Breaking through to better health care

New York’s most progressive health system

2018 Annual Report
On the cover: The latest New York State Department of Health report listed Lenox Hill Hospital as having among the lowest mortality rates in the state for cardiac surgery.
Dear friends,

Northwell Health is revolutionizing the health care industry through an ongoing commitment to disruptive innovation and continued excellence. The health system’s achievements over the past year are a remarkable testament to the vision and dedication of our trustees, physicians, nurses and the more than 68,000 individuals who work under the Northwell banner. We share a single unifying purpose: to provide the highest quality care to our communities.

One begins to understand the magnitude of the health system’s accomplishments when we look at the accolades and achievements earned over the past year from prestigious organizations such as the American Hospital Association (AHA), Surgical Review Corporation (SRC), American Nurses Credentialing Center (Magnet), Society for Thoracic Surgeons (STS), TIME Magazine, the Healthcare Association of New York State (HANYS), and others.

When the AHA recognizes Northwell for improving access, addressing social determinants and encouraging innovation with its Quest for Quality Prize — the first health system ever to win the award — that says something.

When SRS and STS honor Northwell for robotic surgical excellence (the first health system ever recognized) and the Sandra Atlas Bass Heart Hospital in all five cardiothoracic surgical categories respectively — that says something.

When North Shore University and Mather hospitals earn Magnet recognition, the gold standard for nursing excellence, and join Cohen Children’s Medical Center, Long Island Jewish Medical Center, Huntington and Northern Westchester hospitals on that prestigious list — that says something.

And when TIME Magazine selects “the Fin,” Northwell’s 3D-printed amphibious prosthetic leg that gives amputees the ability to navigate from the land into water and back, as one of the year’s best inventions — that says something as well.

Of course, the most important thing ever said to or about us is the ‘thank yous’ we receive from grateful patients or family members whose lives we saved. Those are the words that signify compassionate care was delivered and a superior patient experience achieved. In short, it is what enables us to receive our industry accolades and recognition in the first place. We are only able to excel at what we do because of the patients who come to us — many times at their most vulnerable — for the very best care.

Some of the extraordinary stories from the past year appear in the pages that follow. Many do not. We are excited to share them with you and even more excited about the many more Northwell stories still to be written in 2019 and the years ahead.

Michael J. Dowling
President & CEO

Mark L. Claster
Chairman
Breaking through to better health care

Whether it’s a lone genius in a dusty workshop or a kid in a California garage, the old clichés about how innovation happens die hard.

But in the real world, it’s not a single lightbulb moment or a stroke of divine inspiration that really makes the difference. Our modern health care system is complex, and the problems that we set out to solve are equally byzantine. So it takes more than one good idea. It takes a culture of innovation and an all-star team of experts working on a problem from all sides to improve entire systems of care.

It’s not just how can we cure disease, it’s how can we get that cure to as many people as possible?

It’s not just how can we treat people’s chronic health conditions, it’s how can we change their lifestyles to prevent them in the first place?

It’s not just saving lives, it’s about redefining health prosperity for all of the people we serve.

We hope you’ll join us in imagining a brighter future for health care.
Lenox Hill Hospital surgeons were the first in the world to repair a collapsed trachea using a fully robotic, minimally-invasive technique. Richard Lazzaro, MD, the hospital’s chief of thoracic surgery, and the Lenox Hill team utilized robot-assisted surgery to treat 42 patients in a trial to examine the safety and efficacy of a new technique to treat Tracheobronchomalacia (TBM), a debilitating condition that weakens airway walls that had been previously treated through open, invasive surgery. The results demonstrated fewer postoperative complications, improved outcomes and quicker recovery than traditional surgery. Dr. Lazzaro presented his findings at the American Association of Thoracic Surgeons conference in San Diego.

“No other institution has our depth of experience using this type of minimally-invasive approach to treat TBM.”

“While open surgery for a collapsed trachea has been successful for certain patients in the past, our study shows that the minimally-invasive robotic procedure is unequivocally the superior option,” said Dr. Lazzaro. “Our findings indicate a significant improvement in breathing capacity and a faster, less-painful recovery for this complex, high-risk population.”

One of those patients, Richard McGurk, developed a persistent cough that prevented him from sleeping. Shortly thereafter, he was plagued by monthly sinus infections, and then acquired bronchitis and pneumonia. A dynamic computed tomography (CT) scan showed his trachea had deteriorated and would close up during breathing. He was referred to Dr. Lazzaro, who saw Mr. McGurk as a candidate for the robotic tracheobronchoplasty. Dr. Lazzaro made several tiny incisions and used the machine’s highly-advanced robotic arms to place mesh stenting around the trachea to stabilize it and restore proper functionality.

Mr. McGurk called it a game changer. “From the day I came home, I couldn’t believe the difference,” he said. “I couldn’t be happier. It’s amazing.”

“No other institution has our depth of experience using this type of minimally-invasive approach to treat TBM,” said S. Jacob Scheinerman, MD, chair of cardiothoracic surgery at Lenox Hill Hospital. “This is a perfect example of how our surgeons are using cutting-edge medicine to deliver the best care to our patients.”
Life after death

Right now, people are pronounced dead if they don’t have a heartbeat, blood flow or oxygen to the brain for more than 10 minutes. Lance Becker, MD, is convinced that much more can be done to significantly expand the survival window. As a professor at the Feinstein Institutes for Medical Research, and chair of emergency medicine at North Shore University Hospital (NSUH), Long Island Jewish Medical Center and the Zucker School of Medicine, Dr. Becker has spent many years researching the science of resuscitation — the ability to save dying and critically ill patients after the cardiac monitor shows a flat line.

His early work focused on identifying important disparities in cardiac arrest survival rates in urban areas, creating the Utstein international nomenclature for resuscitation, promoting the installation of automated external defibrillators in public settings, and pioneering the use of brain cooling for cardiac arrest victims.

His research has advanced over the years to look at novel ways of reversing cellular death and preserving the cell’s energy engine — known as the mitochondria. Dr. Becker and his colleagues at the Feinstein Institutes and NSUH are now using a combination of cardiopulmonary bypass (known as ECMO) and an advanced drug cocktail aimed at reducing brain injury and reviving patients when traditional cardiac resuscitation fails.

The Northwell team of specialists includes members from emergency medicine, critical care, pulmonology, cardiac surgery and cardiology.

The Northwell team of specialists includes members from emergency medicine, critical care, pulmonology, cardiac surgery and cardiology. They hold periodic drills so they are prepared to jump into action when heart attack victims with no pulse arrive in the emergency department, having flat-lined in an ambulance on route to the hospital or other emergent situation.

Thanks to advances in life-saving technology and pharmacology, the death survival window is opening to allow more people to survive what is otherwise nearly certain death.
A focus on teamwork and quality has been a constant throughout the career of S. Jacob Scheinerman, MD. Soon after joining Northwell Health in 2006 as head of cardiothoracic surgery at Long Island Jewish (LIJ) Medical Center, the program began to distinguish itself with cardiac surgery success rates that were among the best in the state. In fact, for nine consecutive years, beginning in 2007 and continuing through the state Department of Health’s (DOH) most-recent, three-year reporting period (2014-16), LIJ Medical Center has achieved risk-adjusted mortality rates that were significantly better than the statewide average.

Shortly before the cardiovascular teams at LIJ and North Shore University Hospital (NSUH) combined their expertise in 2016 to form the highly specialized Sandra Atlas Bass Heart Hospital at NSUH, Dr. Scheinerman was named chair of cardiothoracic surgery at Lenox Hill Hospital. What happened next should be no surprise. A recently released DOH report showed that Lenox Hill was the state’s only hospital in 2016 with statistically superior outcomes for isolated coronary artery bypass grafting (CABG), with no deaths among the 306 patients who underwent surgery that year.

In typical fashion, Dr. Scheinerman attributes the program’s performance to the way surgeons, intensive-care physicians, physician assistants and nurses collaborate on managing patients’ care before, during and after surgery. “It’s a sign of the teamwork and excellence in care delivered in our building,” he said.

But the statistics don’t lie: wherever Dr. Scheinerman goes, success follows.
Aortic aneurysm repair saves a nurse

Glen Riske was told he needed an aortic root aneurysm repair or he would die. It was only a matter of time. Still, choosing to act was no easy decision and Mr. Riske, 56, needed to be convinced. This would be his fourth elective cardiac surgery and his initial reaction was one born of exhaustion: “I’ve been through enough,” said Mr. Riske. “I’ve worked 30-something years in nursing, in critical care. Now they’re telling me I need this major heart surgery. I’m done. I’m not having anything.”

Looking at Mr. Riske’s cardiac history, it’s easy to see why he felt he’d had enough. He was born with a congenital heart condition, tetralogy of Fallot, so his aorta had always needed close monitoring. There was a hole between the heart’s main pumping chambers, a narrowed cardiac valve, thickened heart walls and a misplaced aorta.

To deal with the condition, he’d already had surgery to repair a hole in his heart, a valve replacement and a pacemaker. Initially, it felt as though one more procedure was asking him to cross a bridge too far. Eventually though, Mr. Riske decided to have the procedure. It was a good thing too. The surgery at the Sandra Atlas Bass Heart Hospital at North Shore University Hospital, which ranks among the state’s best in cardiac care by the New York State Department of Health and the Society for Thoracic Surgeons, revealed he was closing in on a life-threatening event.

“This aneurysm was enlarging and once aneurysms begin to enlarge, they don’t stop,” said Alan Hartman, MD, senior vice president and executive director of cardiothoracic services at Northwell Health. “Ultimately, they’ll rupture. So while it wasn’t a surgical emergency, it would become one if it was ignored.”

