



#### CONTENTS

LETTER FROM THE CHAIRMAN & PRESIDENT VISIONARY MODEL OF INTEGRATED CARE

- ACADEMIC MEDICAL CENTER 6
- INTEGRATED CARE DELIVERY 20 COMMUNITY COMMITMENT 34

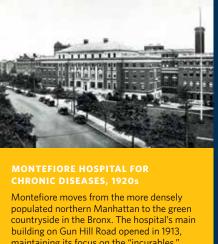
LEADING CHANGE 42

A LEGACY OF SERVICE 44 MONTEFIORE BY THE NUMBERS 2012 50

> Front cover: (left) Janet Lipson, a pancreatic cancer survivor; (right) Crystal Gabbe, an osteosarcoma patient and survivor, plays with her father, Roger Gabl Inside front cover: Kathy O'Donnell, who underwent a mitral valve repair, hugs her mother.

# Heal. Teach. Discover. Advance.

Montefiore Medical Center's success has been driven by a passionate commitment to our values—humanity, innovation, teamwork, diversity and equity-which have informed our legacy of service throughout our history, including our 100 years in the Bronx. Providing compassionate care where, when and how our patients need it — with a single standard of excellence for all—we have served our community with distinction and raised the bar for medical centers around the world.



maintaining its focus on the "incurable



### SETTING A HIGHER STANDARD IN A CHANGING HEALTHCARE ENVIRONMENT

### LETTER FROM THE CHAIRMAN AND THE PRESIDENT

Montefiore had a strong 2012. Driven by a passion for innovation and excellence, we continue to improve the health and enrich the lives of our patients, their families and our communities.

We made some significant leadership appointments in 2012. Philip O. Ozuah, MD, PhD, assumed the role of Executive Vice President and Chief Operating Officer; Andrew D. Racine, MD, PhD, was promoted to Senior Vice President and Chief Medical Officer, with oversight of Montefiore Medical Group; Alfredo Cabrera was recruited as Senior Vice President and Chief Human Resources Officer; and Lynn Richmond, NP, was appointed Senior Vice President and Chief of Staff. In addition, we implemented a new clinical leadership model focused at the local, campus levelredesigning ourselves to increase accountability, improve the patient experience and quality of care, and lay the foundation for our future growth.

Our partnership with Albert Einstein College of Medicine continues to deepen through multidisciplinary research and teaching collaborations. In 2012, our clinicians were engaged in an extraordinary amount of exciting research, with nearly 450 active clinical trials. As the second largest graduate training program in the country, our residents and fellows participate in 84 accredited programs, including four new ones in areas such as Pain Medicine and Female Pelvic Medicine & Reconstructive Surgery. Together with the nurses, social workers, pharmacists and others who are educated across our system, we are building a diverse pipeline of new healthcare leaders.

We continue to develop innovative approaches to integrating care across the healthcare continuum. Montefiore had close to three million ambulatory visits throughout 2012. As our healthcare system evolves, more and more care is being provided outside of the hospital setting-through advances in information and medical technology and providing the right care in the most effective and efficient ways.

The growth of our ambulatory practices over the past year reflects this shift. We opened six new locations in order to meet the needs of the region, including orthopaedic specialists now available at the Wakefield and Hutchinson Campuses and a new ophthalmology outpatient facility at

Wakefield. We broke ground last year on the Hutchinson Tower, a "hospital without beds," to provide ambulatory care services in a brand new, 280,000-square-foot, 11-story facility that will ease inpatient pressure on our hospitals. Our Montefiore Medical Group also developed a new primary care site at Via Verde, an affordable housing complex in the South Bronx that emphasizes eco-friendly design and healthy living.

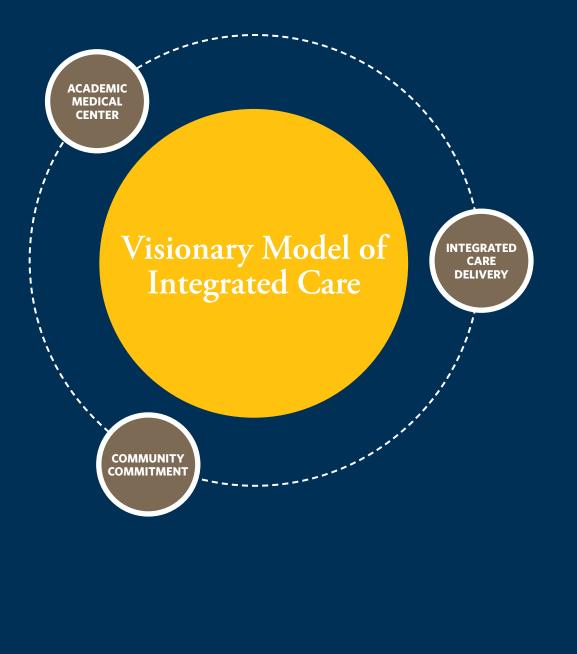
We are focused on achieving full accountability for our region. We have increased the number of people for whom we are accountable for the quality and cost of their care from 170,000 to close to 250,000. Working across highly integrated teams of physicians, nurses, social workers, mental health professionals and other caregivers, we have developed a pioneering care management and coordination approach that intercedes for and supports the patient - focusing on communication, coordination, engagement and prevention to provide higher quality, humanistic care and better outcomes, while containing the unnecessary costs associated with fragmented healthcare.

Montefiore is providing care when and where people need it — their homes, their doctors' offices, via telephone, in schools, in rehab or in the hospitals. As we continue to navigate the healthcare environment and play a leadership role in its future, Montefiore has stayed true to its mission, taking meaningful responsibility for its community. We believe that everyone deserves the same standard of excellent care, regardless of their background or ability to pay.

More than 125 years after our founding and 100 years in the Bronx, we continue to be guided by our strong values. What we have learned along the way is that doing the right thing leads to great achievements and lights the way toward a promising future.

David A. Tanner Chairman, Board of Trustees

Steven M. Safyer, MD President and Chief Executive Officer







Community Commitment

PAGE **34** 

### Academic Medical Center

In the heart of one of the nation's most economically and health-challenged communities, Montefiore is transforming the way healthcare is delivered, providing science-driven, patient-centered care. As the University Hospital for Albert Einstein College of Medicine, we have partnered to create interdisciplinary Centers of Excellence that seamlessly connect patient care, research and education and ensure an environment of continual innovation and learning. From the breadth and depth of our clinical trials and the development of the next generation of healthcare leaders, to our focus on taking meaningful responsibility for the wellness of a diverse community, we are committed to advancing the future of healthcare.



450

 $\rightarrow$ 

Our partnership with Albert Einstein College of Medicine yields extensive biomedical research, with an emphasis on translating basic science in the lab to pioneering treatments and therapies for the benefit of patients.



### Education

With a reputation for providing exceptional clinical training, Montefiore has the second largest residency program in the United States. Our physicians, leaders in their fields, mentor a new generation of medical talent committed to excellence.



NURSING SCHOOL LABORATORY, 1922 Montefiore established a School of Nursing in 1922 specifically to train nurses for service in a chronic disease hospital. Nursing of long-term illness required special qualities, and included scientific research.



### Patient Care

Patient care at Montefiore is distinguished by a humanistic approach that addresses patient and family concerns, inspires our commitment to the highest quality in the safest environment, and drives us to find the most effective diagnostic and treatment options to promote long-term health.

### THE CHILDREN'S HOSPITAL AT MONTEFIORE

we combine innovative science, leading technology

presence in the Bronx and Westchester - making CHAM's talented physicians accessible to patients throughout the entire region," says Philip O. Ozuah, Operating Officer, Montefiore, and Professor, Pediatrics and Epidemiology & Population Health, Einstein.

In 2012 CHAM expanded the Pediatric Critical Care Unit (PCCU) by four beds, and additional renovations under way will bring the PCCU from its current 20 to 26 beds.

nationally recognized programs in pediatric nephrology, neurology/neurosurgery, orthopaedics, diabetes/endocrinology, cardiology, oncology, gastroenterology and solid organ transplantation.

providing childhood vaccines to employing a

In 2012, for example, CHAM helped to reduce both total and repeat admissions for diabetic ketoacidosis in children with preexisting type 1 diabetes by 30 percent. were reduced by 44 and 54 percent as

CHAM's comprehensive and leading-edge Clinical trials range in scope from new prevalence and metabolic correlates of sleep-disordered breathing and excessive

100%

95%

770%

### MONTEFIORE EINSTEIN CENTER FOR HEART AND VASCULAR CARE

The Center is a national leader in the prevention, diagnosis and treatment of heart and vascular disease. From high-tech diagnostics to lifestyle management to state-of-the-art surgery, the Heart & Vascular Center uses a range of proven tools and techniques to improve cardiac and blood vessel health.

- The Heart & Vascular Center is known for its success with heart transplants, minimally invasive cardiac surgery, and the use of mechanical assist devices and robotics, among other surgical techniques.
- Montefiore is able to achieve extraordinarily clear pictures of the heart and arteries, using groundbreaking technologies such as transesophageal echocardiography. • A nationally recognized leader in mitral valve
- repair, the Heart & Vascular Center provides patients with a cutting-edge alternative to replacing damaged valves: fixing native valves using a complex surgical approach called the

"butterfly" technique. "One recent example of the Heart & Vascular Center's innovative work is transcatheter aortic-valve replacement (TAVR). Performed for the first time at Montefiore in 2012,

this groundbreaking therapy is an effective treatment for aortic valve disease, which affects more than 1.5 million people in the United States," says Robert E. Michler, MD, Surgeon-in-Chief, Montefiore, Co-Director, Montefiore Einstein Center for Heart & Vascular Care, and Professor and Chairman, Cardiovascular and Thoracic Surgery and Surgery, Montefiore and Einstein. By bringing together expertise across disciplines, researchers are finding novel solutions to long-standing problems. Dovetailing on its successful pediatric extracorporeal membrane oxygenation (ECMO) program - a temporary heart/lung bypass machine that puts oxygen in the bloodstream and pumps the newly oxygenated blood to the body—Montefiore instituted an adult ECMO service that receives referrals from across the region.

> Risk-adjusted operative mortality rates at the Center are among the lowest in the nation.

