greatly reduced prices.

In planning for the future, we must look not only at the makeup of our present physical environment, but how we can best use the space to its fullest potential. This responsibility falls in the extremely capable hands of our Real Estate and Facilities team, which manages over 2.5 million square feet of space between our many divisions and sites. We also are looking at how we can operate our facilities in a way that makes us more socially responsible corporate citizens. To this end, Real Estate and Facilities—in

No doubt, we face more **challenges** in the years ahead. But with challenge also comes great **opportunity**.

cooperation with many other clinical and ancillary departments—is spearheading a major effort throughout Continuum to implement policies, business practices and even behavior modification that will help protect the environment for future generations.

Welcoming New Leadership to Help Lead the Way

One of the greatest strengths of Continuum has always been its extraordinary leadership—our dedicated Board of Trustees, outstanding executive administrative team, and talented and resourceful clinical chairs and medical and dental staffs. In the past few years, we have been able to strengthen these ranks with key additions at every level. We are particularly pleased to welcome new Trustees who bring to our Board renewed perspectives on how we can better serve our communities and maintain fiscal integrity. We also have opened our doors to hundreds of new clinicians, many of whom are spotlighted throughout this report. We are delighted that they have chosen to bring their medical expertise to our institutions.

We also are fortunate to have outstanding administrative leadership at each of the Continuum hospitals. Working together with Continuum’s operations, finance and corporate affairs teams, our hospitals are in excellent hands.

Our record of accomplishment would not be possible, however, if we were unable to respond quickly to new opportunities. For that, Continuum is enormously grateful for the generous support from our friends who wish to join us in partnership. We have benefited greatly from philanthropic and charitable contributions that provide us with the flexibility to take advantage of new clinical breakthroughs and to develop programs quickly to respond to our patients’ ever-changing needs. The

charitable support that we receive year in and year out is essential to advancing Continuum’s position as a health care leader. We are enormously grateful to our donors for their collective vote of confidence.

Facing New Challenges with Renewed Vigor

Continuum is a robust health care delivery system led by six outstanding hospitals, all grounded in longstanding traditions of service and linked under a collective banner representing the finest medical care offered in the New York metropolitan region. No doubt, we face many more challenges in the years ahead. But with challenge also comes great opportunity. We are confident that the strategic initiatives we have pursued, and others that will follow, will help us achieve further success. Our future is bright—and we eagerly look forward to the exciting days ahead.



Lawrence S. Huntington

Chairman
Board of Trustees



Stanley Brezenoff

President and
Chief Executive Officer



Sample ID	Concentration	Time	Temp	Pressure	Flow Rate	Volume	Mass	Area	Height
101	0.1	10	25	1.0	1.0	1.0	1.0	1.0	1.0
102	0.2	20	25	1.0	1.0	1.0	1.0	1.0	1.0
103	0.3	30	25	1.0	1.0	1.0	1.0	1.0	1.0
104	0.4	40	25	1.0	1.0	1.0	1.0	1.0	1.0
105	0.5	50	25	1.0	1.0	1.0	1.0	1.0	1.0
106	0.6	60	25	1.0	1.0	1.0	1.0	1.0	1.0
107	0.7	70	25	1.0	1.0	1.0	1.0	1.0	1.0
108	0.8	80	25	1.0	1.0	1.0	1.0	1.0	1.0
109	0.9	90	25	1.0	1.0	1.0	1.0	1.0	1.0
110	1.0	100	25	1.0	1.0	1.0	1.0	1.0	1.0



CONTINUUM LEADERSHIP

2,727

Certified Beds

124,348

Discharges
(Including Newborns)

659,039

Days of Patient Care

83.2%*

Average Occupancy Rate

5.3

Average Length of
Stay (Days)

20,809

Operating Room
Procedures—Inpatient

54,674

Operating Room
Procedures—Ambulatory

BOARD OF TRUSTEES/REGENTS

for Continuum Health Partners, Inc., Beth Israel Medical Center, St. Luke's-Roosevelt Hospital Center and Long Island College Hospital

Most members of the Board of Trustees for Continuum Health Partners also serve as members of the Board of Trustees of Beth Israel Medical Center and St. Luke's-Roosevelt Hospital Center and the Board of Regents of Long Island College Hospital. Please refer to the individual hospital sections for Board leadership and for the complete list of the Board of Directors of The New York Eye and Ear Infirmary.

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Chairman Emeritus

Morton P. Hyman †

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Beth Israel Board Only

William Miller

Robert G. Newman, MD ±

Samuel G. Weinberg *

St. Luke's-Roosevelt Board Only

Lee Goldman, MD *

Long Island College Hospital Board Only

Ian L. Taylor, MD, PhD *

* Ex Officio

† Executive Committee

± President Emeritus,
Continuum Health Partners

All statistics are for calendar year 2006

All lists are compiled as of 9/1/07

* Based on available beds

11,872

Births

EXECUTIVE STAFF

President and Chief Executive Officer
Stanley Brezenoff

Executive Vice President and Chief Financial Officer
John J. Collura

Executive Vice President and Chief Operating Officer
Gail F. Donovan

Executive Vice President and Chief Legal Officer
Kathryn C. Meyer, Esq.

1,211,772

Ambulatory Visits

CONTINUUM CORPORATE STAFF

Senior Vice Presidents

Finance
Michael Bruno

Ambulatory Care and Medical Enterprise
Adam Henick

Financial Planning
Sharon Joy

Development and External Affairs
Kathleen McGovern Kearns

Corporate Initiatives
Denise Pelle

Corporate Vice Presidents

Development
Patricia Balsamini

Deputy General Counsel
Jill E. Clayton, Esq.

Deputy General Counsel
David Engel, Esq.