The open-heart surgery took eight hours and required a heart-lung machine to circulate blood through the body so the aneurysm could be removed and the aorta reconstructed. And while at first, it didn’t seem like a road he wanted to travel, Mr. Riske is awfully glad he did.

Now that he’s healthy, he tells others: “Put your faith and trust in your caregivers and you’ll have a good experience.”
Outpacing the Impossible: On the road to $1B campaign goal

Thanks to the generosity of more than 70,000 donors, together we are helping Northwell *Outpace the Impossible* to improve the health of our communities.

Since publicly launching *Outpacing the Impossible* in October 2018 — our first system-wide, fundraising campaign to raise $1 billion to support capital projects, improve hospitals and clinical programs, advance research and fund endowment for teaching and research initiatives — we’ve raised more than $535 million. This includes all funds given by individual donors, corporations and foundations since the campaign began in 2016.

The campaign has spurred donor support and engagement. Last year, Northwell raised $133 million in gifts for its hospitals and programs — nearly $40 million of which came in the two months following its public launch.

“Donor support helps save lives,” said Michael Dowling, Northwell Health’s president and CEO. “We are setting the pace that will propel us into a healthier, better future. Support for Northwell helps us grow, discover and define the highest standards of care for everyone.”

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During the last weeks of 2018, $21 million was raised to support Northwell’s burgeoning endowment program. Endowments provide continued financial resources for designated positions and programs. These dollars are invested and pay out a percentage of the value each year, which will sustain key leadership and faculty positions within Northwell’s research, education and clinical programs. The original gift and any investment returns above the payout amount each year help endowments to grow over time and provide continuous support in perpetuity.

“In an ever-evolving health care environment, we rely on philanthropic support to drive innovative research, help educate the future generations of health care professionals and ensure excellent clinical care,” said Brian Lally, Northwell’s senior vice president and chief development officer. “Endowment support drives this vision.”

More people than ever before supported Northwell in 2018 — 30 percent more than 2017. Among them, 16,000 are new supporters of Cohen Children’s Medical Center, and more than 5,000 are Northwell employees who contributed over $1 million to support a variety of initiatives across the health system. Since the campaign began, nearly 6,000 Northwell employees — including 99 percent of Northwell’s leadership — have given close to $8 million.

“More donors than ever are supporting Northwell Health and we can’t thank them enough for helping us to reach this milestone. Their belief in our mission inspires us. Every gift to the campaign accelerates potential cures,” Mr. Lally added.
Outpacing the Impossible
The Northwell Campaign

Goal:
$1,000,000,000
The patient-family experience

Perspective. It’s one of the gifts health care workers receive as part of the job. When someone thinks they’re having a bad day, a walk through the intensive care or oncology units or emergency department (ED) oftentimes allows one to see how fortunate they really are. The unspoken irony, of course, is that the person who pushes a gurney today may, someday, be on one. For many health care workers, it is that connection that informs delivering a superior patient experience. They can’t help but think: what do I want my providers to be like when I’m on the other side?

“When he came in he had six brain aneurysms, which is very unusual for such a young man.”

Consider the case of Billy Brogdon Simmons, patient family experience coordinator at Long Island Jewish Valley Stream Hospital (LIJVS). At 29, Mr. Simmons experienced that reality far sooner than he ever imagined. Dressed as a toy soldier and taking pictures with children at the hospital’s Christmas tree lighting, Mr. Simmons, who is always a shining light for patients at the hospital, suddenly collapsed.

LIJVS staff who were nearby, rushed him to the ED, where Ngoc Hoang, MD, worked to maintain Mr. Simmons’ blood pressure even as his breathing deteriorated. Medical Director Joseph Marino, MD, intubated him so his airway could be secured with a breathing tube. Shortly thereafter, a computer tomography (CT) scan revealed bleeding in the brain and Mr. Simmons was rushed to North Shore University Hospital (NSUH).

“When he came in he had six brain aneurysms, which is very unusual for such a young man,” said Amir Dehdashti, MD, director of cerebrovascular neurosurgery at NSUH. “One of the aneurysms was bleeding, and there were three others around it. We took him into surgery and treated the four, including the one which had caused the bleeding.”

Mr. Simmons underwent another surgery in the months afterward to treat the aneurysms, followed by rehabilitation therapy at Glen Cove Hospital. He’s now back at work, grateful to deliver the extraordinary patient experience he has always provided — and now received — through Northwell Health that saved his life.
It happens gradually. Your loved one — spouse, parent or child — is diagnosed with a chronic medical condition. Before you know it, you’re the one scheduling doctor appointments, making pharmacy runs, handling household tasks, monitoring your loved one’s health status, arguing with the insurance company and assisting with daily living acts like bathing and dressing.

“Too often, you don’t even realize you are caregiving until you’re in the thick of it,” said Tara Anglim, LCSW-R, director of patient and family-centered care at Peconic Bay Medical Center. “You take more and more on, until you start to struggle and feel really overwhelmed. Caregivers really are the invisible patients,” she said. “With all they have to do, they need as much support as patients do.”

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That’s why Peconic Bay Medical Center developed the Caregivers Center, a free coaching and support program dedicated solely to the multifaceted needs of family caregivers. The center is based on the pioneering Ken Hamilton Caregivers Center at Northern Westchester Hospital, but has been adapted to meet the needs of the Peconic Bay Medical Center community.

Peconic’s Caregivers Center was made possible by a donation from local philanthropist Judith A. Jedlicka, a member of the hospital’s Patient and Family Partnership Council and Peconic’s Foundation Board. Her gift was in honor of her father, Henry E. Jedlicka.

“The need for support for family caregivers was dramatized for me when I was in that role caring for my father,” said Ms. Jedlicka. “I spent long hours with him in hospitals during his battle with lung cancer, and during his periods at home I had to figure out how to find portable oxygen devices and other medical equipment for him. Those were daunting tasks for someone not familiar with health care organizations and without a ready-made support system.”

Through peer and professional coaches, the Caregivers Center offers resources and advice through one-on-one coaching and support groups to guide caregivers as they undertake what can be a really challenging role.

“It’s about giving caregivers tender loving care, empathy and active listening,” said Ms. Anglim. “Our coaches have been down the caregiving road themselves … and understand what [caregivers] are going through without judgment. We’re here to walk along with them at any part of their caregiving journey.”

The center also has an educational component that engages professional staff throughout the medical center on the importance of caregiver support and how to identify those caregivers who are stressed and fatigued.

An assist for caregivers, the invisible patients

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Order in the universe

Mathematicians often say they love the precision of numbers because they bring a sense of order to a largely unknowable universe. But what happens when the numbers don’t bring a sense of order? What happens when numbers like 40, 12, 4 and 6 simply don’t add up to make any sort of sense? If you’re Milton Waner, MD, director of the Center for Vascular Anomalies at Manhattan Eye, Ear & Throat Hospital (MEETH), you simply break new ground so that a sense of order can be restored.

In this case, the one thing the numbers reveal is a good deal of inner strength and patience. That’s because the number ‘40’ represents the number of purple blue lesions growing on Dr. Waner’s patient’s face; the number ‘12’ indicates the number of surgeries already performed; the number four is the age of the patient, a young girl named Cali, whose mother Amber Hendrix works hard to keep her calm before every procedure or treatment, which happens every six weeks.

Cali suffers from glomuvenous malformation, a rare condition caused by abnormal blood vessels that disfigure her face. Dr. Waner uses multiple lasers to target and destroy those abnormal blood vessels that cause Cali’s skin to stain. While he could eliminate all of the purple-blue marks, he walks a fine line in how he treats the disease.

“If we do too much you can get scarring, and if we do too little you don’t get any effect,” said Dr. Waner. “Each treatment shows more progress. There’s no article or textbook chapter to tell you what to do, but we’re breaking new ground and Cali is an example of this.” The lesions and masses that once obscured Cali’s face are now reduced to a swollen cheek with fading bruise-like marks. Cali may need to continue these treatments for the rest of her life, Dr. Waner explained, but the hope is that they will be less frequent.

The whole process — pre-op, treatment, recovery, the journey back and forth — has become routine. But, it never becomes simple. MEETH’s pediatric enrichment program helps with that. Rolled out in 2018, with the help of Lenox Hill Hospital, Cohen Children’s Medical Center and Northwell’s Center for Advanced Medicine, the program decreases anxiety among parents and makes children happier.

Jungle, rainbow and underwater themes turn recovery rooms and surgical units into places where kids can have fun on otherwise stressful days. “This has made a huge difference for us — not just Cali, but me as well,” Ms. Hendrix said. “It may seem like a small thing, but it’s a really big thing.” Sometimes, that’s what it takes to make things right with the universe.
Sometimes, it takes a superhero or two to defeat the bully. Sometimes, it requires even more than that.

For nine-year-old Simao Meco, being born with Tessier cranofacial clefts, which abnormally separates parts of the face and skull, meant he was frequently the target of taunts and cruel comments by some of his classmates.

The stories he’d share after a hurtful day at school devastated his mother.

Enter James Bradley, MD, one of five facial reconstruction surgeons in the world trained to perform the complicated procedure to correct the defect, and Mark Mittler, MD, co-chief of pediatric neurosurgery at Cohen Children’s Medical Center. If you’re the Meco family, you can forget their official titles. They were superheroes in white coats.

When Dr. Bradley first met Simao, he knew right away he would have to perform a facial bipartition surgery. That meant he would split Simao’s face in half vertically, and then bring both sides back together with proper realignment.