### MONTEFIORE EINSTEIN CENTER FOR TRANSPLANTATION

In 2012, the Center performed 137 kidney transplants, 30 liver transplants, and 28 heart transplants in adults and children with survival rates that are among the best in the nation. Staffed by world-renowned surgeons and physicians who partner with research pioneers at Albert Einstein College of Medicine, the Center is elevating the standard of care for transplant patients and improving their quality of life, while advancing knowledge about the diseases that cause organ failure.

"The Center also performed eight liver transplants for hepatocellular carcinoma with a 93 percent one-year survival rate, compared with 89 percent for the United States as a whole," says Milan Kinkhabwala, MD, Chief, Division of Transplantation, Department of Surgery, Montefiore, and Professor, Surgery, Einstein. "We have a very aggressive program of pre-transplant bridge therapy for cancer patients who are waiting for liver transplant.'

With more than four decades of experience in organ transplantation, the Center for Transplantation offers a second chance at life for patients struggling with advanced heart,

liver, pancreas and kidney failure. A key part of the Center's success is its holistic approach which includes comprehensive psychosocial support for patients and their families. In this past year, the Center launched a new program, the Helping Hands program, to help patients in need to meet the enormous financial and psychosocial challenges associated with organ transplantation. The aim of Helping Hands is to strengthen continuity of care and compliance with difficult medical regimens, provide comfort and reassurance, and assist caregivers who may themselves need support in their role as healthcare partners for their loved ones.

100%

MONTEFIORE EINSTEIN CENTER FOR CANCER CARE

Through pioneering research and state-of-the-art clinical care, the Center for Cancer Care brings together multidisciplinary teams to prevent, diagnose and treat both rare and common forms

clinical service specialties in one location to strengthen patient care and treatment, and added a psychosocial oncology program to its outpatient facility at Jarrett Place, to help patients and their

To further improve cancer treatment and recovery, the Center became the first facility in the Northeast to offer a complete "regional" perfusion therapy program, which targets anti-cancer drugs to isolar operation of the context o delivers energy directly into a metastastic spinal palliative relief," adds Steven Libutti, Director, Montefiore Einstein Center for Cancer Care; Vice Chairman, Surgery; and Professor, Surgery and Genetics, Montefiore and Einstein.

Care is currently conducting more than 100 active clinical trials. In 2012, clinical trials began, in partnership with the Albert Einstein Cancer Center. on novel nanotechnology-driven chemotherapies These therapies enable surgeons to target the tumor directly while minimizing toxicity to the patient. Researchers also discovered a biomarker in head and neck cancers that can detect the level of risk immediately following diagnosis—a discovery that could become part of a new test to guide how aggressively head and neck tumors should be treated.

**NOTABLE CENTERS OF EXCELLENCE** 2012 HIGHLIGHTS

Pediatric Hematology / Oncology Treatment and Visits	
Outpatient Radiation Oncology and Medical Oncology Treatments and Visits	
Visits to Jarrett Place	
Active Clinical Trials	

Endocrine / Neuroendocrine Oncology > Gynecologic Oncology > Head and Neck Cancer > Hematologic Oncology > Hepatobiliary Cancer > Lung Cancer > Melanoma / Sarcoma > Neuro-Oncology > Pancreas / Upper GI Cancer > Pediatric Oncology > Urologic Oncology



#### NOTABLE CENTERS OF EXCELLENCE 2012 HIGHLIGHTS

94.2%

one-vear survival rate

65% hospitalized prior to transplantation NATIONAL AVERAGE

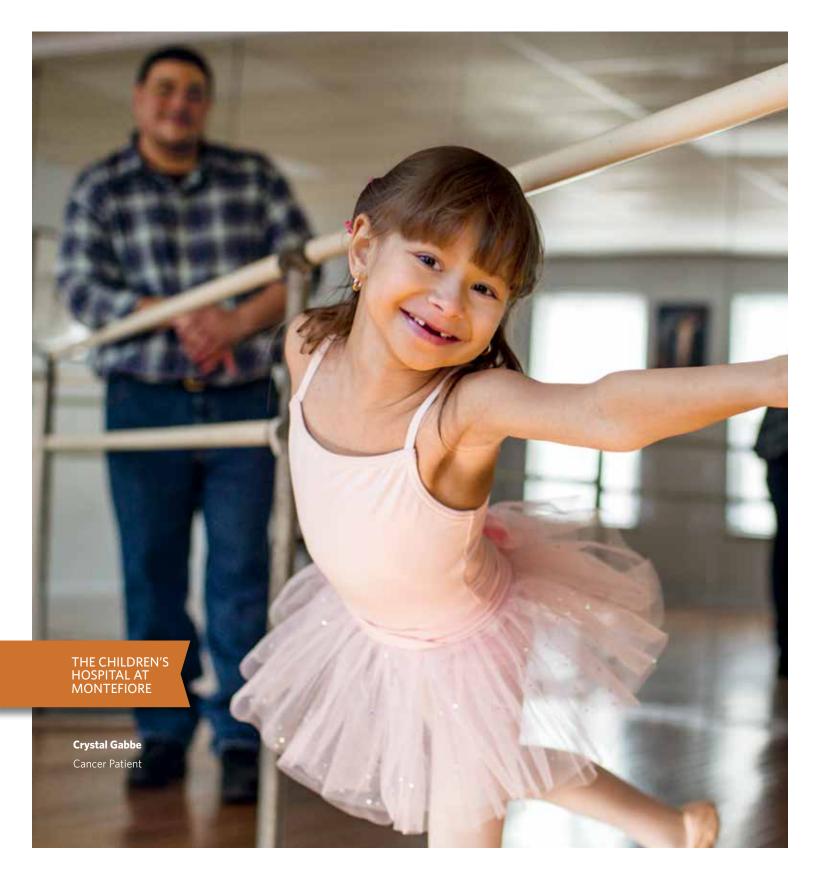
89.5%

ne-year survival rate

33% hospitalized prior to transplantation

Many Montefiore patients are sicker prior to transplantation, yet the survival rate is well above the national average.

transplants is nearly 95 percent.



### GIVEN THE CHANCE TO GROW

When 2-year-old Crystal Gabbe was diagnosed with a rare bone cancer, Ewing sarcoma, The Children's Hospital at Montefiore (CHAM) team—led by Richard Gorlick, MD, Chief, Pediatric Hematology and Oncology, Montefiore, and Vice Chairman and Professor, Pediatrics, Montefiore and Einstein; and David Geller, MD, Director, Orthopaedic Oncology Service, Montefiore, and Assistant Professor, Orthopaedic Surgery and Pediatrics, Einstein—not only successfully removed the tumor in her leg, but also created a special prosthesis that can be made longer to keep up with her growth. "For us, it's not enough just to cure patients; we want them to have happy, productive lives," says Dr. Geller. "In order to be able to walk and grow, Crystal needed surgery that involved removing the whole tumor and rebuilding her hip," he adds. "Providing this adaptable prosthesis will enable her to use her leg normally as she grows."

Another key to success with children like Crystal "is the seamless care that helps our young patients feel comfortable and calm," says Dr. Gorlick. "Even with chemotherapy, we try to keep patients home with their families as much as possible." Crystal continues to come to Montefiore for regular visits to monitor her status and have her prosthesis adjusted as she grows.

"Just to see Crystal walking again after the surgery and chemotherapy and knowing she will grow up normally is an incredible feeling," says her father, Roger.



#### LEARNING FROM LEADERS

Mario J. Garcia, MD, Chief, Cardiology, and Co-Director, Montefiore Einstein Center for Heart and Vascular Care, and Professor, Medicine and Radiology, Einstein, is an internationally renowned leader in developing and advancing cardiac diagnostic technology. His expertise in interpreting cardiac imaging — and his ability to teach these skills to medical students, residents and even physician colleagues in related specialties — is vitally important for providing the best care and preparing the next generation of cardiologists and cardiac surgeons. "We've created an environment of continual learning because the technology is evolving constantly," says Dr. Garcia. "Today we can make a very accurate assessment based on a detailed 3D view of the heart and vascular anatomy and how it functions — without risky and invasive exploratory procedures." Students also learn more and gain more

Students also learn more and gain more experience than in the past, when dissecting cadavers was the norm. "With today's ultrasound and 3D imaging technology, they can see the heart's structure and physiology much more clearly," he explains. "Residents have more tools to help them learn the skill of examining patients, working physicians can identify abnormalities and understand the disease process in action, and surgeons can prepare better before surgery because they've seen the problem up close."

And with telemedicine and increasingly portable equipment, "more of our trained providers can read and interpret high-quality imaging at our locations across our region, bringing these capabilities closer to patients."



### TARGETED CHEMOTHERAPY WITHOUT THE SIDE EFFECTS

For patients with advanced cancers of the appendix, colon and stomach that have spread to the lining of the peritoneal cavity, Montefiore is one of only a few medical centers refining a highly specialized treatment called hyperthermic intraperitoneal chemotherapy (HIPEC). The procedure bathes the abdomen with heated chemotherapeutic agents to eradicate rogue cells, without the side effects of systemic chemotherapy.

"We surgically remove any visible organ tumors and deliver high doses of a potent anticancer drug to the peritoneal cavity to kill any

remaining cancerous cells - all while the patient is still in the operating room," explains Timothy Kennedy, MD, a surgical oncologist at Montefiore, and Assistant Professor, Surgery, Einstein. After the highly toxic drugs destroy cancer cells, they are washed out of the peritoneal cavity.

"The combined surgery/HIPEC approach has been very effective for the more than 20 patients we have treated since we began in 2012 as part of a multi-centered phase II clinical trial," says Dr. Kennedy, who performs the procedure with Steven Libutti, MD, Director, Montefiore Einstein

Center for Cancer Care; Vice Chairman, Surgery; and Professor, Surgery and Genetics, Montefiore and Einstein.

"One of the reasons I came to Montefiore was because this procedure — which Dr. Libutti helped to pioneer — provides hope for patients with limited options," says Dr. Kennedy.

High-intensity focused ultrasound (HIFU) is a high-precision medical procedure that applies sonic energy to heat and destroy diseased or damaged tissue. A probe is focused directly at the cancerous tumor — guided by magnetic resonance imaging (MRI) scanning — without affecting other organs.