Medical Enterprise
Tom Evans

Finance, Beth Israel
Wael Fakhry

Procurement and Materials Management
Karyn Gattermann

Real Estate and Facilities
Kenneth Holden

Revenue Cycle
Michelle Leone

Managed Care
Ruth Levin

Treasurer
Stacey Resk

Interim Chief Information Officer
Bonnie Sessa

257,989

Emergency Department Visits
(Excluding Admissions)

74,009

Emergency Department Admissions

15,577

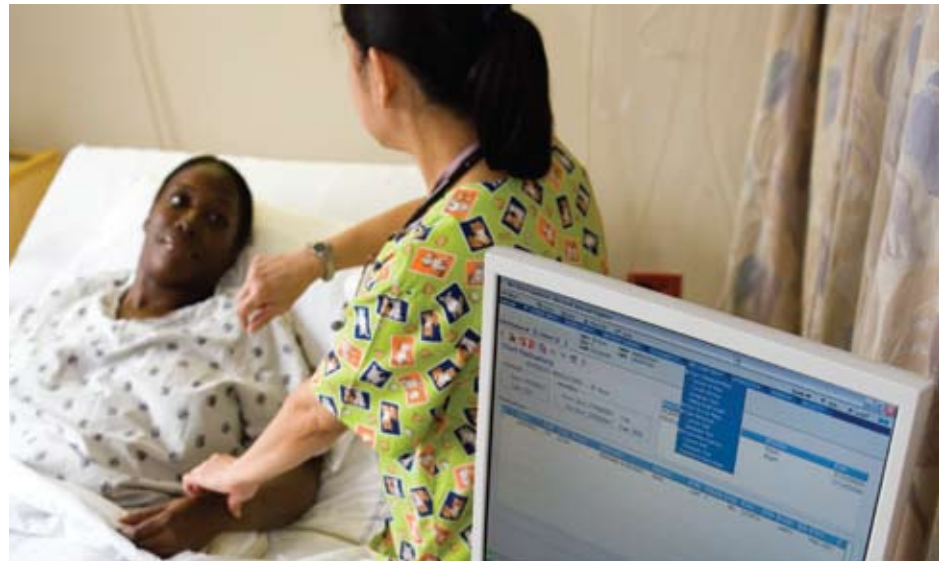
Full-Time Equivalent Employees

4,665

Medical and Dental Staff

4,335

Nursing Staff



BETH ISRAEL MEDICAL CENTER



Sheldon Feldman, MD, leads the multidisciplinary team at the Appel-Venet Comprehensive Breast Service.

1,106

Certified Beds

50,599

Discharges
(Including Newborns)

277,830

Days of Patient Care

84.3%*

Average Occupancy Rate

5.49

Average Length of Stay
(Days)

* Based on available beds

A NEW STRATEGIC FOCUS THAT REEMPHASIZES

the basic principles of planned growth, financial stability, improved service and quality of care is helping Beth Israel Medical Center further its already outstanding reputation as one of New York's preeminent health care institutions.

Founded before the turn of the 20th century on Manhattan's Lower East Side, Beth Israel was originally dedicated to serving vulnerable populations in that community. More than a century later, Beth Israel serves individuals and families from all walks of life through two tertiary care, inpatient facilities, the Petrie Division in Manhattan and the Kings Highway Division in Brooklyn, as well as through a vast network of ambulatory sites and physician practice settings. With world class specialists in areas including heart disease, cancer, neurology, orthopedics, minimally invasive



Intensive counseling and hands-on instruction are key components of patient care at the Friedman Diabetes Institute.

surgery, women's health, psychiatry and pain medicine and palliative care, Beth Israel is widely known for combining medical excellence with clinically innovative programs. As University Hospital and the Manhattan Campus for the Albert Einstein College of Medicine, Beth Israel remains steadfast in its commitment to the training and education of the clinical leaders of tomorrow.

"Reinventing" Emergency Medicine

In the past decade, the number of visits by people seeking care at Beth Israel's David B. Kriser Department of Emergency Medicine has grown to more than 70,000 annually. In response to this escalating community demand, Beth Israel is embark-



Jonathan Deitch, MD (center), Chief of Vascular Surgery, and his surgical team perform a major arterial resection.



The David B. Kriser Department of Emergency Medicine treats more than 70,000 patients annually.

OTHER CLINICAL HIGHLIGHTS

Beth Israel Medical Center has an outstanding reputation in many clinical areas beyond those mentioned in this report. Other vital programs include:

- The Alan and Barbara Mirken Department of Neurology, with several specialty programs in Parkinson's disease, movement disorders and other neurological issues
- Orthopedic surgery, including specialty services for knee, hip, shoulder, spine, hand and pediatric ailments
- The Yarmon Neurobehavior and Alzheimer's Disease Center
- The Phillips Beth Israel School of Nursing
- The Karpas Health Information Center
- Bariatric Surgery program for the surgical management of obesity
- Sleep Disorders Center
- Continuum Center for Health and Healing, a medical practice where Western physicians work side by side with Eastern medicine practitioners
- Center for Cardiac and Pulmonary Health

ing on a major renovation project that, ultimately, will more than double the size of the Petrie Division emergency room. This "reinvention" of emergency care delivery also will include expansions in professional staff and the implementation of the latest emergency-specific patient tracking technology, as well as numerous clinical upgrades.

A streamlined admitting process, new radiologic and diagnostic stations, more cardiac-monitored treatment areas and a new pneumatic tube system that speeds blood specimens and samples directly to the laboratory all will result in optimal and safer care than ever before for cardiac and stroke patients, two of the most vulnerable populations seeking emergency care.

The new emergency room also will have other specialty treatment areas for trauma, orthopedics, women's health and psychiatric disorders. A "Fast Track" area has been relocated near the reception area to reduce waiting times for patients without life-threatening conditions.

Cardiology Advancements

The recruitment of several heart specialists with particular clinical expertise and the implementation of new technological capabilities have led to an explosive growth in patient volume in Beth Israel's Division of Cardiology. Many of these new initiatives have been in direct response to the stated goals of improving quality and service. For example, most cardiac catheterizations at Beth Israel are now done through the brachial artery in the wrist rather than the femoral artery in the groin, greatly reducing post-procedure pain and recovery time.

A new 64-slice CT angiography scanner installed at Beth Israel's Petrie Division is a valuable diagnostic tool for noninvasive cardiology testing and calcium scoring. The electrophysiology laboratories are busier than ever, providing a full realm of services to diagnose and cure cardiac arrhythmias. The cardiology nuclear imaging team also is employing new tracers to better detect heart muscle damage and fatty acid metabolism. The cardiac rehabilitation program recently relocated in closer proximity to other cardiac diagnostic and treatment areas, making it easier for patients to recover

8,236

Operating Room
Procedures—Inpatient

14,266

Operating Room
Procedures—Ambulatory

3,472

Births

449,709

Ambulatory Visits

186,113

Beth Israel Medical
Group Visits

72,148

Emergency Department Visits
(Excluding Admissions)

27,574

Emergency Department
Admissions

more quickly. And, to ensure the continuous development of new ways to manage heart disease, Beth Israel has expanded basic and clinical research efforts.