During a six-hour surgery performed on a pro-bono basis at Cohen Children’s Medical Center, that’s just what Dr. Bradley did with an assist from Dr. Mittler. He repositioned the affected eye to point in the proper direction, adjusted the sinus cavities that were overgrown between Simao’s eyes and modified the structure of his nose.

“I’m so proud of Simao,” Lisa Meco, his mom, said with great emotion. “He’s incredible.”

Simao said “The Flash” was his favorite superhero (though we’re sure that’s now up for debate) and so his ‘superhero surgeons’ arranged for the two to meet. That’s when The Flash presented his biggest fan with an Xbox game and best wishes for a “speedy” recovery.

“I’m so proud of Simao. He’s incredible.”
Northwell’s Manhattan flagship, Lenox Hill Hospital, is pursuing a comprehensive renewal plan to ensure one of Manhattan’s most venerated institutions is equipped to handle the changing innovations of modern-day medicine.

Key components of the revitalization plans include the creation of 475 single-bedded rooms, an expanded emergency department, a mother-baby hospital and new operating rooms that accommodate emerging technology and equipment, streamline operational efficiency, and improve patient and staff experiences.

“Lenox Hill has a national reputation for excellence that has made it an iconic New York institution,” said Jill Kalman, MD, executive director of Lenox Hill Hospital. “But the hospital is comprised of 10 separate, aging buildings stitched together over roughly 100 years. They are simply not configured and equipped to effectively deliver the next generation of care. We’re developing plans that enable us to continue to deliver premier clinical care in one of the most thoughtful, highly-configured hospitals in the country that can adapt to the changes in modern medicine.”

The Lenox Hill Hospital revitalization plan will occur in stages. Throughout all phases of the project, the hospital would remain open and operational, and maintain the same level of care. Lenox Hill is committed to open communication throughout the planning process and hospital staff will regularly engage with all interested members of the community.

Since entering Manhattan in 2010, Northwell has established nearly 80 outpatient facilities, in addition to Lenox Hill Hospital, Manhattan Eye, Ear and Throat Hospital and the 160,000 square-foot Lenox Health Greenwich Village housed within the Phyllis and William Mack Pavilion, which includes Manhattan’s first and only freestanding emergency center, imaging and ambulatory surgery centers, and a medical pavilion.
As a transgender man, Sebastian Flowers spent years looking for informed, culturally sensitive care. But when he discovered the Gerald J. Friedman Transgender Program for Health and Wellness at Lenox Hill Hospital, he knew he could relax.

“I can be in the middle of the worst week and when I walk in they greet me like family,” said Mr. Flowers. “I feel like I’ve come home.”

Many transgender people have faced barriers to care, said endocrinologist Leonid Poretsky, MD, who leads the Friedman Program. “There’s a lack of knowledge about their needs in many medical practices.”

In response, Northwell Health has developed a robust program of integrated services for this community, and has two clinical hubs. On Long Island, Northwell benefactors Stacy and Steven Hoffman have been champions for the Center for Transgender Care, created in 2016. “Support from donors like the Hoffmans is critical to expanding education for Northwell employees and physicians, as well as care for the transgender community on Long Island,” said David Rosenthal, DO, the center’s medical director.

The Friedman Program, supported by longtime Northwell benefactor the Gerald J. and Dorothy R. Friedman Foundation, is one of only a few comprehensive programs for transgender care in Manhattan, serving patients as young as 10 and as old as 79. An endowed estate gift from the Lorraine Allen Geriatric Research Fund will support research into the effects of hormone therapy for older patients, who may also have health issues like stroke and diabetes.

“Support from our donors allows us to provide a different kind of care for patients,” Dr. Poretsky said. “The Friedman Foundation’s commitment has allowed us to create an environment that feels welcoming the moment you walk through the door. That’s important for patients who may have had bad experiences in the past. And the estate gift will help us answer questions about the best ways to treat older transgender patients, who have really been overlooked by research up to now.”

Each hub offers the full spectrum of care, going beyond hormonal treatment and gender-affirming surgery. Primary care is central and social workers and mental health professionals are part of the care team. Gynecological services are available for trans men who retain their ovaries, uterus or both. Transgender health navigators or program coordinators act as a concierge, to help tailor individualized care plans.

The compassionate care and the personal relationships with the staff at the Friedman Program are both healing for Mr. Flowers. “Now you have to wait a little longer for an appointment than when I started,” he said. “But that’s cool — it means the program is growing.”
A nutritious diet has enormous benefits for well-being and is the driving force behind Northwell Health’s new standard for the hospital food it serves, according to Bruno Tison, vice president and corporate chef at Northwell, the first Michelin Star chef hired by a US health care organization.

The former executive chef at Manhattan’s Plaza Hotel, Mr. Tison joined the health system after decades in the hotel and restaurant industry. He has already made a palatable difference by recruiting talented chefs, training staff and standardizing menus. He said about 80 percent of Northwell Health hospitals have already been transitioned to buy fresh food.

“Food can heal people. We removed the deep fryer from the kitchen, eliminated sugary drinks, candy and ice cream at our facilities. We’ve got a lot of things already in place.”

Northwell serves more meals than any restaurant in New York, which is one of the reasons why the health system’s goal is to change the way people think about hospital food: “Food can heal people. We removed the deep fryer from the kitchen, eliminated sugary drinks, candy and ice cream at our facilities. We’ve got a lot of things already in place.”

Mr. Tison visits all Northwell hospitals to evaluate kitchens, meet with staff, build relationships and demonstrate fresh-food cooking techniques. He said the initiatives have improved morale and expedited culture change.

“Whether you’re in a restaurant or a hospital, service is critical to your experience,” he explained. “In the restaurant industry we say, ‘A great food will not necessarily create a great restaurant.’ You cannot have a great restaurant without great service. If we want to be different than any other health system, the person delivering the food needs to give special attention and have a personal touch.”
My blood pressure has been averaging 134/83

 sélection

Excellent. That's three great checkups in a row!

Your blood pressure trend chart.

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Your Goal
120-140
Your Goal
80-90

Since you're doing well, we will now start checking in once every three months.
Plain old conversations between caregivers and patients can keep small problems from becoming big ones, especially when patients have returned home after being hospitalized for serious illnesses or surgeries. Northwell Health is making that connection more powerful than ever through an investment in artificial intelligence (AI) — with Conversa Health’s automated conversation platform.

The innovative technology, launched for the transitional care management population earlier this year, allows clinicians to frequently check in with patients to flag developing problems, without driving the cost of care to astronomical levels.

Called “Northwell Health Chats,” the conversations are designed to feel responsive, happen over text or email, and cover everything from medical status to follow-up care. “Patients’ answers help care navigators triage effectively,” said Hallie Bleau, NP, associate vice president of care transitions for Northwell Health Solutions, the health system’s care management organization that implements value-based programs. “When their patient responds, it gives care navigators a sense of comfort and security, and also gives patients the security of knowing that someone is keeping a close eye on them.”

“It’s designed to feel like a conversation,” said Zenobia Brown, MD, Northwell Health Solutions medical director for translational care. “When you add to that the fact that if they give a red-alert answer, someone calls them within 15 minutes, they know someone is watching out for them.”

Health Solutions expects to enroll 15,000 patients in the Health Chat program over the next 12 months and will soon make chats available in Spanish. And that’s just the start. In June, Northwell’s Department of Radiation Medicine started using Health Chats for patients being treated for head and neck cancers, and will roll out to a wide variety of patient populations, including patients scheduled for colonoscopies and patients who are prepping for and then recovering from surgery. Results will be tracked to quantify the Health Chat program’s impact.
Getting pregnant is one of life’s most gratifying moments. Being diagnosed with cancer is one of its most devastating. The complexity of emotions that arise when the two occur simultaneously is almost indescribable; yet when they do — and the final outcome is a healthy birth and a cancer remission — there is an overwhelming joy among all involved. Two lives, once threatened, have ultimately been saved.

Such was the experience of Michelle Cohen and her baby Franklin. Four months after Michelle found out she was pregnant, a mass on her ovary was discovered. When that mass doubled in size and tripled in volume, she was sent to North Shore University Hospital (NSUH). It needed to be removed. She had ovarian cancer.

“In a way, he saved my life,” Ms. Cohen said of her son, Franklin. “If I didn’t have the sonogram, we would not have known I had ovarian cancer.”

In January 2018, Lisa Dos Santos, MD, a gynecological surgeon at NSUH, removed the malignant ovary — the first of three surgeries she performed on Ms. Cohen. “Franklin was monitored before, during and after the procedure. Neonatology specialists were on hand to make sure he was OK. We were able to successfully remove the tumor,” Dr. Dos Santos said.

After her mass was removed, Ms. Cohen was placed under the care of Veena John, MD, a medical oncologist at the Northwell Health Cancer Institute, and Northwell maternal/fetal specialists. Northwell’s pharmacy team confirmed that Ms. Cohen could receive chemo. She underwent two cycles of intravenous paclitaxel and carboplatin.

Three weeks after Ms. Cohen’s second chemo cycle, Franklin was born. The labor and delivery team included maternal/fetal specialists, anesthesiologists, neonatalologists, obstetricians and Dr. Dos Santos, who performed a cesarean section (C-section).

“He was healthy. And we were overjoyed he had a full head of black hair, which reassured us that chemo did not affect him,” Ms. Cohen said.