While HIFU is approved in Europe, Canada and Japan to treat prostate cancer, Montefiore is among the first in the United States to conduct clinical trials using HIFU, in order to gain approval from the Food and Drug Administration (FDA).



12 100 YEARS IN THE BRONX I MONTEFIORE 2012 ANNUAL REPORT

Montefiore

PHILIPS

#### Chandan Guha, MD

Vice Chairman and Professor, Radiation Oncology, and Professor, Pathology, **Nontefiore and Einstein** 

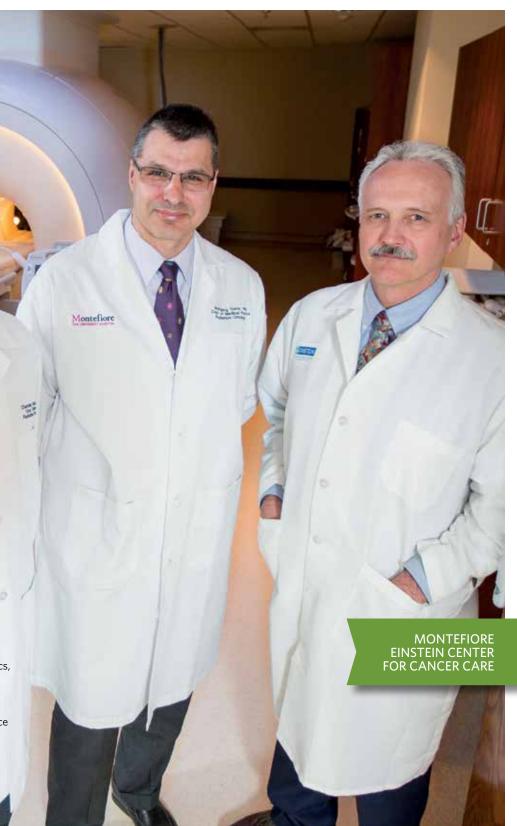
#### Wolfgang A. Tomé, PhD

Director, Division of Medical Physics, Radiation Oncology, Montefiore

#### Craig A. Branch, PhD

Director, Gruss Magnetic Resonance Research Center, and Associate Professor, Radiology and Physiology & Biophysics, Einstein

#### **INNOVATING SAFER WAYS TO DESTROY CANCER TUMORS**



Researchers are also planning to use HIFU to treat cancers that have spread out of their primary region.

"Our goal is to use HIFU along with tumor vaccines in development, to stimulate the body's own immune system and eradicate cancer cells throughout the body, not just at the site of the tumor," says Chandan Guha, MD, PhD, Vice Chairman and Professor, Radiation Oncology, and Professor, Pathology, Montefiore and Einstein.

Dr. Guha is working with Wolfgang A. Tomé, PhD, FAAPM, Director, Division of Medical

Physics, Radiation Oncology, Montefiore; and Craig Branch, PhD, Director, Gruss Magnetic Resonance Research Center, Einstein, to explore the precise amounts of HIFU to be directed at tumors. "Unlike radiation, ultrasound can be used safely many times to treat recurrent cancer. It presents a tremendous opportunity," says Dr. Tomé. All are playing key roles at the new Einstein Institute of Oncophysics to integrate physics and cancer biology and apply the physical sciences in the diagnosis, prevention and treatment of cancer.



# TRANSPLANTATION

#### TODAY'S SCIENCE, TOMORROW'S TREATMENTS

Facing months or years on an organ donor list may become a thing of the past if current stem cell research at Montefiore — in partnership with investigators at the Marion Bessin Liver Research Center and the Ruth L. and David S. Gottesman Institute for Stem Cell Biology and Regenerative Medicine at Albert Einstein College of Medicine — provides a viable alternative to transplantation. Stem cells offer great therapeutic promise because they can differentiate into a variety of cell and tissue types and then be "coaxed" to regenerate diseased or failing organs. Researchers are trying to understand the nature

of cellular changes in liver diseases and develop such stem cell-based therapies.

"Our stem cell studies are focused on identifying suitable therapeutic alternatives for liver failure, chronic hepatitis, genetic diseases affecting the liver, and deficiencies of proteins that may affect the function of other organs in the body," says Sanjeev Gupta, MD, Attending Physician, Montefiore, and The Eleazar and Feige Reicher Chair in Translational Medicine and Professor, Medicine and Pathology, Einstein.

Researchers are also exploring a promising approach that combines stem cells with gene

therapy. If a patient lacks a particular enzyme or protein due to a defective gene, for example, healthy copies of the defective gene could be introduced into liver stem cells, which could then be injected into the patient's liver to replace missing functions.

"One day, we might be able to inject stem cells to help the liver rebuild itself after a tumor is removed, or correct genetic defects to help the liver function normally," says Dr. Gupta, who has been studying the liver for 30 years. "And we're working hard to reach that goal."

PULLING IT ALL TOGETHER Transplanting a liver successfully is much more than a surgical procedure. At Montefiore, it's an intimate partnership that includes a

multidisciplinary and interdisciplinary team of professionals, the patient and his or her family. And at the center of this team is a transplant coordinator, who pulls it all together with the goal of assuring the patient's medical and emotional well-being — from the initial diagnosis to finding a donor, through surgery and recovery and, more than likely, for years afterward.



"It is a pretty overwhelming time for patients," says liver transplant coordinator Mara Tushaj, NP. "The team at Montefiore works together to make it as easy as possible for patients so they can focus on getting well."

Each case is different, explains Ms. Tushaj. "We focus on the individual, starting with a detailed education about transplants, what to expect, risk factors, the medical care and the medications they'll need. We go through it all together, step by step." Getting patients through

surgery successfully is just the beginning — the team stays in close touch, monitoring and adjusting medications, and seeing patients regularly for follow-up.

"We build long-term relationships with our patients, and they know they can count on us," says Ms. Tushaj. "I think that's what sets Montefiore apart."



Assumpta Madu, MD, MBA, PharmD, CPE, Attending Physician and Residency Program Director, Montefiore, and Assistant Professor, Ophthalmology and Visual Sciences, Einstein, talks with a patient.

### TRANSFORMING HEALTHCARE



"For minor operations nitrous oxide (or gas) and oxygen are given; for major operations, ether" ("The Operating Room," *The Montefiore Echo*, September 1924).

### A MULTIDISCIPLINARY APPROACH **TO PATIENT CARE**

As part of our ongoing effort to improve the patient experience and the quality of our care, we restructured our clinical leadership model in 2012 to further strengthen the local team approach and directly address the needs of specific patients across the medical center by organizing around our campuses. This new management emphasis is already speeding hospital decision-making and improving patient satisfaction.

"Our locally focused approach is based on a primary objective: organizing doctors, nurses and other caregivers around the patient, often in targeted multidisciplinary teams that ensure both compassionate and complete care," explains Susan Green-Lorenzen, RN, Senior Vice President, Operations.

Montefiore's nurses play a significant role in coordinating care and overseeing clinical initiatives that proactively improve care delivery. Nurses, for example, lead several performance improvement teams, including the interdisciplinary Pain Management Collaborative established this year. This team is looking for ways to improve the care of adults and children experiencing acute and chronic pain by exploring traditional and innovative pain relief interventions and establishing best practices.

This multidisciplinary approach extends to meeting the specific needs of

our community. For example, diabetes is so prevalent in the Bronx, it has become a leading cause of blindness. Through one of Montefiore's many initiatives addressing diabetes, the Department of Ophthalmology and Visual Sciences formed customized medical teams to help prevent such severe consequences of the disease, especially in children.

In response to the need for quality, comprehensive, accessible healthcare in the South Bronx, Comprehensive Health Care Center, one of Montefiore Medical Group's busiest sites underwent a major renovation in 2012 to create additional clinical space, including a new OB/GYN suite and more medical examination rooms to serve more patients.

Additional programs to increase access include special initiatives developed to address women's health needs. "Montefiore launched the Advanced Women's Health Institute in 2012, to deliver, under one roof, the latest and best research-based patient care in women's health in response to the growing identification of unique issues facing women," says Irwin Merkatz, Professor and Chairman, Department of Obstetrics & Gynecology and Women's Health, Montefiore and Einstein. "For example, women in the community require special attention because of higher than average rates of diseases like HIV/AIDS, human papillomavirus, and cervical and uterine cancers."



Sarah Bellemare, MD, Attending Physician, Montefiore, and Assistant Professor, Surgery, Einstein, and Javier Chapochnick-Friedmann, MD, Surgical Director, Pancreas Transplantation Program, Montefiore, and Assistant Professor, Surgery, Einstein, in the operating room

*II* Our locally focused approach is based on a primary objective: organizing doctors, nurses and other caregivers around the patient, often in targeted multidisciplinary teams that ensure both compassionate and complete care."

- Susan Green-Lorenzen, RN, Senior Vice President, Operations

To improve outcomes and patient experience, Montefiore strengthened the multidisciplinary team approach for patients with orthopaedic problems at our new state-of-the-art orthopaedics center, which launched at the Hutchinson Campus in 2012. The center provides everything from diagnostics and surgery to pain management and rehabilitation. Patients are often successfully treated in collaboration with other Montefiore departments, including physical and occupational therapy, interventional musculoskeletal radiology, physical and rehabilitation medicine, and plastic surgery.

The Department of Orthopaedic Surgery also opened a fully integrated joint replacement center this past year, which provides at one location all surgery-

related services, including imaging, lab testing, social services and pain management consultations for specialty knee and hip replacement procedures. Multidisciplinary increasingly means incorporating new technologies to advance patient care. For instance, in the past year, Montefiore developed and introduced an Android app, soon to be released as an iPhone app, to chart medication barcodes in the Emergency Department, making sure the right patient is getting the right medicine and ensuring patient safety. iPads are also being used in Radiology, Orthopaedics, Cardiology and Surgery to help providers review clinical images and procedures with patients. Electrocardiograms (EKGs) performed at the Heart & Vascular Center and the Emergency Department are being

streamed in real time to iPads in the hands of our cardiologists and other providers. Montefiore IT delivers data securely to mobile devices for our clinicians, on or off campus, enhancing communications and improving care.