New Emphasis on Diabetes

No one disputes that the United States is in the throes of a diabetes epidemic. In New York City alone, it is estimated that there are approximately 800,000 individuals with type 2, the most common form of diabetes. In response, Beth Israel has launched the Gerald J. Friedman Diabetes Institute, named in honor of the longtime Beth Israel physician and founder of the hospital's first diabetes program.

The main focus of the Institute is to educate patients on how to better manage their disease, thereby helping reduce the risk of diabetes complications, including hypertension, eye, kidney and heart disease, and amputation. The Institute takes a multipronged approach to patient care. Physicians and other clinical specialists see patients in one setting and coordinate care based on each patient's particular needs. Educational nurses and nutritionists teach patients how to monitor blood sugar levels, improve their diets and exercise regularly. The institute also conducts basic research into how diabetes works in the body.

Building Morale through Facility Improvements

Excellence in clinical care can only be achieved in an environment that emphasizes patient comfort and clinical focus. That is why Beth Israel has embarked on an extensive renovation of 12 inpatient units at the Petrie Division. Greater use of natural lighting, more open nurse stations, noise abatement solutions for common areas, quieter rooms for patient record review and notation, and soothing color schemes all contribute to making patients more comfortable and staff more focused and efficient. Included in these unit renovations is the creation of a deluxe 12-bed patient unit, funded through a major gift from Continuum Chairman Emeritus Morton P. Hyman and his family. Almost immediately, patient satisfaction scores started rising as the renovated units opened. The attractive new surroundings have boosted morale and allowed staff to enhance their patient care responsibilities through more efficient unit and room configurations.

Music Heals

It has been documented since the time of recorded history that music can play an important role in healing and recovery. A generous \$1.25 million gift from the David B. Kriser Foundation and the Louis Armstrong Educational Fund, shepherded by Continuum Trustee Richard Netter, allowed Beth Israel to launch the Louis Armstrong Center for Music and Medicine, a special medical service that emphasizes the healing power of music and studies ways in which music can further advance the healing process.

For example, infants in the neonatal intensive care unit and children in the pediatric inpatient units have their need for sedative medicine eliminated or reduced prior to certain procedures through listening to music. Pediatric asthma patients are showing improvements from playing wind instruments. Adults with chronic obstructive pulmonary disease, in conjunction with the Center for Cardiac and Pulmonary

INNOVATIONS IN PATIENT CARE

Making the System Work for our Patients

Brenda Ricketts is a perfect example of how a comprehensive health care delivery system like Continuum Health Partners works to provide the most appropriate level of multidisciplinary care—in the right place and at the right time.

The painful swelling that Brenda had been suffering for weeks next to her ear turned out to be cancer of the parotid salivary gland. She was fortunate to benefit from specialized surgical treatment at The New York Eye and Ear Infirmary. Otolaryngologist Leigh Lachman, MD, performed a parotidectomy—an intricate procedure to remove a cancerous gland and nearby tissues. But she needed further treatment.

Radiation therapy was the next step. Dr. Lachman referred Brenda to Louis B. Harrison, MD, Chairman of the Charles and Bernice Blitman Department of Radiation Oncology at Beth Israel Medical Center. Dr. Harrison also serves as director of the Continuum Cancer Centers of New York (CCCNy) and Codirector of the nationally-renowned Beth Israel Institute for Head and Neck and Thyroid Cancers.

“We treated her with 3-D conformal radiation therapy for seven weeks, which was the state-of-the-art form of therapy at the time of her treatment,” Dr. Harrison explained. “Despite the complexity of delivering radiation to the cancerous area and its surrounding nerves and lymph nodes, we were able to preserve Brenda’s salivary gland function. She swallows normally and her teeth are undamaged,” he continued. “And Brenda never missed an appointment!”

The mother of two adult children, Brenda benefited in ways beyond the restoration of her health. Following the successful outcome of her treatment, she went back to school to earn a B.A. degree in sociology and, subsequently changed careers from a systems analyst to a social worker. She is now a case worker in New York City’s Administration for Children’s Services, doing good for other people.

Thanks to expert care provided in Beth Israel’s Charles and Bernice Blitman Department of Radiation Oncology, Brenda Ricketts overcame cancer of the salivary gland and went on to become a case worker for New York City’s Administration for Children’s Services.



1,092,224

Methadone Maintenance
Treatment Program Visits

Disease, are stemming the progression of respiratory diseases by playing music. End-of-life patients throughout the hospital also are benefiting from music's soothing effects.

7,143

Full-Time Equivalent
Employees

Ethnic-Based Community Outreach

Many foreign-born individuals who have immigrated to New York City reside in medically underserved communities or neighborhoods where accessing health care is difficult. Recognizing the racial, ethnic and socioeconomic differences in a "melting pot" environment like New York, Beth Israel has developed strategies for specific groups to make their lives healthier and better. Each new initiative is designed to provide culturally-sensitive care, build awareness among hospital staff about the differences in diverse populations, and provide improved educational opportunities and access to quality care.

1,894

Medical and Dental Staff

In keeping with its century-old mission to provide medical care in a setting that preserves Jewish identity, values and traditions, Beth Israel created the Heritage Initiative with the goal of providing Orthodox Jews with the best health care possible in culturally sensitive environments at the Petrie Division in Manhattan and at the Kings Highway Division in Brooklyn. The Heritage Initiative also provides assistance to Jewish ambulance services while increasing the hospital's community presence and awareness.

2,113

Nursing Staff

Building on the early success of this initiative, Beth Israel also created Israeli Health at Beth Israel (IHAB). This program is devoted to providing quality care that meets the health, cultural and spiritual needs of the Israeli Jewish population living in and visiting New York City. A special Israeli Physician Referral Line links patients to physicians who are bilingual in English and Hebrew.

77

Phillips Beth Israel School
of Nursing Degrees
Awarded—Class of 2007

Hispanics now represent the largest minority group in New York City, making up approximately 25 percent of the population. Beth Israel's Latino Health Institute is designed to remove cultural and communication barriers to quality health care in the Hispanic community. According to recent statistics, Hispanics are twice as likely as Caucasians to develop diabetes, have a higher incidence of obesity and childhood asthma, and represent a rising rate of HIV infection. At Beth Israel, bilingual health care professionals are joining the clinical staff. Orientation sessions are being held throughout the hospital to improve cross-cultural communication. And educational seminars are encouraging healthier lifestyles among Latino youth.