“Northwell’s Center for Cancer, Pregnancy and Reproduction is one of very few providers with the multidisciplinary expertise and resources to treat cancer during pregnancy,” said Richard Barakat, MD, physician-in-chief and director of the Northwell Health Cancer Institute. “This family’s story highlights the important need for the Center for Cancer, Pregnancy and Reproduction.”
Husband’s bum knee turns out to be lifesaver

For 69-year-old Staten Island resident Barbara Meyer, her husband Bill’s bad knee turned out to be just what the doctor ordered. For 43 years, the couple stood by each other in sickness and in health but on January 6, 2018, that commitment was jeopardized — and not because Bill could no longer bear weight on his injured knee.

“Bill was being examined [in Staten Island University Hospital’s Emergency Department], and being set up for crutches,” Mrs. Meyers explained. “We were just about to leave, when everything went black.”

An undiagnosed heart condition put Mrs. Meyer into refractory ventricular fibrillation (V-fib), a life-threatening heart arrhythmia, and cardiac arrest.

Nearby, a patient saw what was happening and intervened, lowering Barbara safely down to the ground. The emergency department staff quickly responded, lifting her onto a stretcher with emergency medicine medical residents performing advanced cardiac life support (ACLS). Elias Youssef, MD, senior administrative fellow in the hospital’s emergency department, led the case with Rodrigo Kong, MD.

“The residents immediately intubated the patient, obtained central access and ran the code in synchrony with the nurses giving medications and patient care assistants performing CPR,” Dr. Kong explained. The team used dual sequential defibrillation (two defibrillators using four paddles) to bring Mrs. Meyers back.

“I woke up in a strange room on a table,” Mrs. Meyers said. “My family was there saying, ‘we love you, we love you!’ I didn’t know what happened.”

After multiple tests and insertion of a defibrillator recording device, electrophysiologists at the hospital discovered the source of Barbara’s heart arrhythmia and performed cardiac ablation to prevent further attacks.

Dr. Youssef said Mrs. Meyers is lucky to be alive, “If she had been anywhere else when this had happened, I’m not sure the outcome would have been the same.”
Digitally transforming the patient experience

Modern medicine uses technological advances to save and extend lives but most health care organizations don’t use technology to transform the patient experience. Northwell Health is not most organizations.

New digital enhancements intended to improve patient safety and convenience are rolling out across the health system this year and into 2020. The first is a biometric ID that creates faster, easier medical office visits through the RightPatient system. With the ease of taking a photograph, the system scans the patient’s iris (the colored part of the eye) and facial structure to create a unique identifier that’s more accurate than an individual’s fingerprint. By linking the personalized ID to the patient’s electronic health record, the biometric ID eliminates the need for patients to fill out forms at check-in and eliminates the risk of patient misidentification — making for a faster, less-cumbersome and safer patient experience. RightPatient will be rolled out across all of Northwell’s outpatient facilities and hospitals by 2020.

In addition to the biometric ID and digital identifier, Northwell is testing a new ‘shield-shaped’ adhesive strip that can be placed anywhere on the human body.

Beyond the biometric ID, Northwell is now providing patients with another digital identifier that allows patients to create a user name and password, and verify their identity to connect themselves to all their Northwell records. Today, patients can use their login to access the online payment portal and see outstanding balances from doctors’ offices and hospitals, save a credit card on file and make payments. Soon, this same login will allow patients to book appointments online, fill out digital forms and have a single sign-on to their Follow My Health account.

In addition to the biometric ID and digital identifier, Northwell is testing a new ‘shield-shaped’ adhesive strip that can be placed anywhere on the human body — a smarter version of the traditional hospital wristband. The brainchild of head and neck surgeon Peter Costantino, MD, the “Shield” provides more information to clinicians and may, as a result, reduce the risk of errors and be less-susceptible to collecting germs than the customary patient ID bracelet.

Originally designed as an ID stamp, the Shield’s most recent iteration is a thin strip of polyurethane that can be attached to a patient’s arm or foot, and is wider and more legible than the bracelet. It contains the same standard identifiers as a wristband — name, sex and blood type — but also has an embedded code that can be read by a scanner, opening up a connection to the patient’s electronic health record.

The “Shield,” now being piloted on Lenox Hill Hospital neurosurgery patients, can be scanned through a blanket or sheet, so a nurse can do an ID check without waking the patient, making late-night procedures or medications less disruptive. Eventually, it will have Bluetooth capabilities, allowing new possibilities, such as linking to voice-activated devices, like Alexa. Patients may even keep the Shield on for a few days after they’re discharged, which will help physicians stay on top of their needs during the transition from the hospital to home.
Brandi and Dustin Kirby.
Wounded war hero tests new prosthetic jaw

It was Christmas Day 2006. As others were enjoying a big family dinner, Dustin “Doc” Kirby was shot in the face by a sniper in Iraq. A single bullet tore through his left cheek, taking out seven teeth and a third of his tongue, destroying 13 centimeters of his jaw and cracking his skull on its way out.

Dustin survived the incident and made it to the helicopter. After 32 surgeries over the next decade, he still suffered from his injuries. “The military put me back together the best they could. But full healing? Never happened,” said Dustin. “Pain was my constant companion. One time, it got so bad, I took my Leatherman tool and pulled out two of my teeth.”

By 2012 Dustin said he was in a dark place. He had given up hope that things could ever be better and resigned himself to the pain. “It took away my voice, my confidence, my ability to interact with people,” he said.

His mother, Gail Kirby, never lost hope. She was determined to find a way that Dustin could get more of his life back, his smile back.

Ten years after Dustin was shot, Gail reached out to a military charity and got Dustin medical appointments with Lawrence Brecht, DDS, and David Hirsch, DDS, MD, chief of oral and maxillofacial surgery at Lenox Hill Hospital. They gave Gail and Dustin the answer they were looking for: “We got this. We got this,” they told me,” he said.

“I can’t say it enough. Thank you. Ya’ll changed my life. Without you, it would be impossible to put a smile on my face.”

“Everything changed in that moment. They saw me as a whole person, capable of looking and feeling whole again. Northwell gave me back my life.”

Through the use of 3D technology, a plate was made as well as guides used to cut the jaw in ideal places for realignment and a custom fit.

When he arrived home, Dustin was eager to see his four daughters. “My kids hadn’t seen me smile, really smile, their entire lives,” said Dustin. He went right to his daughters’ elementary school. “[It was] quite a sight. The three of us bawling in this little hallway at an elementary school. Realizing things can be different now — and so much better.

“I can’t say it enough,” said Dustin. “Thank you. Ya’ll changed my life. Without you, it would be impossible to put a smile on my face. I may be a small-town Georgia boy, but I know one thing for sure: Northwell cares. Northwell cures. And the people at Northwell never quit.”
For Susan Imbert, being treated for ovarian cancer in 2017 in her community of Bay Shore had an added dimension — she was being cared for at the facility named in her honor, the Imbert Cancer Center. “In October of 2016, I was cutting a ribbon for this cancer center and the following year, I was a patient here,” Ms. Imbert said. Ms. Imbert’s ovarian cancer journey began as a bit of a whirlwind after discovering a lump on her right groin area. She had a PET scan performed on a Friday at the request of Marisa Siebel, MD, medical oncologist at Northwell Health Cancer Institute’s Imbert Center. The scan “lit up,” as Ms. Imbert describes it, with cancer. That evening she met with Benjamin Schwartz, MD, a gynecologic oncologist and eastern regional director of Northwell Health’s ob/gyn services, who performed her total hysterectomy and inguinal lymph node on Monday. After her surgery, Ms. Imbert had six rounds of chemotherapy.

“I didn’t allow myself to entertain a negative outcome, I had so many people praying for me and sending me their well wishes.”

“I’ve had many people come up to me and tell me about the wonderful, warm, calming experience they’ve had at the Imbert Cancer Center, and now I can tell you from personal experience that that really is the case,” Ms. Imbert said. “Everyone from the valet parking attendant to the receptionist to the medical staff is so reassuring and the environment is serene.” Throughout her cancer treatments, Ms. Imbert maintained her social life and her positive outlook.

“I didn’t allow myself to entertain a negative outcome,” she said. “I had so many people praying for me and sending me their well wishes.”

She and her husband, Rick, shared the same ideals to make people’s lives better, which is one of the things that has bonded them together for more than 20 years. They have been staunch supporters of Southside Hospital for several years and even host events at their home to make more people aware of the high-quality health care available right in their backyards.

“I would encourage everyone who can, whether it’s through financial means or volunteering their time, to make an impact especially in our local health care, which is so vitally important.”
A family’s legacy funds Northwell’s first Internal Medicine Fellow

Before his recent passing, George Gottridge, a 93-year-old World War II veteran, and his family funded the Libby Gottridge Endowed Fellowship in General Internal Medicine. The two-year endowed fellowship is named in honor of his late wife, Lenore, who died in 2017. Lenore committed herself to a lifetime of charitable giving. For Mr. Gottridge, the creation of the fellowship is the next logical step in his family’s legacy of paying it forward.

“Libby had a kind heart and a moral obligation to help other people. From the beginning of our marriage, she would squirrel away money for charity. Northwell Health was truly Libby’s choice,” Mr. Gottridge shared in an interview. “If she were here, she would be cheering us in the wise way we are using her money.”

Amanda Simone, MD, is the annual program’s first fellow who will spend her years gaining the skills needed to succeed as a clinician educator in academic general internal medicine. Dr. Simone will work to develop, implement and evaluate new curricula for medical students and residents, facilitate workshops in community health and engage in medical education research. Dr. Simone will share her findings through presentations at national and regional conferences and will submit manuscripts to peer-reviewed journals.

“I am extremely honored to be the first Libby Gottridge fellow and thankful for this generous gift from the Gottridge family,” Dr. Simone said. “I can’t say enough how meaningful it is to have the exciting opportunity to continue my work here at Northwell, while continuing to pursue my passion of primary care and further my knowledge of medical education. These years will be invaluable in developing my skills as a clinician educator.”