**INNOVATION THROUGH RESEARCH** 

Montefiore's partnership with Albert Einstein College of Medicine is a powerful collaboration leading to our active participation and leadership in clinical trials, including oncology, psychiatry, OB/GYN, cardiothoracic surgery and ophthalmology. These trials range from new devices to cutting-edge pharmaceuticals, including new therapies for both common and uncommon conditions.

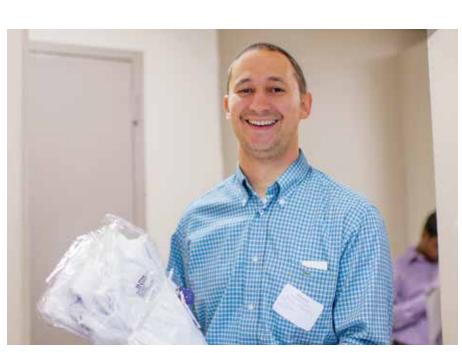
"Given our high level of scientific achievement, Montefiore and Einstein have enjoyed impressive growth in research funding from a number of the world's leading medical research centers, including the National Institutes of Health," notes Brian Currie, MD, Vice President of Research, Montefiore, and Assistant Dean for Clinical Research, Einstein. In 2012, for example, the collaboration secured a grant to establish a clinical site for the Network for Excellence in Neuroscience Clinical Trials—one of only 25 such federally funded centers and the largest clinical trial network in the nation.



Montefiore nurses speak with a patient



Bernice Morrow, PhD, Director, Translational Genetics, Department of Molecular Genetics, Einstein, working in the lab.



Resident Daniel Machleder, MD, receives his white coat at a welcome reception for the incoming class

### 2012 HIGHLIGHTS

Montefiore had over 450 active clinical trials.

Montefiore became the first institution in the country to offer a fellowship program in Women's Physical Medicine and Rehabilitation

Montefiore welcomed nearly 300 new nurses across a variety of disciplines and roles.

Orthopaedic surgeons at Montefiore pioneered a minimally invasive cutting-edge pedicle screw scoliosis surgery that corrected scoliosis in nearly 100 percent of pediatric cases, producing the best outcomes for patients with a shorter recovery time.

The Department of Ophthalmology launched and graduated the first fellow from the Pediatric Ophthalmology Fellowship Program, the only official training program for this specialty in the tri-state area.

100 YEARS IN THE BRONX | MONTEFIORE 2012 ANNUAL REPORT

"The goal is to create 'living laboratories' to conduct research in such promising fields as epigenetics (the study of non-DNA-related changes in gene expression) and stem cell research that could revolutionize the treatment of a range of neurological disorders," explains Mark F. Mehler, MD, Professor and Chairman, Neurology, Montefiore and Einstein.

Stem cell research is a key focus in many other specialties, as well. Physician scientists at Montefiore and Einstein, for example, are studying the nature of cellular changes in liver disease to define when it will be best to intervene with cell-based therapies. Embryonic and fetal stem cells can be used to generate liver cells, which can then be used to replace diseased or damaged areas of the liver. In another study, cells taken from the skin are being converted to stem cells that can be used in the liver.

Researchers are also looking into whether stem cells harvested from the patient's own heart muscle can be used to stimulate heart muscle regeneration, as other teams of stem cell investigators make progress in such areas as corneal stem cell replacement, and hematopoietic and cancer stem cell biology.

Montefiore played an important role in testing new drugs for melanoma during the year. Two new medicines—one to treat advanced

melanoma, the other to boost the immune system—were developed to help patients live longer. Results in clinical trials were so conclusive that regulators stopped the trials before completion so that patients could have immediate access to the drugs.

A team of Montefiore and Einstein scientists in 2012 has been awarded grants (two of 56 grants nationally, two of five in New York) from the National Cancer Institute as part of its "Provocative Questions" program, which is designed to ignite investigations into promising but neglected or unexplored areas of research.

The team is developing new approaches to investigating the biology of metastasis—the spread of a primary cancer to other parts of the body and the crucial step, called intravasation, in which tumor cells invade blood vessels and are then carried to distant sites where they become seeded in new tissues. The goal of the research is to develop a human "signature" that will predict whether a breast cancer tumor is destined to metastasize, which will help reveal targets for anti-metastatic therapies.

### WORLD-CLASS EDUCATION

Montefiore has the second largest residency program in the country, with more than 1,300 residents and II Our faculty are dedicated to the pursuit of novel teaching approaches that equip our students, house officers and fellows with the skills required to lead the next generation of clinicians, researchers and educators."

#### - Andrew D. Racine,

Senior Vice President and Chief Medical Officer, Montefiore, and Professor, Clinical Pediatrics, Einstein

fellows, as well as training for 1,200 nursing students and hundreds of nurse practitioners, physician assistants, social workers, nutritionists, pharmacists, technologists and others.

When optimized and aligned, academic medical centers establish a "virtuous circle" where pioneering research attracts highly skilled, innovative clinicians who create new knowledge and breakthroughs in clinical care delivery. This in turn attracts the best students.

Because of Montefiore's unique programs and opportunities, and world-class reputation, we draw residents from top medical schools — ambitious clinicians who are particularly committed to increasing access to excellent care for underserved populations. New

programs include the nation's first fellowship program in women's physical medicine and rehabilitation, which focuses on customized care based on the unique anatomy of women. Interest in our programs is high because residents and other healthcare professionals have an uncommon opportunity to train in one of the most diverse urban areas in the country—where the population is global, the disease burden is significant, and the need is great. Our progressive focus on comprehensive care, with an emphasis on advancing teamwork, communications and effective decision making, also provides an ideal background for emerging healthcare leaders.

For example, in 2012 Montefiore received a \$20 million grant from the New York State Department of Health to develop Montefiore Medical Group (MMG) sites into patient-centered medical homes (PCMHs)—healthcare settings that organize care around patients, ensuring that patients get their care when and where they need it, with providers working in teams to coordinate and track care over time, and ultimately improving primary care. Montefiore residents will be involved in the transformation of MMG sites, providing them with hands-on experience incorporating PCMH principles into practice and positioning residents for the future of healthcare.

Montefiore's medical training also has a direct impact on the pipeline of talented physicians, nurses and other providers practicing at Montefiore-50 percent of Montefiore physicians, including many members of our senior leadership team, have trained here.

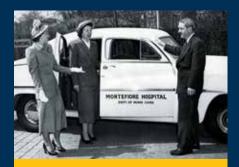
"Our faculty are dedicated to the pursuit of novel teaching approaches that equip our students, house officers and fellows with the skills required to lead the next generation of clinicians, researchers and educators," says Andrew D. Racine, Senior Vice President and Chief Medical Officer, Montefiore, and Professor, Clinical Pediatrics, Einstein.

 $\rightarrow$ 

# Integrated Care Delivery

Providing care when and where people need it. Ensuring a seamless transition for patients across providers and services. Keeping people out of the hospital through effective care management and extensive disease prevention and health promotion initiatives. Utilizing the most advanced technology. Integrated care delivery at Montefiore is designed to overcome the fragmentation that characterizes American healthcare by responding to a patient's needs, not the ability to pay.





Montefiore's Department of Home Care and Extended Services, established in 1947, was the nation's first, although hospital staff had been treating chronically ill patients in their

for transportation

nomes since 1886. This vehicle, with Medical Director E. M. Bluestone, MD, was used



### **MONTEFIORE INTEGRATED DELIVERY SYSTEM**













CAMPUS

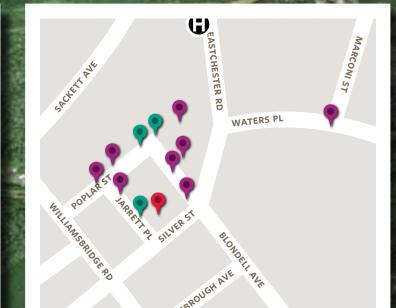


HUTCHINSON METRO



WAKEFIELD CAMPUS

# Montefiore INTEGRATED DELIVERY NETWORK



### einstein campus

### • Campuses

### Advanced Primary Care Centers

More than 50 advanced primary care centers offering comprehensive care for patients with chronic conditions.

### Specialty Care

Our notable Centers of Excellence and many programs and services offer multidisciplinary specialty care.

### Nutrition

Montefiore has helped improve access to healthy foods and provides nutrition education to the community.

### Hospitals



### Dental

We deliver comprehensive dentistry care, including oral hygiene, restorative dentistry, root canal therapy, periodontal treatment and implant dentistry.

### Mental Health

We offer comprehensive psychosocial and behavioral health services as part of the full compliment of care.

### School Health

One of the largest in the United States, Montefiore's School Health Program serves more than 20,000 children in the Bronx.



Copyright 2013. Bluesky, DigiGlobe, New York GIS, Sanborn, USDA Farm Service Ager



### COMMUNITY-BASED CARE

-

This .

Our integrated system of communitybased healthcare ensures easy access to vital services — extending our reach to the neighborhoods where patients live, work and go to school, through home visits, outpatient facilities, the nation's largest network of school health clinics, and mobile vans that bring healthcare directly to patients.

### 999999999999999999999999999999999

### PRIMARY CARE

With 64 primary care locations throughout the New York metropolitan area, we provide accessible, patientcentered primary and preventive care with leading physicians in family and internal medicine, pediatrics, and obstetrics and gynecology, and experts in nursing, health education, nutrition and pharmacy.

### ACUTE MEDICAL CARE

Our highly trained team of critical care specialists and hospitalists are present 24/7 at the hospital and ready to treat patients in need of immediate attention in the Emergency Department, general medical surgical units and the intensive care units (ICUs). Montefiore has been recognized as having one of the country's best ICUs, and for providing superior critical care diagnoses.

#### ADVANCED SPECIALTY AND SURGICAL CARE

Informed by the latest research, world-renowned experts offer novel treatment for the most complex cases. Because of Montefiore's extensive research programs, patients have access to more than 450 clinical trials. Restoring patients' functionality leads to more independent lives. Our highly trained specialists provide physical, occupational and speech therapy — or a combination of therapies — that give patients the best opportunity to reach their highest level of function.