Cultural compatibility and focused expertise on health issues particular to the Chinese community are the cornerstones of Beth Israel's Asian Services Program. Community workshops and health screenings complement other culturally sensitive overtures that Beth Israel is making, such as "We Speak Your Language," a project to familiarize hospital staff with Chinese customs. From bilingual health care professionals to Chinese signage throughout the institution to special menu items, this initiative again demonstrates Beth Israel's commitment to meeting the divergent health care needs of multiethnic and multilingual communities.

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Susan B. Bressman, MD, Chairman of the Alan and Barbara Mirken Department of Neurology, has conducted breakthrough studies in predisposition for Parkinson's disease.



A major component of the redesign of Beth Israel's Petrie Division is the renovation of several inpatient units.

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General medical and surgical services are part of the full spectrum of care available at Beth Israel-Kings Highway Division.



Donald M. Kastenbaum, MD, Vice Chairman of Orthopedic Surgery, examines the flexibility of a patient's knee.

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LONG ISLAND COLLEGE HOSPITAL



Balendu Vasavada, MD (left), Chief of Cardiology, and Niki Kantrowitz, MD, Director of interventional cardiology, review a patient's heart scan for blocked arteries.

506

Certified Beds

22,888

Discharges
(Including Newborns)

110,831

Days of Patient Care

74.2%*

Average Occupancy Rate

4.84

Average Length of
Stay (Days)

UNDERSTANDING THE RICH AND ILLUSTRIOUS

history of Long Island College Hospital helps define what we are today—one of the leading providers of health care to thousands of Brooklyn residents and beyond.

LICH was founded in 1858 as a hospital and medical school. Two years later, it became the first medical school in the U.S. to make bedside teaching a standard part of its curriculum, thereby setting an educational standard adopted by virtually every teaching hospital in the nation. Other medical breakthroughs achieved at LICH in its early years included the introduction of the stethoscope, New York City's oldest continually operating ambulance service, and early use of anesthesia. In addition, its School of Nursing is recognized as the oldest in the country that still exists.

In 1930, the Long Island College of Medicine was incorporated as a separate medical school, becoming part of the State University of New York educational system. LICH continues to serve as University Teaching Hospital for the college, now known as SUNY Health Science Center of Brooklyn.

Located between the historic brownstone districts of Brooklyn Heights and Cobble Hill on the Brooklyn waterfront, LICH operates 506 certified beds for adults and children in a full spectrum of specialties and subspecialties, supported by training programs for resident physicians in more than 20 medical disciplines.

LICH's history and mission demonstrate accomplishments and dedication to clinical care, education, research and community outreach. It paved the way to the advancement of medicine on many fronts in its early years—and this tradition of leadership continues today through numerous clinical services and outreach initiatives.

Advanced Care for Stroke Patients

Over the past decade, the physicians and staff in the LICH Department of Neurology have devoted their professional careers to the rapid and safe treatment of stroke patients. For example, LICH was a major participant in the New York State

* Based on available beds



Mukund Patel, MD, Chief of Hand Surgery, bandages a patient following a surgical procedure.



The Department of Family Medicine has been strengthened with the addition of a new Clinical Chairman, Maritza De la Rosa, MD.

OTHER HIGHLIGHTS

In addition to those highlighted in this report, Long Island College Hospital enjoys an outstanding reputation in many other clinical areas. Other key programs include:

- Gynecologic and obstetrical care, including particular expertise in diagnosing and treating ovarian, uterine and cervical cancers through laparoscopy and endoscopy
- Asthma Center and Smoking Cessation Program
- New York Center for Bloodless Medicine and Surgery
- Comprehensive Pediatrics Department
- Crisis Intervention Program for rape and abuse victims
- Women's Health Center
- The Long Island College Hospital School of Nursing
- The Long Island College Hospital School of Radiologic Technology

Department of Health's movement to assign certain hospitals as designated Stroke Centers, and served as one of the Health Department's pilot demonstration sites.

Among those capabilities spearheading LICH's stroke treatment program are interventional neurology and critical care. LICH physicians bring advanced skills and expertise in removing blood clots from the brain by snaking micro-thin, corkscrew-like catheters through blood vessels to the site of the occlusion or blood clot. These efforts are part of a close collaboration between the Departments of Radiology and Neurology which allows LICH to use new imaging instrumentation to better diagnose and treat stroke and its after-effects on the central nervous system. This type of advanced therapy also is being utilized at LICH to treat aneurysms with coils and other filaments, and embolize arteriovenous malformations. The LICH Stroke Center also is a leader in thrombolytic-based therapies, delivering medications like tPA to help dissolve life-threatening blood clots that cause strokes. Since many stroke patients require physical therapy to recover strength and function, the hospital also has a long-established inpatient rehabilitation unit.

Cardiology Care

Many patients with life-threatening heart disease turn to LICH's exceptionally strong Division of Cardiology for their medical care. There are good reasons why.

Since receiving approval from New York State for emergency percutaneous coronary intervention (PCI) as part of the Cardiovascular Patient Outcomes Research Teams (C-PORT) clinical trial, LICH was one of the first hospitals in New York without a cardiac surgery program to perform emergency angioplasty on heart attack patients. Angioplasty uses balloon-like catheters that are threaded through the blood vessels to unblock a clogged artery and place stents in the affected artery to keep it propped open. To implement this new service, LICH created a PCI Team consisting of an interventional cardiologist, emergency medicine physicians and a cardiology fellow. The team, to date, has been able to rush heart attack patients from the emergency room to the cath lab in only 78 minutes—far exceeding the state average of 98

3,971
Operating Room
Procedures—Inpatient

7,055
Operating Room
Procedures—Ambulatory

2,656
Births

229,200
Ambulatory Visits

53,535
Emergency Department Visits
(Excluding Admissions)

13,937
Emergency Department
Admissions

2,278
Full-Time Equivalent
Employees

minutes. This places LICH in the top two percent of hospitals statewide using emergency angioplasty to save heart attack victims.

LICH's Electrophysiology Laboratories are busier than ever. Highly qualified physicians perform radiofrequency ablation for the treatment of atrial fibrillation and tachycardia, and implant biventricular pacemakers to fight against heart failure. Additionally, in partnership with Beth Israel, LICH shares a Cardiology Fellowship program that recently increased to 12 fellows each year.

Community Involvement

Hospitals should be measured not only by what they do within their walls, but also by what they do in their communities. LICH is leading the way in reaching out to its surrounding neighborhoods.