Named fellowships carry significant prestige in the scientific, academic and medical fields and helps in the recruitment of highly-ranked researchers, physicians and educators in the early stages of their careers. “The Libby Gottridge Fellowship represents a lot of what we’ve been working toward,” said Joseph Conigliaro, MD, vice chair of academic affairs for the Department of Medicine and chief of the Division of General Internal Medicine at North Shore University Hospital and Long Island Jewish Medical Center. “Northwell Health is really moving in the direction of being a premier academic environment, preparing outstanding leaders and clinicians.”
Generations of families have brought their children into the world at Staten Island University Hospital (SIUH), drawn by the compassionate care and the peace of mind that comes with world-class tertiary services. Nearly 3,000 babies are born each year at SIUH, but the maternity unit, last updated 40 years ago in 1979, has been in need of a refresh.

Currently, labor and delivery, maternity and nursery units are spaced out on two separate floors, at a considerable distance away from one another. Looking to the future for the Staten Island community, the hospital is remediating the outdated design, with the understanding that doing so will help the excellent clinical care team do what they do best — deliver babies safely and provide comprehensive care so both mothers and newborns can thrive.

Leading the charge in the construction of the new maternity center is Michael Caridi, philanthropist and longtime supporter of the hospital. Mr. Caridi is the founder of The Vincent Gruppuso Foundation, named after his father-in-law, whom he greatly admired.

“He adored children and was grateful for the care he received at SIUH during the last stages of his life,” Mr. Caridi said of his father-in-law. “He was always working for the future, never content for today and always looking to better his life in some fashion. That’s the basis of all of the work we do with the hospital.”

It was with this philosophy that the foundation pledged $2.5 million — the largest philanthropic gift made to date on Staten Island — to bring the dream of the Gruppuso Women and Newborn Center to fruition. The new center will integrate maternity, labor and delivery, and the neonatal intensive care unit (NICU) on a single floor, allowing for a seamless care experience for mothers and babies. The NICU will be expanded to a state-of-the-art, 20-bassinet unit, where at-risk newborns can receive life-saving care. The center will also feature private labor and delivery rooms so moms can deliver their babies with more comfort and privacy.

“This center is a much-needed resource to families here,” Mr. Caridi said. He hopes that the donation will help to serve the community for many generations to come.
Throughout young Nicholas Pedone’s neuroblastoma treatment, his mother, Josephine would remark that his beaming smile belied his discomfort. After losing Nicholas to neuroblastoma in 2013 at age 7, his parents, family and friends looked for a way to assist young patients — and the smilePAK program was born. The program provides care packages consisting of a teddy bear, blanket and backpack for youngsters heading into hospital stays.

The joy brought by this program inspired the Nicholas Pedone Foundation to seek new ways to help. Ultimately, their search led them to Cohen Children’s Medical Center and a plan to build a playroom for young patients.

At first, “we really didn’t know if we would be able to fund it,” Ms. Pedone said. “Because of donations and our commitment, we took a leap of faith and committed to do it. We were really excited to do this in memory of Nicholas and give kids a place to escape the rigors of treatment.”

The playroom was named Nicky’s Nest, where the theme is “Fight Hard, Smile Big” — a family motto they invoked during Nicholas’ treatments, which is meant to inspire patients to never give up. “It’s what we used to say when he was down,” Ms. Pedone said. “When we smiled, Nicholas smiled. It was a synergy that we built. When he smiled, everyone — doctors, nurses, everyone else — smiled.”

Nicky’s Nest is a haven for youngsters, equipped with children’s toys, arts-and-crafts tables, and a fish tank. In keeping with a sky theme, clouds painted on the walls take shapes of animals and numbers. It also has personal touches of Nicholas and his family. Within the shapes on the wall, the numbers eight and 30 can be found, a reflection of Nicholas’ birth date.

The design includes elements of the moon and stars. “I write letters to heaven on Facebook, when I feel the need to talk to Nicholas, and I always address it ‘to the moon and stars’ and sign it Mommy,” Ms. Pedone said.

“These kids spend a lot of time at the hospital. They’re isolated at times,” she added. “To be able to deliver smiles in a hospital environment is really so rewarding.”

“I lost my son, my only son, but I feel like I have so many children. In Nicholas’ memory, we are helping others.”
Quality

– The American Hospital Association (AHA) awards Northwell Health its Quest for Quality Prize, a prestigious award given for the health system’s exemplary achievements in improving and preserving access to care, addressing the social determinants of health and encouraging innovation. Northwell is the first health care system to win the prize, which was first awarded to hospitals in 2002 and expanded to include health systems this year.

– Northwell becomes the nation’s first health system to receive the Network of Excellence in Robotic Surgery designation from Surgical Review Corporation (SRC), following the corporation’s recognition of four hospitals: LIJ Medical Center and Huntington, Northern Westchester and Southside Hospitals. SRC is an independent, nonprofit, patient-safety organization and the leading administrator of quality improvement and accreditation programs for surgeons and hospitals worldwide. Northern Westchester, LIJ, Huntington, Southside and five other Northwell hospitals are staffed with state-of-the-art da Vinci robots and skilled surgeons. Northwell facilities performed more than 4,300 robot-assisted procedures in 2017 with a multidisciplinary team made up of surgeons, nurses, anesthesiologists and surgical technicians.

– North Shore University Hospital and Mather Hospital receive Magnet recognition from the American Nurses Credentialing Center. Only 482 health care organizations worldwide, including 474 in the US and only 26 in New York State, have achieved this gold standard for nursing excellence. Mather Hospital earned Magnet for the second time. Together with Cohen Children’s Medical Center, LIJ Medical Center, Huntington Hospital and Northern Westchester Hospital, almost half of the health system’s acute care hospitals have achieved this prestigious status.

– The Sandra Atlas Bass Heart Hospital at North Shore University Hospital (NSUH) achieves three-star overall quality ratings — the highest possible ranking — in all five cardiac surgical categories analyzed by the Society of Thoracic Surgeons (STS). Of approximately 980 cardiothoracic surgical programs that submitted their data to STS, NSUH is one of only two cardiac programs in the US and Canada to receive the society’s highest performance rating.

– For the seventh consecutive reporting period, a New York State Department of Health (DOH) report shows Long Island Jewish (LIJ) Medical Center with the state’s best outcomes for certain types of open-heart surgery. Based on the DOH’s statistical analysis of risk-adjusted outcomes for adult cardiac surgery discharges from 2013-2015, LIJ’s cardiothoracic team — now part of
the Sandra Atlas Bass Heart Hospital at North Shore University Hospital — was recognized for better survival rates for patients undergoing surgeries for isolated coronary artery bypass grafting (CABG), the repair or replacement of heart valves, and for those in need of surgeries for both valve and CABG surgery. LIJ and Maimonides Medical Center were two of only four hospitals in the state with significantly better outcomes than the statewide average, earning DOH’s prestigious double asterisk for their performance for valve or valve/CABG surgery. Southside Hospital was among four hospitals in the state to receive the double asterisk for decreased readmission rates for isolated CABG surgery in 2015.

– For the 12th straight year, US News & World Report ranks Cohen Children’s Medical Center among the nation’s top 50 children’s hospitals in eight pediatric specialties. Cohen Children’s Medical Center ranked No. 12 in pediatric urology, No. 20 for orthopedics, No. 27 for neurology and neurosurgery, No. 29 for pulmonology, No. 32 for neonatology, No. 40 for diabetes and endocrine disorders, No. 42 for gastroenterology and GI surgery, and No. 48 for nephrology.

– Northwell Health receives the Healthcare Association of New York State’s (HANYS) 2018 Pinnacle Award for Quality and Patient Safety. The prestigious award, from New York’s only statewide hospital and continuing care association, recognizes the achievements of Northwell’s antimicrobial stewardship program in reducing unnecessary antibiotic use and lowering the risk of potentially deadly infections associated with resistant organisms and the aggressive pathogen called Clostridium difficile (C. diff). From 2016 to 2017, the program reduced by 9,318 days the length of time that Northwell patients were on antibiotics. For five targeted high-use, high-cost antibiotics, the length of time on those drugs decreased by 19,231 days. Of critical importance, the C. diff standardized infection ratio (SIR), a measure used to track health care-acquired infections, decreased by 18.52 percent across nine of the health system’s acute-care facilities and Cohen Children’s Medical Center. Northwell’s program, The Path of Least Resistance, is aligned with the U.S. Centers for Disease Control and Prevention’s campaign to prevent antimicrobial resistance, and with The Joint Commission and US Centers for Medicare and Medicaid Services’ (CMS) antimicrobial stewardship standards for hospitals, nursing care centers and ambulatory care. The program is led by a multidisciplinary team that includes a clinical pharmacist, physicians, nurses, microbiologists and specialists in infection prevention, technology and quality.

– Sixteen Northwell hospitals earn the American Heart Association/American Stroke Association’s “Get With The Guidelines” Performance Achievement Award and are cited in the 2018 “Best Hospitals” edition of U.S. News & World Report. The designation recognizes hospitals for their commitment to ensuring patients receive the most appropriate treatment, based on nationally recognized, research-based guidelines. Receiving the Stroke Gold Plus Quality Achievement Award are: Glen Cove, Huntington, Mather, North Shore University (NSUH), Northern Westchester, Phelps, Plainview, Southside, Staten Island University and Syosset Hospitals, as well as LIJ Medical Center, LIJ Forest Hills, LIJ Valley Stream and Peconic Bay Medical Center. Those hospitals achieved

Inpatient origin

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two or more consecutive calendar years of 85 percent or higher adherence on all achievement measures applicable and 75 percent or higher adherence with additional select quality measures in stroke care. In addition, Glen Cove, Lenox Hill, NSUH, Northern Westchester, Peconic Bay, Phelps, Southside, SIUH and Syosset hospitals received “Target: Stroke Elite Plus Honor Roll” recognition.