REHABILITATION

### HOME CARE

Montefiore Home Care has long been recognized as "the hospital without walls," delivering quality care to residents of the Bronx and Westchester County during all stages of life in the comfort and security of their homes. By providing ongoing care for patients in their homes, we believe they will be healthier and less prone to hospitalizations.



Joan O'Hanlon Curry, NP, Nurse Manager, Pediatric Hematology / Oncology, speaks with a young visitor at The Children's Hospital at Montefiore.

### FROM A NEW **APPROACH TO** A NATIONAL MODEL

In 2012, Montefiore continued to expand its integrated delivery network, opening six new sites and expanding the number and range of professionals working together to meet the healthcare needs of the community.

Montefiore's strong alignment with its practicing physicians, more than 1,800 of whom are employed by the medical center, in combination with our broad-based community partnerships, provide the key to high-quality, well-coordinated care; promotion of community health; and superior patient outcomes.

#### **TEAMWORK AT ITS BEST**

As an accountable care organization, Montefiore takes full responsibility for its patients. We provide patient-centered care focused on exceptional quality and improved outcomes that ultimately result in well-coordinated, cost-effective healthcare across all areas of the network. This past year, in fact, this model was used to help manage the care of more than 225,000 patients. Whether these patients are in the hospital, at a doctor's office or at home, Montefiore is looking out for them and anticipating their needs.

As a result of our experience in managing care, using integrated information technology and aligning a network of physicians, in 2011, the Center for Medicare and Medicaid Innovation (CMMI) recognized Montefiore as a Pioneer Accountable Care Organization (ACO)—the only one in New York.

Today, there are approximately 25,000 Montefiore ACO beneficiaries, and we are partnering with other provider networks. Through this expansion, we are able to manage the healthcare of beneficiaries beyond the Bronx into Brooklyn and Staten Island.

Representing the three-part aim of the ACO concept-better care for individuals, better health outcomes for communities, and reduced growth of costs for the healthcare system-Montefiore has been developing its patient-centered, accountable model since the mid-1990s. In addition to helping providers care for patients with complex and chronic physical and behavioral health conditions, the approach also addresses challenging socioeconomic obstacles that make getting to and receiving care difficult.

Montefiore oversees the care for these patients, which is strengthened by advanced information technology, including telehealth and an online patient portal designed to improve communications between providers and patients.

In 2012, Montefiore became one of the first providers in the state to demonstrate the "Meaningful Use of Electronic Medical Records," by conforming to criteria established by the Centers for Medicare and Medicaid Services. Achieving meaningful use involves using system-wide electronic health records to coordinate the care of every patient, reduce potential errors and ensure the highest standards of quality and outcomes.

Our Care Management team also serves as an incubator for new and innovative approaches to address gaps in care, improve transitions of care and enhance care coordination to meet particular needs. For example, Care Management has placed certified diabetic educators in several Montefiore Medical Group sites to teach patients how to manage their conditions and

As an accountable care organization, Montefiore takes full responsibility for its patients. We provide patient-centered care focused on exceptional quality and improved outcomes that ultimately result in well-coordinated, cost-effective healthcare across all areas of the network.

partner with their physicians more effectively. Montefiore also launched an Integrated Medical-Behavioral Care program, a screening and treatment model in the primary care setting that identifies and provides the best care to a patient who may be dealing with depression and other psychological issues. And care managers are available to providers and patients to help develop care plans when patient needs are particularly complicated. NAVIGATING PSYCHOSOCIAL

### AND HOUSING PROBLEMS

In some cases, serious life issues pose a challenge to patients and prevent them from being able to adhere to treatment plans. In these instances, care managers are there to help patients navigate psychosocial problems, housing concerns and other problems

that may impede patient well-being through our Integrated Medical-Behavioral Care program.

If, for example, a patient has heart disease and depression, or has asthma and abuses alcohol, treatment plans must be integrated to achieve better outcomes. To find ways to address these issues, several Montefiore Medical Group sites embed mental health specialists to work alongside physicians to advise and help in care management. These programs are being expanded to other sites.

### **REDUCING UNNECESSARY** HOSPITALIZATIONS

Montefiore has played a key role in the Bronx Collaborative, a group including two other Bronx hospitals and two large health insurers looking for ways to lower hospital readmission rates. The program



Sandra Barnaby, RN, Manager, Chronic Care Programs, and a diabetes educator, teaches a patient about insulin injections.



A mother and child participate in Montefiore's Healthy Steps Program.

Montefiore continues to advance its goal of changing healthcare from a fragmented system of care to one where communication, coordination, excellent patient outcomes and quality come first.



SOCIAL SERVICE DEPARTMENT, 1950s In 1908, Montefiore established one of the nation's first hospital-based departments of social work to meet the psychosocial and home-care needs of patients and their families.

32

100 YEARS IN THE BRONX | MONTEFIORE 2012 ANNUAL REPORT

developed a specialized information system and a predictive model tool to help identify, within hours of the initial admission, patients who are at risk of readmission. In 2012, a preliminary analysis of the data collected during 12 months of study indicated that readmission rates can be lowered with targeted interventions.

For medically frail, homebound, elderly patients, the Montefiore House Call Program helps us to consistently and significantly reduce hospitalizations. Board-certified physicians manage and provide care in patients' homes, while social work staff visit patients to address psychosocial needs affecting their medical conditions. Providers and other staff collaborate closely with home care agencies to make sure patients receive appropriate home services. In early 2012, the number of social workers was increased to better help patients obtain government and other benefits to which they are entitled. The program also initiated outreach to improve caregiver support. The addition of these resources improved patient satisfaction.

To provide care coordination services to Medicaid beneficiaries with chronic medical and behavioral health conditions, Montefiore was designated by the New York State Department of Health to lead a consortium of Bronx providers in the Health Home program. The Bronx Accountable Healthcare Network, as the Health Home is known, began in 2012 and involves a number of Montefiore clinical departments and programs, as well as Albert Einstein College of Medicine's



Mery Gomez, MD, Attending Physician, Montefiore, sees a patient through the Montefiore House Calls Program.

Department of Substance Abuse, Sound View Throgs Neck Community Mental Health Center, Acacia Network, Morris Heights Health Center, St. Barnabas Hospital and Union Community Health Center.

### **REACHING MORE PATIENTS**

Because of Montefiore's leadership in accountable care, it signed an accountable care agreement in 2012 with Empire BlueCross BlueShield under which advanced care management services will be offered to Empire's fully insured members in the Bronx and Westchester.

Under the agreement, Empire members who are already seeing primary care and specialty physicians affiliated with Montefiore will be eligible for care coordination services to help manage such chronic illnesses as diabetes, coronary artery disease, congestive heart failure, chronic obstructive pulmonary disease and asthma. They will also receive educational support to help them manage their own health.

In 2012 Montefiore also signed a similar agreement with Affinity Health Plan, one of the largest Medicaid and public healthcare program companies in the Bronx, and is in negotiations with other insurance companies to expand the model of care to more patients. Through these arrangements, Montefiore continues to advance its goal of changing healthcare from a fragmented, misaligned system of care to one where excellent patient outcomes and quality come first. As accountable care and patient-centered initiatives grow, hospitalization and emergency room utilization rates are falling, proving that improved quality and patient experience goes hand in hand with contained cost.

### 2012 HIGHLIGHTS

The Proactive Managed Information System for Education in Diabetes, Montefiore's diabetes self-management program, was nationally recognized by the American Diabetes Association for its support groups that help patients manage their health and stabilize their chronic conditions.

The Department of Physical Medicine and Rehabilitation launched the Women's Physical Medicine & Rehabilitation and Cardiac Rehabilitation Program, providing a targeted approach to care.

Montefiore Medical Group's Comprehensive Family Care Center and Comprehensive Health Care Center celebrated 45 years of caring for the community in conjunction with the Bronx Community Health Network.

-----

With three new partners, Montefiore Care Management grew the number of participants in accountable care contracts to 225,000.

Montefiore Home Care's post-surgery wound healing rates reached 95 percent, compared with average rates of 88 percent in New York and 89 percent nationally.  $\rightarrow$ 

## **Community Commitment**

Advancing the health of a community disproportionately burdened by multiple chronic conditions poses challenges and opportunities. Montefiore's mission to serve the specific needs of our community is a vital part of our 100-year-old legacy in the Bronx. As such, we have taken meaningful responsibility and action by delivering traditional clinical services in nontraditional ways and developing programs, expertise and partnerships to help people live healthier.





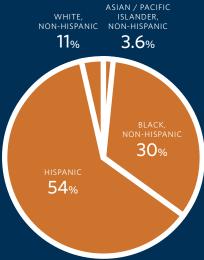


### LEAD PAINT, 1970

Dr. Mutya San Agustin, Director of Montefiore's Comprehensive Child Care Project, examined children and supervised a neighborhood campaign against lead poisoning in the South Bronx beginning in 1970. Program workers surveyed apartments for lead-based paint and took children's blood and urine samples.

### **BRONX COMMUNITY DEMOGRAPHICS**











Sources: NYC Community Health Survey, NYCDOHMH



### OUR COMMITMENT TO THE COMMUNITY

New York City Mayor Michael Bloomberg holds a press conference at Montefiore, with Montefiore's Steven M. Safyer, MD, President and CEO, and Philip O. Ozuah, MD, PhD, Executive Vice President and COO, to highlight the health effects of obesity

### **PROMOTING HEALTHIER LIVES**

To carry out our community mission, we sponsor many innovative programs that address critical health issues, partner with community organizations and government leaders, and lead community efforts to promote healthy, safe and productive neighborhoods.

Montefiore's efforts focus on helping people change a few core behaviors with targeted interventions that can affect outcomes for the most common chronic diseases associated with these behaviors: obesity, diabetes, cardiovascular disease and cancer. Improving diet, increasing exercise, reducing tobacco use and taking advantage of health screenings can have lasting benefits for the community.

Montefiore was recognized in 2012 for its achievements in tobacco control by the New York City Department of Health and Mental Hygiene (NYCDOHMH)-the first hospital in the Bronx and only the

second in New York City to be awarded a Bronze Star for its efforts. As the first hospital to join the NYCDOHMH's Tobacco-Free Hospitals Campaign, Montefiore has helped set the pace for other city hospitals to follow by enhancing both its tobacco-free policies and its employee cessation programs.