Evidence of LICH's community commitment is found in the recently established Healthy Families Brooklyn Initiative. In partnership with LICH and the Arthur Ashe Institute for Urban Health, this new health education program addresses access to health care in Brooklyn. This far-sighted initiative was created thanks to a generous contribution from John D. Wren, Chairman of the Board of LICH and a Trustee of the Arthur Ashe Institute.

The Healthy Families Brooklyn Initiative is dedicated to improving the health of medically underserved residents in Brooklyn. Its goals are to improve access to care; build partnership networks with faith-based and other community organizations; advance educational efforts to emphasize the benefits of preventive medicine; identify individuals who require follow-up assistance; and facilitate easy entry into the health care delivery system, particularly at LICH. Developing healthy lifestyles and healthy behaviors is emphasized. To improve efficiency and effectiveness of health care, the program collects and tracks data to create a continuum of care by eliminating gaps and duplication of information.



Richard Rosenfeld, MD, MPH (left), Chairman of Otolaryngology, is one of many physicians dedicated to advancing medical education.

The Healthy Families Brooklyn Initiative also facilitates outpatient primary care services through LICH's ambulatory care network, community-based faculty practices and partnerships with local physicians.



INNOVATIONS IN PATIENT CARE

Breakthrough Clinical Trial at LICH Is Just What the Doctor Ordered

As Dante Vitale's daughter drove him and “the elephant sitting on his chest” to Long Island College Hospital, Dante wasn't thinking about making history. Rather, he focused on surviving the chest pain, sweats and other ailments he was experiencing.

In the emergency room, tests showed he was having a heart attack. That's when Niki Kantrowitz, MD, Director of the Cardiac Catheterization Laboratory and Interventional Cardiology at LICH, and her team sprang into action. “We knew that a patient fitting Mr. Vitale's profile and diagnosis would eventually end up in the ER,” Dr. Kantrowitz said. “We were ready.”

Dr. Kantrowitz saved Dante's life by performing the first angioplasty in a Brooklyn-based hospital without the full complement of an open-heart surgery backup team. At the time, LICH was a lead investigation site for New York State's C-PORT (Cardiovascular Patient Outcomes Research Team) Trial to assess the safety and efficacy of primary angioplasty versus medical therapy in the treatment of heart attack patients, without surgical back-up on-site.

The key to Dante's successful outcome was the speed in which the ER staff and Dr. Kantrowitz made the decision to perform angioplasty. “Mr. Vitale arrived in stable condition even though he was having a heart attack,” Dr. Kantrowitz said. “We were well prepared to quickly diagnose and treat him.”

Dr. Kantrowitz added: “Mr. Vitale's case was a significant event in advancing care for acute myocardial infarction patients throughout Brooklyn. By reducing travel time and having a team ready at all times to perform sophisticated diagnostics and angioplasty, LICH advanced the cause of public health throughout the borough.”

Eighteen months after the procedure, and with Dr. Kantrowitz telling him to “do anything you want to do,” Dante has returned to a full and rewarding retirement, playing racquetball, painting and enjoying his family.

“Dr. Kantrowitz gave me my life back!” Mr. Vitale said gratefully.

Dante Vitale's life was saved through immediate angioplasty intervention following a major heart attack. He was soon able to return to one of his favorite pastimes, racquetball.

LONG ISLAND COLLEGE HOSPITAL—LEADERSHIP

859

Medical and Dental Staff

609

Nursing Staff

61

Long Island College
Hospital School of
Nursing Degrees
Awarded—Class of 2007

8

Long Island College
Hospital School of
Radiologic Technology
Degrees Awarded—
Class of 2007

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Toby Gropen, MD, Chairman of Neurology, and Sophia Janjua, MD, Chief of Interventional Neurology, lead a nationally recognized, multidisciplinary stroke program.



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Students at the LICH School of Nursing, one of the oldest programs of its kind in the country, receive outstanding educational and clinical experiences.

Supporting the belief that information leads to better health, Ceil Sorrentino, RN, is one of many staff who actively participate in community health education activities.



THE NEW YORK EYE AND EAR INFIRMARY



Scanning laser ophthalmoscopy-optical coherence tomography can help physicians like Richard B. Rosen, MD, secure 3-D images of the retina.

69

Certified Beds

1,472

Discharges

3,239

Days of Patient Care

27.7%*

Average Occupancy Rate

2.2

Average Length of Stay (Days)

* Based on available beds

THE NEW YORK EYE AND EAR INFIRMARY, FOUNDED

in 1820, is the oldest specialty hospital in the Western Hemisphere. Origin, size and comprehensive clinical scope are what distinguish the Infirmary from other similar institutions, having set worldwide standards in medical and surgical leadership to help millions of individuals see and hear again. These standards of excellence remain today and are continually recognized nationally and internationally.

Few hospitals have NYEEI's depth and breadth in clinical care research in ophthalmology and otolaryngology for adults and children. It is a "destination" hospital not only for patients from around the world, but also for other physicians who come here to observe and learn.

Raising the Bar in Ear, Nose and Throat Care

The New York Eye and Ear Infirmary and its sister institution in Continuum, Beth Israel Medical Center, recently merged their otology and neurotology programs, creating the Ear Institute of The New York Eye and Ear Infirmary. Included in this comprehensive new network of clinical services is the Cochlear Implantation Program, one of the largest providers of such surgery in the country, and the Children's Hearing and Learning Center, with a staff of audiologists, auditory therapists and educators for deaf children and adolescents.

The Infirmary's otologic surgeons enjoy a collaborative partnership for intracranial surgery on acoustic neuromas (tumors of the eighth cranial nerve) with the neurosurgical team at another sister institution in Continuum, Roosevelt Hospital. Patients with hearing and balance disorders receive the majority of their diagnostic care and treatment at the Infirmary, and, when neurosurgery is necessary, the procedures are performed at Roosevelt.

A recent clinical advancement at NYEEI is the endoscopic removal of tumors located deep in the nasal passage and skull base. Thanks to collaborative efforts between surgeons and NYEEI's Department of Radiology to use CT, MRI, and PET/CT imaging, these tumors now can be removed with tiny endoscopes, thereby reducing discomfort and lessening scarring and blood loss.



Otologist Christopher Linstrom, MD, follows up with a bilateral cochlear implant patient.