- **TIME magazine** selects Northwell’s “The Fin” as one of 2018’s Best Inventions. The Fin is the first 3D-printed, amphibious, prosthetic leg that gives amputee swimmers the ability to navigate from land into the water and back. The Fin was designed and printed by Northwell’s 3D printing experts, working in collaboration with two Long Island-based firms: Eschen Prosthetic and Orthotic Laboratories, a prosthetic design firm headquartered in Hicksville, and CPC (Composite Protyping Center), a commercial-grade advanced composite manufacturing company based in Plainview.

- Northwell Health establishes an innovative biosurveillance system to track and respond to the huge volume of influenza cases coming into its hospital emergency departments on Long Island and New York City. The one-of-a-kind dashboard, developed by Northwell’s Krasnoff Quality Management Institute in collaboration with the health system’s emergency operations staff, provides Northwell with a proactive tool to help prepare for and respond to the surge in flu cases. In addition to tracking the number of patients who have either tested positive for the flu or presented with flu-like symptoms, the dashboard captures the strain of the virus and patients’ age, sex and the zip codes where they live. This gives Northwell’s emergency operations team the ability to identify communities where there is a high prevalence of the virus and the relative ages of those being affected — seniors, children, etc. While the surveillance system is being used now for the flu, the comprehensive tool gives Northwell the ability to quickly identify any infectious diseases within any of its hospitals, enabling officials to rapidly prepare and respond to any public health emergency and coordinate efforts with local, state and federal health agencies.

- **Healthgrades** names North Shore University Hospital (NSUH) — home of the Sandra Atlas Bass Heart Hospital — as one of America’s 50 Best Hospitals for cardiac surgery in recognition of its placement among the top five percent of all US hospitals for superior outcomes in heart bypass and heart valve surgery. Healthgrades, an independent group that analyzes hospital quality measures and the leading online resource for comprehensive information about physicians and hospitals, named NSUH among America’s Best Hospitals for cardiac surgery, coronary intervention and gastrointestinal care. Healthgrades also places Lenox Hill Hospital on the same list for providing the highest
quality of care and consistently achieving superior clinical outcomes across the majority of common inpatient conditions and procedures. It is the only hospital in New York City to receive the honor in 2018. Furthermore, **Southside Hospital** is among the hospitals on the list for cardiac surgery and one of the nation’s 100 Best Hospitals for coronary interventions by Healthgrades.

- **The Stern Family Center for Rehabilitation and Orzac Center for Rehabilitation** earn the highest five-star ranking in *US News & World Report’s annual Best Nursing Homes* report, which recognizes top-rated facilities in all 50 states and offers important guidance to families and health care providers caring for people in need of a nursing home. Nursing homes earn an overall rating of one to five stars, as well as up to five stars in each of the three following categories: health inspections, nurse staffing and quality of care.

- **Dolan Family Health Center** becomes the first Northwell Health ambulatory practice to successfully complete The Joint Commission accreditation survey. The three-day, on-site survey resulted in high marks for the quality of care delivered.

- Less than two years after being selected by the American Orthopaedic Association (AOA) to participate in the fragility fracture prevention initiative, **Huntington Hospital’s orthopaedics program** is recognized as a “star performer,” according to AOA’s “Own the Bone” health care-focused group. Own the Bone star performer status is given to institutions that demonstrate the highest quality of fragility fracture and bone health care. Huntington Hospital first became an Own the Bone facility in 2015 and is Northwell Health’s only star performer site.

- **Five Northwell epilepsy programs** are reaccredited by the National Association of Epilepsy Centers (NAEC), with the Comprehensive Epilepsy Center at North Shore University Hospital, Pediatric Epilepsy Center at Cohen Children’s Medical Center and Comprehensive Epilepsy Center at Lenox Hill Hospital receiving Level 4 designations. A Level 4 epilepsy center provides complex forms of intensive neurodiagnostic monitoring, as well as more extensive medical, neuropsychological and psychosocial treatment. These centers also offer complete evaluation for epilepsy surgery, including intracranial electrodes and a broad range of surgical procedures for epilepsy, according to the NAEC guidelines. In addition, the Comprehensive Epilepsy Centers at Southside and Staten Island University Hospitals receive Level 3 designations.

- **The American Society for Gastrointestinal Endoscopy (ASGE)** recognizes the Endoscopy Center of Long Island (ECLI) with a three-year certification for excellence in quality assurance and infection control. Northwell formed a joint venture with the Garden City-based ECLI in 2013, which operates one of the largest gastrointestinal endoscopy facilities in New York State. ECLI has 34 board-certified gastroenterologists, colorectal surgeons, pathologists and anesthesiologists who treat more than 10,000 patients each year suffering from diseases of the stomach, colon and esophagus.

- A record 213 physicians affiliated with Northwell Health were listed in the 21st edition of *New York magazine’s “New York’s Best Doctors”* issue. Of the 213 physicians, 70 are members of Northwell Health Physician Partners. The 2018 “Best Doctors” edition listed a total of 1,390 physicians with 70 different specialties from the tri-state area.

- **Cohen Children’s Medical Center** maintains a zero infection rate for central-line associated blood stream infections (CLABSI) in its 57-bed neonatal intensive care unit (NICU) for more than one year. While the Cohen Children’s Medical Center NICU typically outperforms the national average of 2 CLABSI per 1,000 central line days, it has refined its process to do even more to prevent central-line infections.

- The Dolan Family Health Center is the first Northwell Health ambulatory site to achieve **Patient Centered Medical Home** designation by the National Committee for Quality Assurance under the latest New York State standards. These high standards reflect the best in practice for primary care. Patient Centered Medical Homes (PCMH) foster relationships between medical practitioners and patients in a more comprehensive and cohesive way than can be achieved through individual health care appointments.

- **Glen Cove Hospital’s Family Medicine Ambulatory Care Center** is the first practice in Nassau County to receive New York State Department of Health “Breastfeeding Friendly Practice” designation. The family medicine practice has also created policies and procedures to help more mothers exclusively breastfeed.

### Expense by category

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Patient experience

– The Sandra Atlas Bass Heart Hospital at North Shore University Hospital (NSUH) performs Long Island’s first heart transplant on 63-year-old Brooklyn resident Yvonne Fleming in February. The surgical team would finish the year completing 14 successful heart transplants overall. Northwell Health hospitals collectively treat more heart failure patients than any health system in New York State — following about 1,000 patients at any given time. Having a heart transplant program at NSUH enables heart failure patients to maintain continuity of care with their physicians and avoid the need to travel to Manhattan, the Bronx or beyond for care.

– In another milestone reflecting its growing expertise in organ transplantation, North Shore University Hospital (NSUH) receives preliminary approval to establish Long Island’s first liver transplant program. NSUH is developing a new intensive care unit dedicated specifically to transplant patients and will complement services delivered at NSUH’s Sandra Atlas Bass Center for Liver Diseases, which treated more than 4,300 patients in 2017.

– Northwell launches the Food as Health program, a partnership with Island Harvest Food Bank, and other community organizations and food suppliers to comprehensively address food insecurity among patients. As the state’s first hospital-based initiative of its kind, the program is unique in addressing the full range of factors that can lead to food insecurity, including affordability issues, a lack of nutritional awareness, transportation/mobility problems, and difficulty in preparing meals. The partnership also includes Long Island Cares Inc.—The Harry Chapin Food Bank, God’s Love We Deliver, US Foods and Baldor. Northwell is piloting the program at Long Island Jewish (LIJ) Valley Stream, where one in five patients are food insecure, meaning that they do not have reliable access to adequate amounts of affordable, nutritious food.

– Recognizing that it serves more meals than almost any restaurant in the New York area, Northwell invests in improving the quality, preparation and presentation of hospital food to restaurant standards. Led by Michelin Star chef Bruno Tison, who serves as Northwell’s executive chef, the health system operationalizes new quality strategies that include the purchase of fresh bread, fish and many other nutritious, non-processed foods.

– North Shore University Hospital (NSUH) launches Quiet at Night, a noise reduction initiative designed to silence extraneous noise, enabling patients more time to rest and heal. The program is expected to be adopted systemwide in 2019. Quiet at Night establishes hospital quiet hours from 9:30 p.m. to 5:30 a.m. As this period begins, an overhead announcement notifies visitors that patients may be trying to sleep, cuing them to keep voices low and minimize disruption. Hospital staff members also follow a special protocol during quiet hours, dimming lights, silencing phones, closing patients’ doors when appropriate, and bundling care as much as possible to reduce the need to disturb patients.

– Lenox Hill Hospital surgeons are the first in the world to repair a collapsed trachea using a fully robotic, minimally-invasive technique. Tracheobronchomalacia (TBM), a debilitating condition that weakens the airway walls, has been treated historically through open, invasive surgery. Under the direction of Richard Lazzaro, MD, the hospital’s chief of thoracic surgery, the Lenox Hill team utilized robot-assisted surgery to treat 42 patients in a trial designed to examine the safety and efficacy of the new technique. The results demonstrated fewer postoperative complications, improved outcomes and quicker recovery when compared to traditional surgery.
LIJ Valley Stream begins construction on a $22.3 million renovation of its emergency department (ED), which currently treats 40,000 patients annually. The ED will expand from 9,000 to 12,000 square feet and be capable of handling 55,000 annual patient visits. The expansion will enable LIJ Valley Stream to use a split-flow model in the ED, where staff will triage and assess patients based on the severity of illness and funnel them to the appropriate level of treatment.