Since smoking is still the leading cause of premature, preventable deaths in New York City, Montefiore declared a new smoke-free-campus policy in March 2011 that applies to all of its employees, patients and visitors, and Montefiore continues to offer extensive smoking cessation support to associates and patients who want to quit. These efforts have resulted in a marked decrease among associates in self-reported smoking—from 9.1 percent in 2011 to 7.5 percent in 2012.

As the largest healthcare provider and employer in the Bronx, Montefiore has also been leading the charge against

obesity in the borough, intervening on many levels to increase access to healthy foods, opportunities for exercise and health education to support the health needs of the community.

### **PROVIDING BETTER HEALTH OPTIONS**

Working closely with NYCDOHMH's Healthy Hospital Initiative, Montefiore has promoted good nutrition throughout the medical center by introducing healthier food choices to replace high-calorie, processed options in vending machines, cafeterias and patient meals, and eliminating all sugary beverages across our 142 sites in the Bronx and lower Westchester.

In June 2012, Montefiore President and CEO Steven M. Safyer, MD, joined New York City Mayor Michael R. Bloomberg and city health officials at a press conference at Montefiore to highlight the seriousness of the obesity epidemic in New York and its links to some cancers, heart disease, arthritis



The Montefiore Home and Hospital contained a fully equipped schoolroom, which was attended daily by the younger children. It was an annex of PS 56, Bronx, and under the direct supervision of the Board of Education



Maura Moloney, NP, Pediatrics and School Health Program, examines a patient at PS 28, through Montefiore's School Health Program.

Montefiore's efforts focus on helping people change a few core behaviors with targeted interventions that can affect outcomes for the most common chronic diseases associated with these behaviors: obesity, diabetes, cardiovascular disease and cancer. Improving diet, increasing exercise, reducing tobacco use and taking advantage of health screenings can have lasting benefits for the community.



Middle and high school students created five murals depicting community health as part of a project called "Visions of a Healthy Community," in support of the Montefiore partnership Bronx-CATCH (Collective Action to Transform Community Health). The murals were installed in the patient waiting areas of five Montefiore health centers

and depression. The event promoted the Mayor's Task Force on Obesity and its goal of reducing the percentage of obese adults by 10 percent and children by 15 percent over the next five years.

We also work with patients who are struggling with other life issues ---such as by helping them get legal services or assistance with housing and/or social services—so they're able to make improving their health a priority. Montefiore, for example, partners with LegalHealth, a nonprofit organization that provides legal assistance to low-income patients with serious health problems. In 2012, more than 125 Montefiore patients received legal assistance through this partnership on issues like housing and immigration status that affected their health.

Not a week goes by when Montefiore associates aren't hosting a cancer screening, a walk, a health fair, a cooking demonstration or an exercise class to improve health and reduce the burden of chronic disease in the Bronx. In the area of cancer prevention, for example, Montefiore held screenings in 2012 for cervical (specifically for women without insurance), breast, skin and colorectal cancer. Through these outreach programs, Montefiore provided cancer screenings for nearly 3,000 people and played a decisive role in alerting people in the community about the risks as well as the preventive measures that can be taken to improve health and patient outcomes.

#### **REACHING CHILDREN THROUGH** SCHOOLS AND SHELTERS

The Montefiore School Health Program is the largest school-based health program of its kind in the United States, with more than 25,000 children registered at 20 sites throughout the Bronx and providing services to children in elementary, middle and high school. The program's population-based model focuses on the needs of our particular community—offering services in family medicine, adolescent health, asthma

treatment, mental health, nutrition and fitness education, reproductive health, crisis intervention and dental care.

Because the school is a main source for a hot meal for many children, the program also pushes to improve cafeteria menus, including the serving of low-fat milk. Montefiore also partners with the New York Children's Health Project of the Children's Health Fund, which runs several easily identifiable blue vans that make regular rounds to area shelters, bringing care—from immunizations to checkups-to homeless and other underserved children.

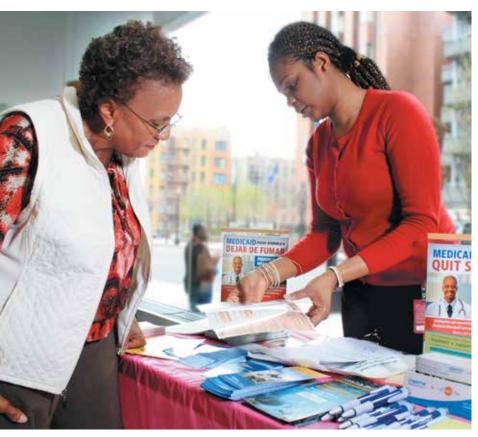
#### PARTNERING TO MEET COMMUNITY NEEDS

Historically, the Bronx ranks 62nd out of 62 counties in New York State in health outcomes, based on a number of factors, including individual health behaviors, social and economic factors, and physical environment. The Bronx CATCH partnership is one of many new community-based programs

that Montefiore is sponsoring or supporting throughout the region to improve health outcomes and uphold its commitment to advance community health.

Bronx CATCH, the Collective Action to Transform Community Health, was launched in 2012 by sponsoring members, including Montefiore, the NYCDOHMH, and community-based organizations. Bronx CATCH was created to develop a series of neighborhood-specific programs that extend out from several Montefiore Medical Group health center sites.

The goal is to improve access to healthful food, increase the level of physical activity in the community, and work with businesses, municipal facilities and schools to create healthier neighborhoods across the Bronx. The partnership is striving to achieve these goals by identifying health needs and resources within particular



Montefiore provides education and support to help people quit smoking during "Kick Butts Day," a national day of activism sponsored by the Campaign for Tobacco-Free Kids.

Not a week goes by when Montefiore associates aren't hosting a cancer screening, a walk, a health fair, a cooking demonstration or an exercise class to improve health and reduce the burden of chronic disease in the Bronx.

neighborhoods, sharing information about community health services and promoting collaborative interventions to address issues that impact health. Clinical and neighborhood data will be collected and monitored to evaluate the success of these programs over time. While Bronx CATCH focuses on how the community can help itself through collective action, another partnership, the Changing Attitudes Now (CAN) Initiative, developed by Bronx Borough President Ruben Diaz, Jr., focuses on personal responsibility.

CAN's approach is to tackle health problems as a community and individually by asking residents to make pledges to achieve their personal health goals, such as losing weight or reducing cholesterol. This is an example followed personally by State Senator Gustavo Rivera, who also championed the CAN initiative in his district. It also helps community residents and local organizations organize action-oriented conversations about healthy eating, active living, and the problems of tobacco and alcohol in neighborhoods throughout the Bronx.

# Leading Change

In constant pursuit of excellence, Montefiore associates have worked hard over the past year to identify opportunities to improve and grow—leading change at all levels of the organization. Many are small changes, but with big impact, driving significant improvements to the patient experience and building on our legacy of compassionate care.



Orlando Collins, Nutrition and Customer Service Manager (in white coat), presents the new hot meal concept to the Fix-It Group, formed by associates at the Einstein Campus to improve patient care,

#### FIXING IT

Making hot food available at all hours might seem like a minor issue at a medical center where life-saving procedures are performed every day. For patients, however, having a hot meal can make a big difference. Until recently, patients at the Einstein Campus who were admitted after 6:00 pm were offered a brown paper bag containing a sandwich and an apple for dinner. Einstein Campus associates decided that wasn't good enough—hot food is just one way of showing patients that we care.

The issue of hot meals was one of the first problems tackled by the Einstein Campus's Fix-It Group, which was formed last year to bring together associates who have real, on-the-ground involvement with campus operations to quickly and systematically address issues that affect patient care. The group of 14 managers and staff members from departments ranging from Nursing to Laboratory Services to Radiology meets weekly as part of Montefiore's drive to make small changes that have a big impact.

Figuring out how to get hot food to patients admitted later in the evening needed a multidisciplinary approach. The Fix-It Group worked with group member Orlando Collins, Nutrition and Customer Service Manager, to install a refrigerator stocked with microwaveable meals. To create a welcoming atmosphere for patients, labels saying "enjoy your meal" are put on each tray, and associates are educated to ask patients whether they would like a hot meal. The new process was incorporated into the admission process and has been a huge hit with patients.

#### WASTE NOT

Thomas Keeley's job as a nurse working with dialysis patients at the Wakefield Campus is focused on helping patients through a difficult and stressful time, as they deal with advanced stages of chronic kidney disease. But it bothered him that even though Montefiore stocked the dialysis medication Hectorol in 4 mg single-use vials, most patients needed doses less than 2 mg. This meant that for every dose, more than 2 mg of the important drug was wasted. Mr. Keeley, RN, made it his job to look

into the situation further. His findings, along with some organizational research, revealed that stocking 2 mg vials would be just as effective and save the organization \$20,000 a year — money that can then be reinvested in Montefiore's programs and services.

### ANTICIPATING NEEDS

Answering a call bell sounds routine, but how and when it's answered matters a great deal. Staff responsiveness and communication are critical to patient care. Patients rely on the call bells to communicate with nurses and aides, and how fast they are answered influences their perception of care and the likelihood that they will recommend Montefiore to others. Patient interviews indicated we were not consistently responding to patients' call bells in a timely manner.

An organization-wide effort was initiated to improve call bell response time. Associates, including unit secretaries, nurse assistants and nurses, led the development and implementation of creative solutions at the unit level. The result: in numerous places response time was significantly reduced.

All 21 adult units at the Moses Campus are actively participating in the call bell initiative. A group of four units determined that there was a great influx of call bells around breakfast time and it was difficult to respond to all of them in a timely fashion. The team realized that taking simple steps, such as working with the night nursing attendants to make sure that all side tables were clean and ready for breakfast travs in the morning and ensuring that the dietary log showed which patients needed assistance with breakfast, significantly reduced the number of call bells and helped patients during a very busy time of day.