OTHER CLINICAL HIGHLIGHTS

The New York Eye and Ear Infirmary also has clinical expertise beyond those detailed in this report. Other vital programs include:

- Department of Plastic and Reconstructive Surgery, specializing in cosmetic and breast reconstructive surgery
- An ever-expanding network of outpatient facilities and clinical practices, including those targeting specific ethnic populations
- Thyroid Disease Center for treatment of survivors of the Chernobyl accident now living in the New York area
- Sleep Disorders Center for adults and children
- Center for Voice & Swallowing, with special emphasis on the professional voice user

Basic science and clinical research in otolaryngology also is extensive. NYEEI scientists are studying the developmental and genetic causes of hearing loss and balance disturbances, such as neurobiologic development of bones and tissues of the ear. Another area of research is the thyroid for both benign and cancerous growths. This research is complemented by an Infirmary-sponsored screening program and international conferences on the topic of radiation-induced thyroid disorders, such as those seen following the Chernobyl nuclear accident. A nasopharyngeal cancer study and screening program is being conducted in Chinatown and Queens, in coordination with Hong Kong medical institutions. Clinical researchers also are focusing on the origins of chronic diseases, outcomes of surgical procedures, new treatments for Bell's palsy, and improved rehabilitation techniques to overcome dizziness. In addition, Infirmary-sponsored advanced courses in temporal bone surgery techniques are attended by residents and practicing physicians from across the country and around the world.

Ophthalmology Advancements Opening New Clinical Opportunities

The Department of Ophthalmology has seen significant growth and clinical expansion in all its specialty areas. In particular, patient volume in the Bendheim Retina Center has jumped tremendously, driven by an aging population and a higher incidence of age-related macular degeneration and diabetes-related retinopathy.

A recent \$1.5 million gift from the Leon Lowenstein Foundation is helping to support research to develop new technologies for noninvasive imaging to better diagnose and treat retinal disease. For example, the department has developed Optical Coherence Tomography, a noninvasive, non-contact, digital technology that can image retinal structures with extremely high resolution. This latest advancement has the potential to revolutionize the early diagnosis of glaucoma through its ability to road-map the earliest stages of macular holes and fluid accumulation within the retina. Another advanced imaging system used at NYEEI is Ultrasound Biomicroscopy for high resolution studies of the anterior segment of the eye. This technology is useful for diagnosing angle-closure glaucoma and pigment dispersion syndrome.

Pediatric glaucoma, while rare, can result from genetics or trauma, or is secondary to some systemic diseases. To diagnose, treat and follow up with children with glaucoma, NYEEI established in 1999 the region's first program specifically targeted to this rare disease within this vulnerable population. Another recent innovative program in pediatric ophthalmology is the Pediatric Art Therapy Program. A professional therapist designs projects that use painting, drawing and sculpting to promote improved hand-eye and hand-sound coordination. Art therapy enables youngsters to deal with feelings of stress and isolation, and relaxes their defenses while they hone basic skills.

High volume and a diverse clinical armamentarium attract clinical trials. At any given time, there are more than 100 clinical trials going on in Ophthalmology at NYEEI. Most relate to ocular tumors, glaucoma, and retinal imaging and diseases, including groundbreaking work supported by National Institutes of Health/National Eye Institute grants. The Infirmary also is part of the prestigious National Eye Institute Pediatric Eye Disease Investigative Group for amblyopia treatment studies. Other trials are being conducted by the subspecialties of uveitis, corneal and external disease, and vision correction.

THE NEW YORK EYE AND EAR INFIRMARY— LEADERSHIP

1,200

Operating Room
Procedures—Inpatient

21,396

Operating Room
Procedures—Ambulatory

127,843

Ambulatory Visits

691

Full-Time Equivalent
Employees

631

Medical and Dental Staff

100

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INNOVATIONS IN PATIENT CARE

Seeing the World with a New Appreciation for Life

Choleira Pena is grateful for many things in her young life. But the restoration of her sight is at the top of the list. And she credits the physicians of The New York Eye and Ear Infirmary.

Twenty-three years ago when Choleira was just six years old, she developed juvenile diabetes. Previous treatments at another institution for resulting retinopathy and glaucoma proved unsuccessful, leaving her blind in her right eye and seeing only shadows in the left. Unwilling to accept blindness as her fate, she researched her condition on the Internet and, with the help of a family friend, found retinal specialist Ronald Gentile, MD, and glaucoma specialist Paul A. Sidoti, MD, at NYEEI. After a lengthy, intricate surgery that included a vitrectomy in her left eye, “I can read again, sometimes without my glasses!” she exclaimed. That was her first miracle.

After her vision stabilized under the care of her NYEEI physicians, Choleira was able to return to work as a teacher’s assistant. This was followed by the birth of a healthy baby boy, nearly two years old now. That was her second miracle. “Now I have my life back,” she said.

Ms. Pena was fortunate to find the doctors at NYEEI. “The procedure was very difficult and complex, stemming from earlier failed surgeries,” Dr. Gentile said. “We were fortunate in having the most advanced instrumentation and newest technology to help her. It’s equally rewarding for us to see Choleira have a healthier, happier and more fulfilling life now.”

Intricate ophthalmic surgery helped restore Choleira Pena's vision, allowing her to resume activities of daily living and return to work. Most importantly, it opened her eyes to the many expressions of her young son David.



ST. LUKE'S AND ROOSEVELT HOSPITALS



Alejandro Berenstein, MD (seated), and the medical team at the Center for Endovascular Surgery, use the latest advances in interventional neuroradiology to treat a variety of venous malformations.

1,046

Certified Beds

49,389

Discharges
(Including Newborns)

267,139

Days of Patient Care

88.6%*

Average Occupancy Rate

5.41

Average Length of
Stay (Days)

* Based on available beds

WITH OVER 290 YEARS' EXPERIENCE BETWEEN THEM

caring for patients, St. Luke's and Roosevelt Hospitals are recognized for their high-quality clinical care, expert teaching and innovative research contributions. SLR was formed in 1979 by a merger of two of New York City's oldest health care institutions, St. Luke's Hospital, established in 1855, and Roosevelt Hospital, founded in 1871. Together, they serve as Academic Affiliates for Columbia University College of Physicians and Surgeons.

St. Luke's and Roosevelt are full-service, tertiary level facilities, caring for diverse communities, many with serious socio-economic challenges. They respond in numerous, important ways to these challenges through a wide network of inpatient services and outpatient and community-based programs.