The new ED will have 27 patient beds, including two isolation rooms, two closed observation beds and designated beds for obstetrics/gynecology and bariatric services. For the first time, the new ED will also house its own dedicated computed tomography (CT) scanner and an imaging area. It will also contain a decontamination room to ensure patient and staff safety after an environmental or other potentially unsafe exposure occurs. A private waiting area and a family consultation room will also be part of the renovation.

Huntington Hospital opens an $11.8 million Center for Mothers and Babies, which includes 19 private rooms (17 single-bed patient rooms and two single-bed isolation rooms), a newborn nursery, a Level II special care nursery with nine bassinets, and a dedicated entrance and parking. Each room includes bathrooms and comfortable sleeper sofas. The 26-bassinet nursery promotes the couplet care model — caring for the mother and baby simultaneously — and allows new mothers opportunities for down time.

Among the benefits of its new Center for Mothers and Babies, Huntington begins offering gentle C sections for women delivering their newborns. This form of a Caesarean section allows women to see their child as it is being born and have immediate skin-to-skin contact, neither of which are possible with a traditional C section.

Southside Hospital opens a $1.4 million renovated lobby and front entrance to enhance the experience of both patients and visitors. The new lobby was expanded to 5,140 square feet, about 25 percent larger than the original space, and now features sleek, comfortable couches, chairs and tables to accommodate a variety of needs. Several other amenities are located in the lobby, including a Vivo Health Pharmacy, where patients and visitors can get prescriptions as they leave the hospital, a café and coffee bar. The hospital’s chapel has been relocated to the hallway near the cafeteria.

In partnership with the New York City Department of Veterans’ Services as VetConnectNYC, Northwell begins managing a comprehensive online resource site that offers New York City veterans, service members and their families a network of more than 80 public, private and non-profit service providers. The network helps with housing, legal assistance, benefits counseling, education, health care and behavioral health, employment and job training. Northwell is operating VetConnectNYC as a single coordinated network spanning the entire veterans’ services sector in order to simplify access to resources for military veterans and their families.
The US Department of Health and Human Services (HHS), Health Resources and Services Administration and LiveOnNY recognize North Shore University Hospital and several other Northwell facilities for their organ donation efforts. NSUH receives Platinum recognition for its participation in the Hospital Organ Donation Campaign, which helped increase the (NSUH) New York State registry for organ, eye and tissue donors. More than 1,200 facilities nationwide took part, leading to nearly 24,000 new donor registrations between October 2017 and April 2018. The Hospital Organ Donation Campaign also awarded Platinum status to Huntington, Northern Westchester, Phelps and Staten Island University (North) hospitals. Cohen Children’s Medical Center and LIJ Medical Center, LIJ Forest Hills, Southside Hospital and SIUH’s South Campus receive Gold honors.

Northwell bolsters security at North Shore University, Southside and South Oaks hospitals, as well as LIJ Medical Center and Cohen Children’s Medical Center by arming some security officers as part of a pilot program to better protect staff, patients, their families and other visitors. Plainview and Syosset hospitals are scheduled to enact the program in 2019. Only current and former law enforcement officers who work for Northwell and are licensed to carry firearms in New York have been issued 9mm handgun with tamper-proof holsters — and only after undergoing a rigorous internal review. Additional security measures include bullet-resistant vests issued to all security officers system-wide along with turnstile barriers.

Southside and Lenox Hill hospitals successfully implant Abbott’s Tendyne Transcatheter Mitral Valve Replacement (TMVR) system as part of a clinical trial to replace a leaky mitral valve without open heart surgery — the first such procedure in the Northeast. A leaky mitral valve, or mitral regurgitation (MR), results in blood flowing backwards and leaking into the left atrium when the heart is contracting, leading to heart failure. One way that mitral regurgitation was alleviated before this clinical trial was through open-heart surgery to repair or replace the mitral valve. Abbott’s investigational Tendyne system replaces the leaky valve without open-heart surgery to correct this issue.

Cohen Children’s Medical Center is one of only a handful of hospitals nationwide, and one of the only hospitals in the tri-state area, to offer metaiodobenzylguanidine (MIBG) treatment, which contains radioactive iodine delivered intravenously to destroy neuroblastoma cells. Cohen Children’s Medical Center invested upward of $1 million — largely funded through philanthropy — for specialized equipment, staff training and a customized lead-walled treatment room to protect patients in adjacent rooms and staff from radiation exposure. The administration of MIBG is done in one dose that takes a matter of minutes. However, patients must remain in the lead-walled treatment room between three to seven days until they are at a safe radiation level and can’t harm anyone with whom they come in contact.

Northwell opens the Center for Wellness and Integrative Medicine in Roslyn to provide dozens of programs daily for people of all ages seeking a holistic approach to care that addresses physical, mental and spiritual health. The center’s multidisciplinary staff includes a physician, psychologist, holistic nurse practitioner, massage therapist, acupuncturist, exercise physiologist, reflexologist, nutritionist, certified yoga and Pilates instructors, and more.
energy healers and other integrative medicine professionals.

– **North Shore University Hospital** is the first neurosurgery program in the tri-state area to integrate Synaptive Medical Inc.’s Modus V™, a fully automated, robotic digital microscope to perform brain surgery. With its robotic arm derived from Canadarm technology used on the International Space Station, Modus V features the same robotic arm technology used by NASA to deploy, capture and repair satellites in space. Modus V has the benefits of automated robotics and hands-free positioning with tracked instrumentation, allowing surgeons to achieve desired visualization angles without disrupting the workflow.

– **Southside Hospital** is the first cardiac catheterization program on Long Island and Queens to offer paravalvular leak (PVL) closure, which uses a minimally invasive device to prevent any backflow of blood or other leakage. These procedures are performed in one of the hospital’s three cardiac catheterization laboratories using three-dimensional echocardiography and X-rays to deploy the device to the affected valve. The recovery time for this minimally invasive procedure is also much shorter than open-heart surgery.

– **Staten Island University Hospital** begins using an advanced robotic digital X-ray imaging system, GE Healthcare’s Discovery IGS 730, to get extremely detailed, real-time images of patients’ cardiac anatomy during procedures that require exact precision. Treatments for cardiac disease are turning increasingly toward minimally invasive procedures that help physicians complete treatments that require both outstanding interventional imaging and open surgery to be performed in one room.

– **Lenox Hill Hospital** is the first hospital in Manhattan to implant the PulseRider® device on a 30-year-old Bronx native, who was treated for a wide-neck brain aneurysm.

– **Southside Hospital** opens a new cardiac catheterization lab and electrophysiology lab, enabling the hospital to perform more minimally invasive cardiac procedures. With the addition of these two advanced diagnostic suites, cardiologists can treat blockages, and identify and treat heart rhythm abnormalities utilizing Siemens imaging equipment. This technology cuts down on a patient’s radiation exposure by a third of previous iterations while producing images that are significantly clearer.

– **Northwell Health’s departments of radiation medicine and neurosurgery** install the latest stereotactic radiosurgery system, which precisely targets brain tumors and other brain conditions while sparing healthy tissue. The Gamma Knife (GK) Icon is located at Northwell Health Cancer Institute’s Monter Cancer Center, the first and only facility on Long Island to offer this advanced treatment method. The technology offers enhanced flexibility and makes cranial stereotactic radiosurgery available for a broader range of conditions, such as meningiomas, acoustic neuromas, metastatic tumors, arteriovenous malformations, pituitary tumors and trigeminal neuralgia.

– **Northwell radiation oncologists** partner with Oncora Medical to enable integration of clinical data from various electronic sources to predict patient outcomes and deliver precision-based care. The collaboration is part of a project to use real-world data to better design personalized therapies for each patient they treat. Data scientists and engineers from Oncora, as part of a recent six-month collaboration with physicians from Northwell’s Department of Radiation Medicine, mined and normalized data from more than 50,000 cancer patients treated at Northwell dating back more than a decade. This dataset includes oncology treatment information such as radiation treatment plans, imaging, chemotherapy administration data, patient medical information (including cancer and past...
disease history), as well as treatment outcomes data such as side effects and cure. Once validated, the Oncora software will continuously learn from this dataset and may be used by physicians to design more personalized treatments in an effort to deliver precision-based care. Oncora’s software works with real-world data to empower physicians with the best treatment options for patients.

– Physicians at the Imbert Cancer Center and Southside Hospital offer patients with abdominal cancer a high-dose, localized chemotherapy option. Hyperthermic Intra-peritoneal Chemoperfusion (HIPEC) involves administering concentrated, heated chemotherapy directly to cancerous cells during surgery. During HIPEC, doctors inject a concentrated dose of chemotherapy into the affected area for 90 minutes. In addition to chemotherapy, exposing cancer cells to heat helps weaken them. This method of chemotherapy has a higher absorption rate than using a port and sending chemotherapy through the blood stream.

– Cohen Children’s Medical Center adapts an age-appropriate version of Northwell’s Screening, Brief Intervention, and Referral to Treatment (SBIRT) program in the Rudolph Pediatric Emergency Center. Originally instituted for adult patients presenting to select Northwell emergency departments and primary care practices, the protocol is designed to universally screen patients. Evidence-based questions are utilized to determine patients’ level of risk and if they may benefit from support or treatment for their substance use.