Similarly, at the Wakefield Campus in the Mother/Baby Unit on Floor 3S, by changing the time that medication and other deliveries were made to patients on the unit to better accommodate patient needs, the use of call bells was significantly reduced and the staff had more time to address other patient issues. "Keeping a detailed call bell log and increasing staff rounds has been critical," says Philomena Coppa, Unit Secretary, Wakefield Hospital. "Now we anticipate patient needs, and it has drastically reduced the number of call bells."



A nurse prepares just the right dosage for a patient.



Working tirelessly during Hurricane Sandy, Montefiore's engineering staff used a backup generator to keep power on and meet patient needs during the power outage

### WEATHERING THE STORM

Montefiore's staff and volunteers displayed extraordinary skill, spirit, determination and compassion throughout Hurricane Sandy, even as many were facing their own personal challenges due to the storm

Hundreds of staff members slept in accommodations on-site in order to continue caring for patients. Through their efforts, all four hospitals and emergency rooms remained open throughout the storm, and our home care programs and most ambulatory sites were up and running the next day. Twenty patients were seamlessly accepted from New York Downtown Hospital, as well as a number of patients from Bellevue Hospital and nursing homes across the region. As the storm worsened, Montefiore received a call to take four babies from NYU Langone's neonatal

intensive care unit (NICU). Six babies arrived at the Einstein Campus NICU: many were manually ventilated and had to be monitored closely to ensure that they were breathing properly. Once the babies were safe, nurses got to work ensuring that their families were comfortable after a traumatic night.

Through Montefiore's various communication channels such as Facebook, its intranet and internal social network Yammer, Montefiore associates banded together to help one another and members of the surrounding community. Associates exchanged helpful information related to warming centers and shelters, places to go for hot meals, carpooling, transportation disruptions and where to locate fuel, as well as information on various volunteer opportunities in the area.

# A Legacy of Service

Building a legacy of service across decades and generations requires an enormous commitment, year after year, from many dedicated people. These include hundreds of volunteers and donors who invest their time, money and hearts to advance our mission and support the health and well-being of millions of people in the community.



Left to right: Oded Aboodi, Suzanne Pleskunas, Jennie Emil, Steven Safyer, MD, and David Emil at the dedication of the Caregiver Support Center named in honor of longtime Board member Arthur D. Emil.

### **BUILDING AWARENESS**

One step at a time may be the best way to describe Esther Widowski's commitment to Montefiore. The Manhattan-based trial attorney with a specialty in healthcare—and a longtime supporter of CHAM—first became familiar with Montefiore through her practice. She often met Montefiore

"I was so impressed, I had to

physicians, nurses and staffers in her legal work and couldn't help but notice their knowledge, commitment and level of excellence. She was also struck by the Bronx-based jurors she met. "Almost to a person, they spoke glowingly of the care they or their loved ones received at Montefiore," says Ms. Widowski. find out for myself—at a time when I wanted to get involved philanthropically with children and pediatric care," she explains. "That led me to support the development of CHAM, which was dedicated in 2001."

### **BUILDING A COMMUNITY**

Jim and Donna Butler certainly exemplify this dedication. "Montefiore cares about making lives better for people in the Bronx, addressing medical concerns and much more," says Mr. Butler, who's a member of Montefiore's Board of Trustees. "They go beyond the scope of most hospitals, caring for whole lives."

The Butlers should know because they've seen it up close. They both grew up and attended schools in the Bronx. Donna Butler lived only a mile from Montefiore, and Jim graduated from Fordham University. Their children were born and raised here, too.

When Jim was in high school, he worked part-time at Our Lady of Mercy Medical Center (OLM), which is now Montefiore's Wakefield Campus. He installed TVs in patients' rooms and, when he attended Fordham, served as a secretary in the maternity ward.

Given his long-standing relationship with OLM, it's not surprising that Mr. Butler served on its board of trustees, eventually becoming chairman and working to oversee Montefiore's

acquisition of OLM. When it was complete in 2009, he was appointed to Montefiore's board and continues to serve tirelessly.

"The medical center has always been a fixture of the community, and as Montefiore expanded, it's become a fixture of the larger community, now including Westchester," Mr. Butler explains. "One of the biggest honors of my life is to serve this great institution, especially since the hospital meant so much to me growing up. The commitment I see around me is staggering. As long as they'll have me, I'll be there," he says.

'We refer our hometown hospital without reservation to family and friends—even captains of industry because we know people are getting the very best care from the captains of healthcare," says Mrs. Butler.

### **BUILDING CLINICAL SERVICES**

Commitments from donors and volunteers like Jim and Donna Butler have been instrumental in building and expanding Montefiore's unique clinical services. A case in point is the Pediatric Critical Care Unit (PCCU), which administers exceptional care to children with an array of serious conditions ranging from respiratory failure, life-threatening infections and poisoning to multi-organ dysfunction syndrome, heart failure, cardiac arrhythmias and cardiac arrest.

Opened in 2001, the 20-bed unit also provides postoperative care for children and young adults following the repair of congenital heart lesions and rare congenital abnormalities; neurosurgery; kidney and liver transplantation; spine and orthopaedic procedures; ear, nose and throat surgery; and sophisticated airway reconstruction.

"Donations have helped the PCCU purchase an array of modern equipment, from ultrasound and other advanced monitoring devices to SimChild, a programmable simulation technology used by residents to learn how to deal with a range of lifethreatening events they might not see very often," says Lewis Singer, MD, Chief, Division of Pediatric Critical Care, Montefiore and Einstein. "Philanthropy has helped us expand our services, increase the number of beds we provide and take care of more patients — patients we might have had to send elsewhere," he adds.

employs sophisticated invasive and noninvasive monitoring techniques and technologically advanced treatments, including high-frequency oscillatory ventilation, renal replacement therapy, inhaled nitric oxide and extracorporeal membrane oxygenation (ECMO) for both respiratory and cardiac failure. Modern technologies for neurophysiologic monitoring, including continuous intracranial pressure monitoring, near infrared spectroscopy and continuous video electroencephalography, are also used. "We have become a world-class PCCU, thanks in part to the long-term

To ensure the best outcomes possible

for these complex cases, the PCCU

commitment of many donors, and thankfully it's an ongoing process-one step at a time," says Dr. Singer. In fact, construction is currently under way that will add six additional beds to the PCCU, raising the number of beds to 26 in 2013.

100 YEARS IN THE BRONX | MONTEFIORE 2012 ANNUAL REPORT





Esther Widowski (top); Jim and Donna Butler (bottom); Lewis Singer, MD (right)

Ms. Widowski, a native of Rochester, New York, supports the hospital primarily as a member of the Friends of CHAM, a group of professional people who reach out to their expanding network of colleagues and contacts to recruit individual and corporate donations. One of the pleasures of her volunteer work is Montefiore's "very impressive" leadership team, because they're willing to forge a real partnership with the Friends of CHAM. "They appreciate what we're doing, and they're so involved and passionate," Ms. Widowski says.

But ultimately it comes down to what impressed her in the first place. "Many of the very best doctors in New York are at Montefiore," she says. "These people don't settle; they maintain the very highest standards of care, and I want people in Manhattan and the other boroughs to know about it — and support it."

That's why she likes to take prospective donors to tour the facility. "When people come here and see the world-class care in action, they get it," she says.



Christina McInerney with family and friends (top) and Steven Safyer, MD, Christina McInerney and Michael Shane Neal (right) at the Jerome L. and Dawn Greene portrait unveiling; Eva Griepp, MD, Sara Botstein and Leon Botstein, PhD, at the unveiling of portraits of Drs. Charles and Anne Botstein (bottom)





Left to right: Louis Stasio, Angelo Cannarella, Ed Pfleging, and John DiMasso at The Children's Hospital at Montefiore 14th Annual Golf Tournament and Dinner

<sup>11</sup> Montefiore is such an anchor for a community that has many gaps in care. Montefiore not only fills these gaps, but they go beyond by thoughtfully creating comprehensive, innovative programs to best meet the needs of their patients and the community at large."

- Miriam Phalen

#### DONORS OVER \$10,000

1199/SEIU United Healthcare Workers East A & A Maintenance Enterprise, Inc. Abbott Nutrition Jay and Erika Abramson AccentCare of NY, Inc. Akin, Gump, Strauss, Hauer & Feld, LLP Albert Einstein College of Medicine Allen Health Care Services Allmed Medical and Rehabilitation Center

Altman Foundation The Ambrose Monell Foundation American College of Obstetricians & Gynecologists Amgen, Inc. APB Contracting, Inc. Arnold & Arlene Goldstein Family Foundation Array Architects, PC George and Phyllis Asch Lari A. Attai, MD Axis Point, Inc.

Bank of America Bard, Rao & Athanas Consulting Engineers, PC Barbara and Joseph Bartlett Patricia Bauman and John L. Bryant-The Bauman Foundation Bell Environment Services, Inc. Bestcare, Inc. Beverly G. Cannold Revocable Trust Joel Braun Bristol Myers Squibb Company Bronx Aids Services, Inc. Bronx Central General Contractors, Inc. James and Donna Butler Cablevision Systems Corporation CenterLight Health System — formerly Beth Abraham Family of Health Services Charles L. Shor Foundation for Epilepsy Research, Inc. The Chartis Group Chillin' With Adam: The Adam Gaynes Foundation Citywide Mobile Response Cline, Davis & Mann, Inc. B. Deborah Cohen and Edgar M. Masters Robert and Carla Conaty Concept Flooring Workroom Coronado Biosciences, Inc. Edward Cotlier, MD Cronin & Company Michael A. Delaney Dr. Maura Dickler and Mr. Christopher Panczner Diker A+V Contracting Each One Counts Foundation, Inc. Emblem Health Services, LLC Jennie Emil and Jeffrey Deutschman Empire BlueCross BlueShield Epstein, Becker & Green, PC Victor Fallek Fastaff Nursing Karen Finerman and Lawrence E. Golub Florida Software Systems, Inc. Fordham Renaissance Management Partnership Foundation for Child Development Garfunkel, Wild & Travis, PC The Gerald and Daphna Cramer Family Foundation

They're growing, expanding into neighborhoods that very much need what they have to offer."