ST. LUKE'S HOSPITAL

Comprehensive Fight Against Obesity

Our nation is engaged in a dual medical pandemic of obesity and its principal medical complication, type 2 diabetes. Regardless of age, ethnicity or educational level, people are equally affected, resulting in a litany of medical problems, including heart disease, hypertension, kidney failure and vascular disease.

The Division of Endocrinology, Diabetes and Nutrition, principally located at St. Luke's Hospital, is the home to two of the nation's leading centers battling diabetes and obesity: the Theodore Van Itallie Center for Nutrition and Weight Management and the Obesity Research Institute, the latter funded by the National Institutes of Health. The two programs collaborate on many research projects and treatment programs, and are committed to reducing the incidence of obesity and related diseases through leadership in basic and clinical research, epidemiology and public health, patient care and public education.

The burgeoning field of gastric surgery offers the most viable option for weight reduction for patients who have exhausted all other forms of treatment. The Center for Weight Loss Surgery at St. Luke's offers several surgical alternatives, including gastric bypass and gastric lap-banding. Almost all gastric procedures at St. Luke's are performed with minimally invasive techniques to reduce pain, scarring, blood loss and other potential complications, and to speed recovery, as well.



The Division of Hematology-Oncology, under the direction of Michael Grossbard, MD, provides patients with appropriate chemotherapy and other treatments for cancer.



The Center for Weight Loss Surgery, headed by Julio Teixeira, MD (above), offers several surgical alternatives for treatment of obesity.

ST. LUKE'S OTHER HIGHLIGHTS

In addition to those highlighted in this report, St. Luke's Hospital enjoys an outstanding reputation in many other clinical areas. Other key programs include:

- A robotics and surgical sciences research laboratory
- Surgical strengths in vascular, trauma and orthopedics
- A new deluxe surgery suite
- The Morningside Clinic (part of the St. Luke's and Roosevelt's Center for Comprehensive Care) for the diagnosis and management of HIV/AIDS

Expanding Cardiology

Few community-based hospitals have the scope and depth of cardiologic services of St. Luke's, due in large part to the expansion of clinical facilities and the continuous recruitment of well-trained staff with advanced expertise in diagnosing and treating heart disease.

St. Luke's has been a national leader in the ever-growing field of electrophysiology through the creation of a new, state-of-the-art medical unit to treat heart arrhythmias, principally atrial fibrillation. In addition, a new catheterization laboratory is providing interventional cardiologists with an advanced clinical setting to relieve heart artery blockages through angioplasty and stenting. And the hospital's Coronary Care Unit has introduced new clinical pathways to better road-map patients' return to good health.

Latino Initiative

Many residents living in the area surrounding St. Luke's are from the Dominican Republic and other Caribbean and Latin American countries. It is, indeed, a medically underserved community for whom the hospital has made great strides in providing badly needed health care. To further advance outreach, a 200-physician medical group, Corinthian, with practices throughout Washington Heights, joined with St. Luke's to form a vitally important community health partnership.

The joint program is designed to improve Latinos' access to health care through education, community-based screenings and direct links to the community through key constituency groups, such as churches and other local organizations. Key to the program is a team of bilingual patient navigators, based at both Corinthian's office facilities and at St. Luke's. Interfacing through a sophisticated computer system to smooth access to patient care, the navigators work directly with private primary care physicians to refer patients to hospital specialists.

Navigators also track patient appointments, visits and follow-up visits, and make reminder phone calls, which help to significantly reduce no-show rates. If a patient needs to be seen at the St. Luke's Emergency Department, navigators can dispatch ambulance service to transport the patient.

Behavioral Health Services

The Department of Psychiatry and Behavioral Health Services is one of the largest

7,402

Operating Room
Procedures—Inpatient

11,957

Operating Room
Procedures—Ambulatory

5,744

Births

405,020

Ambulatory Visits**

** Includes general clinic and mental health,
HIV, alcohol, dental and addiction treatment
clinics.

providers of mental health and addiction services in the country. Programs are spread across both campuses of Roosevelt and St. Luke's, and many are offered in conjunction with Columbia University College of Physicians and Surgeons. Care is taken to integrate services from one program to another to individualize and optimize treatment plans, and to foster compliance with prescribed therapy.

Services include 24/7 psychiatric emergency care at both St. Luke's and Roosevelt; mobile crisis teams focusing on community outreach; the Child and Family Institute for children and adolescents and their families dealing with addiction and mental illness issues; the Women's Health Project for victims of trauma and abuse; extensive substance abuse services; a Mood Disorders Research Unit; and a host of other programs for children, adolescents and adults.

Also included in the department's armamentarium is the Addiction Institute of New York, one of the country's pioneering programs for the treatment of alcohol and drug dependence. One of several programs nationwide that introduced the since proven theory that addiction is a medical condition, The Addiction Institute has received numerous accolades over its 30-year existence, including the Gold Seal of the Joint Commission on Accreditation of Healthcare Organizations.

ROOSEVELT HOSPITAL

Strengthening the Neurosciences

The latest advances in technology and a multidisciplinary approach to care have allowed Roosevelt Hospital to advance the battle against diseases of the nervous system. The Neurosurgical Intensive Care Unit and the step-down unit have both expanded, allowing the medical and nursing staffs to more closely monitor and continue treating their patients after delicate brain and spinal cord surgeries.

Treatment for aneurysms and other venous malformations is the major focus of the Center for Endovascular Surgery, a pioneering leader in the development of many techniques used in this burgeoning field. Endovascular treatment allows physicians to thread tiny platinum coils via a catheter through blood vessels and into the malformation, blocking blood flow and preventing further damage.

Frederick Rubiano (below) of the Obesity Research Institute uses the "Bod Pod" to measure a patient's body composition.

Vascular surgeon Alan Benvenisty, MD (left), and his colleagues help families successfully navigate the emotional challenges often associated with kidney donation and transplantation.



ROOSEVELT'S OTHER CLINICAL HIGHLIGHTS

Roosevelt has long been known for its excellence in patient care, research, education and community service. Other strong entities at the hospital include:

- Department of Orthopedic Surgery, offering a full complement of medical and surgical treatment options
- The Samuels Center, a component of SLR's Center for Comprehensive (HIV/AIDS) Care
- Roosevelt 14B, the Abbo Family Wing, a special pavilion of private, expertly furnished rooms and suites that offer deluxe amenities in an appealing environment

The Vascular Birthmarks Institute provides medical and surgical options for the treatment of birthmarks, from the smallest port-wine stains to life-threatening hemangiomas and other vascular malformations.