- Richard Goldhair

Gordon and Silber, PC David and Vicky Gottlieb Barry and Adrienne Gray Greater New York Hospital Association Patricia Green Richard Grossman Thomas L. Harrison, L.H.D. Havens & Company, Inc. Health Resources Optimization, Inc. Healthfirst Management Services, LLC The Hebrew Home for the Aged at Riverdale Barbara and John Heffer Hellman Construction Co., Inc. Lewis and Denise Henkind The Henry & Lucy Moses Fund Henry Nias Foundation Henry Sterne Trust Elliot M. Hershberg HiTouch Business Services Hollywood Building Services, LLC Hutchinson Metro Center, LLC The I. Jack & Elsie L. Bernstein Foundation

Integration Partners Interpublic Group Thomas C. Israel J.E. & Z.B. Butler Foundation The Jewish Home & Hospital John H. and Ethel G. Noble Charitable Trust JPMorgan Chase & Co. J.S. Mitchell & Sons Kaufman, Borgeest & Ryan LLP David and Georgia Keidan Louise King—Martha Washington and Harry H. Straus Foundation, Inc. Kings Harbor Multicare Center Bruce and Iris Klatsky Alan and Lauren Klein Catherine Klema and David Resnick Lorraine Kuhn and Martin Levy, MD Stacey R. Lane Jay and Alexandra Langner Richard L. Latto Leon Lowenstein Foundation, Inc. Leslie and Roslyn Goldstein Foundation Ed and Robin Lewis



Joanne and Emanuel Chirico at the Beefsteak Dinner to support the Montefiore Einstein Center for Cancer Care

Lifeline Ambulance Service, Inc. Jonathan and Holly Lipton Manatt, Phelps & Philips, LLP Gregory Manocherian The Marc Haas Foundation Marks Family Foundation Max and Sunny Howard Memorial Foundation McAloon & Friedman, P.C. McBee Associates, Inc. Robert B. Menschel—Vital Projects Fund, Inc. Metropolitan Jewish Health System Mid-Bronx Haulage Corporation Monaghan Medical Corporation Monarch PET/CT Margaret S. Nathan The Needlers Foundation, Inc. Peter Neufeld and Adele Bernhard New Jersey Rett Syndrome Association New York GI Center, LLC The New York Yankees Amanda and Ned S. Offit The Oppenheim Family Fund



Alan Epstein and Philip Ozuah, MD, PhD, at the dedication of the Arthur D. Emil Caregiver Support Center

Scott Ostfeld and Jen Maxfield Ostfeld Drs. Philip and Theresa Ozuah Pfizer, Inc. David and Miriam Phalen Principal Financial Group R & L Relocation & Services, Inc. Harriet and Lawrence A. Rader Recine & Sons Plumbing & Heating, Inc. Regeis Care Center Riehm Family Foundation, Inc. Rita Alexander Irrevocable Living Trust Rose M. Badgeley Residual Charitable Trust Steven M. Safyer, MD, and Paula Marcus, MD St. Barnabas Hospital Scanga Architectural Woodworking Drs. Ruth and James Scheuer Segal Family Foundation Harold Shames Simone Development Companies Speracura Split Rock Rehab and Health Care Center, LLC

The Starlight Children's Foundation David and Peggy Tanner Harold and Nicki Tanner Theodore Rapp Foundation James E. Thomas Tiger Foundation Bonnie and Daniel R. Tisch The Titi Fund Tower Property Management Co., Inc. Turner Construction Company United Hospital Fund of New York U.S. Business Technology, LLC Lee and Cynthia King Vance Vicom Computer Services, Inc. Diana and Howard Wendy Willard T.C. Johnson Foundation, Inc. The William Brown Foundation, Inc. Wilmot Construction Wilson, Elser, Moskowitz, Edelman & Dicker, LLP Winston Resources, LLC Workmen's Circle Multicare Center





Sallie and Edwin Stern (bottom left), Peggy and David Tanner (bottom right) and Cathy Klema and Cynthia King Vance (top) at the Trustee Reception

### **BOARD OF TRUSTEES**

Oded Aboodi Jay B. Abramson Margaret Hayes Adame George Asch Joseph W. Bartlett Patricia Bauman Robert A. Bernhard James M. Butler Lawrence B. Buttenweiser George Campbell Jr., PhD John Ceriale Bruce Doniger Jennie Emil Karen L. Finerman Jay N. Goldberg Nathan Gantcher Ruth L. Gottesman, EdD David C. Gottlieb

Barry W. Gray Patricia Green John H. Gutfreu Thomas L. Harri John Heffer Lewis Henkind Gregg S. Hymow Helen A. Johnson David B. Keidan Bruce J. Klatsky Alan M. Klein Catherine M. Kle Stacey R. Lane Jay B. Langner Jonathan A. Lipto Christopher D. McFadden Alan G. Mnuchin

48 100 YEARS IN THE BRONX | MONTEFIORE 2012 ANNUAL REPORT



**Gayle Robinson at the Trustee Reception** 

	Margaret S. Nathan
	Peter J. Neufeld
nd	Ned S. Offit
son	Robert Reffkin
	Gayle F. Robinson
	Zita G. Rosenthal
vitz	Jon W. Rotenstreich
n	Steven M. Safyer, MD, ex officio
	Ruth Saporta
	Hon. Felice K. Shea
ema	Edwin H. Stern III
	David A. Tanner
	Cynthia King Vance
on	Kenneth D. Weiser
	Jide J. Zeitlin

### IN MEMORIAM

### CHARLES I. PETSCHEK (1922 - 2013)

It is with great sadness that we recognize the passing of Charles I. Petschek, long-standing board member and generous supporter of Montefiore Medical Center. Charles was elected to the Board of Trustees in 1965 and served on the Executive Committee (1969), the Medical Committee (1975), the Insurance Ad Hoc Committee (1977), the Joint Conferences Committee (1975 - 79) and the Trustees to Federation Committee (1975 - 77) during his tenure. He was also a dedicated patron of the hospital, sponsoring initiatives including the Bed Replacement Program, Trustees Fund, Montefiore Einstein Center for Cancer Care and the annual Celebrate Montefiore Gala. He will be deeply missed by those who had the opportunity to work alongside him during his time here as a cherished member of the Montefiore community.

### MONTEFIORE BY THE NUMBERS 2012

LOCATIONS, INCLUDING FOUR HOSPITALS



ACUTE CARE BEDS

EMPLOYEES

EMPLOYED PHYSICIANS

# 1,491 18,0001,810

### FINANCIALS

TOTAL CONSOLIDATED OPERATING REVENUE

\$**3.08** BILLION

TOTAL CONSOLIDATED OPERATING EXPENSE

BILLION

TOTAL CONSOLIDATED OPERATING PROFIT

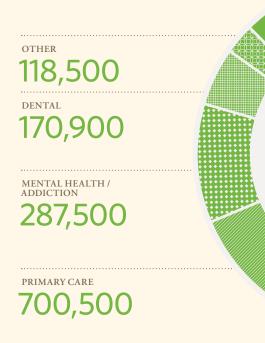
\$2.98 \$100.2 MILLION

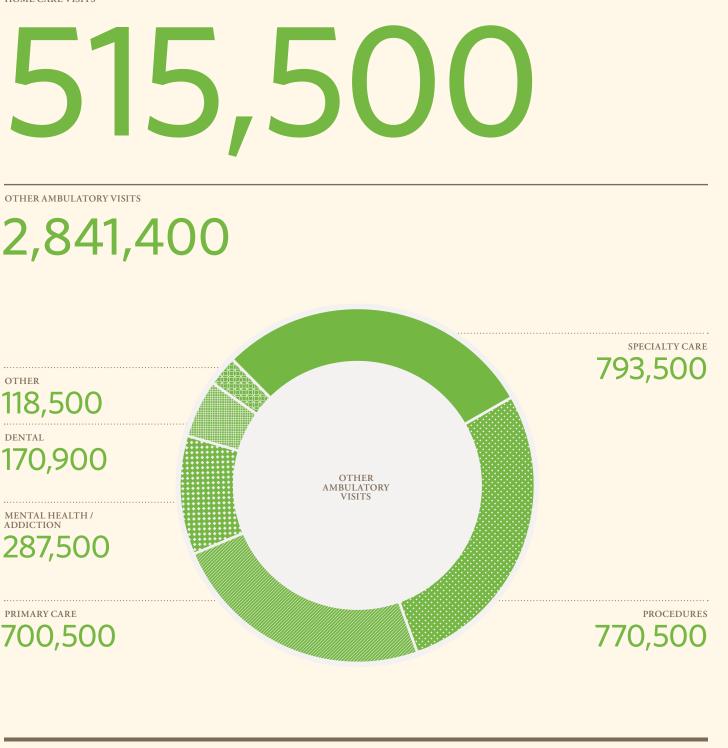


ADMISSIONS

PARTICIPANTS IN ACCOUNTABLE CARE CONTRACTS

OTHER AMBULATORY VISITS 2,841,400





EMERGENCY DEPARTMENT VISITS

51

To learn more about Montefiore Medical Center, call 1-800-MD-MONTE or visit: www.montefiore.org

View our interactive Annual Report at: www.montefiore.org/annualreport

Follow us on f E You Tube : facebook.com/MontefioreMedicalCenter twitter.com/MontefioreNews youtube.com/MontefioreMedCenter

Produced by the Department of Marketing, Communications and Media Relations:

Cynthia Hayes Vice President of Marketing, Communications and Media Relations

Randee Sacks Levine Senior Director of Communications

Rachael Scibior-Silva Director of Creative Services and Marketing Operations

Don Heymann, Writer

Design: Ideas On Purpose, www.ideasonpurpose.com

Photography: Victor Chu Mario Morgado Matthew Septimus Adi Talwar Jason Torres Peter Zander

Printer: DG3

Montefiore Medical Center 111 East 210th Street Bronx, New York 10467 © 2013



DG3 is FSC<sup>®</sup> Chain of Custody certified by the Rainforest Alliance. This publication was printed with environmentally friendly soy-based ink on FSC°-certified paper utilizing Green-E° renewable wind energy.



Mother / Baby Program. Back cover: Ed Tobachnik, a patient who received a total hip replacement, shares a tender moment with his wife, Rita.



LEADING WITH OUR LEGACY | 100 YEARS IN THE BRONX