One of the most challenging areas of neurosurgery is treating deep, skull-based tumors, which often are hard to reach and represent such formidable challenges that many surgeons consider them inoperable. Surgeons in the Center for Cranial Base Surgery are internationally renowned for their skill in removing these tumors, as well the equally challenging craniofacial tumors. They work side by side with surgeons in the field of head and neck surgery, who excel in cranial defect and facial reconstruction involving implants and microvascular surgery of the jaw, mid-face and palate. These surgical teams also collaborate with otolaryngologists from the New York Eye and Ear Infirmary in treating acoustic neuromas.

Roosevelt Hospital also is making a name for itself in advocating for and advancing emerging approaches to neurological care. Roosevelt neurosurgeons pioneered the first use of the Excimer laser in the United States, under special FDA approval, to treat large arteriovenous malformations, while also introducing new variations on traditional techniques.

ER Renovations Ahead

Roosevelt is well under way with plans to expand and reconfigure the hospital's Emergency Department, one of the busiest in New York City. It is anticipated that ED visits at Roosevelt will soon grow to more than 80,000 annually. To meet this demand, the renovations include an increase in treatment beds from 27 to 52. In addition, plans include a dedicated CT scanner; upgrades to the trauma, resuscitation and sexual assault treatment rooms; and improved decontamination facilities and equipment.

Key to the ED renovations is the plan to unify the disparate critical care areas into one cohesive unit and, in particular, to develop a treatment area to address the particular needs of pediatric patients. The new Fast Track area will have additional rooms allotted so patients with minor, non life-threatening injuries can be seen in

Ramon Solhkah, MD, heads up the Department of Psychiatry's highly successful Child and Family Institute.

Patients can opt for a natural childbirthing experience in Roosevelt Hospital's Birthing Center.



132,306

Emergency Department Visits
(Excluding Admissions)

a timely fashion without interfering with the treatment of patients with more serious conditions. In addition, a separate, high-security unit will be created to meet the sensitive needs of emergency psychiatric patients.

32,498

Emergency Department
Admissions

Leading the Fight Against Breast Cancer

The Comprehensive Breast Center at Roosevelt Hospital is one of the flagship programs under the auspices of The Continuum Cancer Centers of New York, the integrated cancer service line for several Continuum hospitals. It is complemented by the Breast Clinic at the St. Luke's site. Under the leadership of internationally renowned breast surgeons and breast cancer advocates, these combined programs provide surgical care to thousands of patients annually. Most patients diagnosed with breast cancer undergo lumpectomy and sentinel node biopsy as outpatients. However, over 1,000 patients seen at Roosevelt and St. Luke's have now undergone sentinel node biopsy alone. Of the patients who have full mastectomy, most undergo simultaneous breast reconstruction, usually with a TRAM flap or placement of a tissue expander.

30,227

Psychiatric Day
Treatment Visits

The surgeons are proud to work with outstanding radiologists, pathologists, medical and radiation oncologists, as well as physician assistants, nurses, and others in caring for our patients. The overall team at St. Luke's and Roosevelt is extremely strong both clinically and in clinical research.

13,967

Methadone Maintenance
Treatment Program Visits

Obstetrics and Gynecology

The Department of Obstetrics and Gynecology has evolved into one of the largest departments of its kind in New York City, in terms of scope of services, staff complement and patient volume. Roosevelt Hospital, in particular, has become a destination hospital for obstetrical care. A full range of IVF and assistive reproductive technologies are helping more women become pregnant than ever before. In addition, the number of ultrasound nuchal translucency screenings performed at Roosevelt has grown tremendously over the past several years, and the hospital has assumed a leadership position in developing national standards for 3-D and 4-D ultrasound fetal measurements.

5,465

Full-Time Equivalent
Employees

1,281

Medical and Dental Staff

Recent renovations on the labor and delivery, antepartum and postpartum units have significantly raised patient satisfaction scores and have improved patient flow, staff efficiency and quality of care. Obstetrics also boasts a state-of-the-art labor and delivery simulation room and education center, where computerized mannequins are used to provide hands-on physician training for various clinical situations. And Roosevelt also is home to a nationally renowned Birthing Center, through which a veteran team of midwives provides expectant mothers with a home-like environment for a natural childbirth experience.

1,513

Nursing Staff

The Division of Gynecology has developed a nationally recognized collaboration with the hospital's Department of Surgery to offer physicians the opportunity to sharpen their endoscopic surgical skills through training on virtual reality simulators. Roosevelt also was among the first hospitals in the country to use the DaVinci robotics system in gynecologic surgery. Through a joint venture with the Division of Interventional Radiology, Roosevelt physicians also are expanding the hospital's uterine embolization program and exploring new techniques in minimally invasive surgery.

ST. LUKE'S AND ROOSEVELT HOSPITALS—LEADERSHIP

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INNOVATIONS IN PATIENT CARE

First-Time Use of Laser Pushes Brain Surgery Envelope

The neuroscience team at St. Luke's and Roosevelt Hospitals enjoys world renown for its pioneering efforts in the development of new and innovative ways to treat neurological and neurovascular disorders. Its latest breakthrough occurred when David J. Langer, MD, Director of Cerebrovascular Neurosurgery, received permission from the U.S. Food and Drug Administration to use a European-developed laser to treat a patient with a deep-brain aneurysm, an often fatal ballooning of an artery.

Chris Ratuszny, a 26-year-old mechanic from Long Island, underwent a nine-hour operation in December 2006 during which Dr. Langer and a team of colleagues used the laser to create a vascular bypass around the lesion, similar to how a coronary bypass is performed. Within days, Chris's blinding headaches and eye aches began to subside. He was subsequently discharged from the hospital a few weeks later and has made a remarkable recovery.

What made the surgery unique was the use of the laser to open artery walls above the lesion for the bypassing vein to be connected. "The advantage is that surgeons can now operate without having to clamp off the blood flow of a major artery in the brain," Dr. Langer said, "and that reduces the risk of stroke, disability or even, possibly, death. It is safer for the patient and easier for the surgeon."

As a follow-up to this promising surgical achievement and with the support of his clinical chairman, Chandranath Sen, MD, Dr. Langer is now serving as the lead Investigator of a five-center clinical trial to determine the long-range benefits of this type of laser treatment for brain aneurysms.

Chris Ratuszny received outstanding support from his son, Sam, and his colleagues at the Long Island Lexus dealership where he works when he underwent a pioneering surgical procedure to successfully treat a life-threatening deep-brain aneurysm.



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