– The Dolan Family Health Center purchases a point of care ultrasound with an $857,000 grant from Doctors Across New York State (DANYS). Previously, doctors at the Dolan Center sent their patients to another facility to receive a sonogram. With this new device, patients benefit from both convenience and more-immediate diagnosis. The ultrasound machine can be used for diagnostic sonograms for adults and children on their hearts, liver, gall bladder, pancreas, kidneys, uterus, ovaries, bladder, thyroid, testicles, spleen and blood vessels.

– The Stern Family Center for Rehabilitation launches a telemedicine program to provide clinical bedside support using two-way video communication to assess and diagnose clinical problems and minimize hospital readmissions at the 256-bed subacute care facility. While Northwell hospitals have been employing telemedicine in their intensive care units and emergency departments for three years, Stern is the first skilled nursing facility in its network to implement telehealth technology.

– Plainview Hospital opens its renovated telemetry unit, a $2 million, 7,000-square-foot space that features 17 rooms designated for medical and surgical patients who require constant monitoring. The new unit has 10 redesigned private rooms, each fitted with Corian headboards, wood laminate flooring, new ceilings, fixtures and energy saving LED lights.

– Huntington Hospital adds an additional certified lactation consultant and two more midwives to its team to further expand the gynecologic and obstetrical care options for women in Suffolk County. Certified lactation consultants have been trained to assist women in meeting their breastfeeding goals.

– Northwell’s Smith Institute for Urology offers a new biopsy procedure that samples tissue from the prostate to potentially detect cancer — and eliminates the risk of infection. Known as a transperineal biopsy, the procedure is an important step forward for prostate health because it avoids risk of infection by inserting needles into the perineum to reach the prostate. The standard technique, transrectal biopsy, guides the needles through the rectal wall, where fecal bacteria can cause contamination.

– Northwell begins offering an innovative, targeted cancer treatment option called proton beam therapy (“proton therapy”) through a clinical affiliation with ProCure Proton Therapy Center (“ProCure NJ”), based in Somerset, NJ. With the addition of proton therapy, the Northwell Health Cancer Institute now provides its radiation oncologists with a full spectrum of treatment options for caring for their patients.

– Northwell teams with the Center on Addiction (formerly The National Center on Addiction and Substance Abuse) on an app to assist health care providers in screening people for substance use disorder.
Market growth

- **Northwell signs a joint agreement with Western Connecticut Health Network** to explore developing new clinical programs and services, collaborate in providing population health services, and leverage the expertise of each other’s health systems. The collaboration is designed to enable the network to increase access to high-quality, affordable care in the communities it serves in western Connecticut and adjacent counties in New York. Western Connecticut is an integrated patient-centered health care organization, operates three hospitals — Danbury Hospital, New Milford Hospital and Norwalk Hospital — and employs nearly 6,300 employees, including about 1,900 clinical staff.

- **Northwell and the Engel Burman Group break ground on Wellbridge**, a residential treatment and research center for those struggling with opioid and other substance use disorders. The $95-million, 80-bed facility is being built on a 40-acre campus in Calverton. Once completed in late 2019, Wellbridge will be one of the nation’s first residential addiction treatment and research centers connected to a major health system. The facility will serve as a learning laboratory that provides traditional and alternative treatments, giving addiction specialists and researchers the ability to assess the short- and long-term progress of clients, identify clues to improve therapies and prevent relapse, and study the neurobiological effects of addiction through brain imaging and other neuroscience investigational methods.

- **Northwell signs an agreement with BSE Global and RXR Realty**, the master developers of the Nassau Hub Site, to explore the development of the “Northwell Life Sciences Innovation Center.” The next step is for the parties to develop formal plans for the up to 225,000 square-foot facility, to be located at the corner of Hempstead Turnpike and Earle Ovington Boulevard, across from the Zucker School of Medicine at Hofstra/Northwell. Once those plans are completed, BSE and RXR will evaluate the projected costs associated with the project and work with Northwell to capitalize the project in a manner that is financially feasible and acceptable to all parties. Northwell is looking at leveraging opportunities coming out of the rapidly expanding life sciences sector, where employment has grown at a rate 2 ½ times faster than the rest of the economy over the past two decades.

- **Northwell opens two new multispecialty practices** to help serve various populations in one place. The Northwell Health Physician Partners practices are located in Lynbrook and in Greenwich Village. The three-story, 23,000-square-foot Lynbrook practice houses 70 employees, including 14 physicians, in several disciplines: cardiology, family medicine, gastroenterology, internal medicine and pulmonology, as well as general, urological and vascular surgery. The two-story, 15,000-square-foot, multispecialty Greenwich Village practice is on the grounds of the former St. Vincent’s Hospital, now known as The Greenwich
Lane Townhouses. The new facility offers adult cardiology, rheumatology, pulmonology, gastroenterology, otolaryngology and surgical specialties, plus pediatric neurology, allergy and cardiology. Surgical consultative services include thoracic, bariatric, vascular, colorectal, plastic, urologic and general surgery. The clinical space features 28 exam rooms, a non-invasive cardiology testing suite, chest radiography, a full audiology testing booth and a pulmonary function laboratory.

– Northwell expands its Vivo Health Pharmacy to assume oversight of the prescription mail order program serving more than 69,000 eligible Northwell employees. Vivo replaces Express Scripts as part of an effort to streamline costs and the delivery of medication to better manage chronic diseases such as arthritis, asthma and diabetes as well as serve any acute-care needs. The cost savings alone for the health system is estimated at $12 million annually.

– Vivo Health Pharmacy also opens new locations at Phelps, Southside, Lenox Hill and Staten Island University hospitals.

– To advance the strategic affiliation agreement signed in 2017, Northwell appoints six Rothman Orthopaedic Institute surgeons to clinical leadership positions at Phelps and Lenox Hill hospitals. The physicians who now lead Phelps’ orthopaedic services are based at Rothman’s new Tarrytown office — the first practice in New York established by this prestigious orthopedic group. Rothman has opened a Manhattan office, which will be led by Anthony A. Romeo, MD, chief of orthopaedics at Rothman Orthopaedic Institute — New York and chief of shoulder and elbow surgery at Lenox Hill Hospital.

– Northwell Health and Maimonides Medical Center sign a two-year extension of a strategic partnership that began three years ago to better meet the current and future health needs of Brooklyn residents. The affiliation agreement, originally signed in August 2015, is now in effect until August 2020. Northwell and Maimonides will continue their phased partnership approach as they deepen their relationship over the period of the extension. The two institutions will expand their current range of initiatives, with physicians from both organizations collaborating and sharing best practices across multiple specialty areas. Under the extension, Maimonides and Northwell will each continue to maintain their independence and separate governance structures.

– Staten Island University Hospital opens the Comprehensive Neuromuscular Program — the first clinic of its kind on Staten Island. The clinic, at 501 Seaview Avenue, sees patients the first Friday of every month and is staffed by neurology specialists in neuromuscular diseases, physical therapists, occupational therapists, respiratory therapists and speech and language pathologists.

– Northwell opens a STARS Rehabilitation Center inside the Northwell Health Ice Center at Eisenhower Park. The launch of the 4,000-square-foot, sports physical therapy facility is part of an agreement that makes Northwell the official physical therapy provider of the New York Islanders practice facility. The 10-year agreement means STARS Rehabilitation Center’s eight staff clinicians will be available to support the Islanders’ medical team while also treating members of the community suffering with musculoskeletal or other sports injuries. The STARS facility offers sports therapy, physical therapy, orthopedic rehab, back and spine care, joint replacement therapy, along with fracture and trauma care. The new space and equipment was developed at a cost of about $1 million.

Inpatients treated, excluding nursery

<table>
<thead>
<tr>
<th>Year</th>
<th>Inpatients Treated</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>286,690</td>
</tr>
<tr>
<td>2017</td>
<td>287,214</td>
</tr>
<tr>
<td>2018</td>
<td>301,608</td>
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(2018 Includes Mather Hospital)
Northwell purchases the 103,000-square-foot office building that previously served as the Astoria Bank headquarters at 1 Marcus Ave. in New Hyde Park, located immediately north of LIJ Medical Center.

The Northwell Health Orthopaedic Institute signs an agreement with Hofstra University to provide primary care along with orthopedic services for the more than 300 student-athletes participating in 17 NCAA Division I sports programs. The agreement builds on Northwell’s STARS Rehabilitation partnership with the athletic program. STARS has provided physical therapy to Hofstra athletes for more than four years. STARS also has agreements with the New York Islanders, New York Lizards Major League Lacrosse team and several area high school athletic programs.

Formlabs and Northwell incorporate the powerful and accessible automated 3D printing system Form Cell into Northwell’s 3D Design and Innovation Center to increase production of patient-specific anatomical models and surgical guides. Northwell has been using Formlabs’ standalone, Form 2 printers in its 3D printing lab, but looks to increase production with the Form Cell, an automated 3D print production solution. Personalized models provide surgeons with more effective preparation, offering a hands-on opportunity to get a feel for patient anatomy, and pre-fit equipment before entering the operating room. During orthopedic or oncologic procedures, surgeons are now able to use patient-specific, 3D-printed surgical guides, which help with precise excisions of tumors or drill depths for optimal screw insertions. A recent study based on Northwell Health data shows the use of 3D printed models or surgical guides for complex cases can reduce time in the operating room by at least 10 percent.

North Fork Radiology in Riverhead joins Northwell and changes its name to Northwell Health Imaging at North Fork. This center offers a full range of diagnostic and screening services, including: MRI, ultrasound, PET/CT, breast imaging services, nuclear medicine, digital x-ray, CT and bone densitometry. Four of the center’s imaging specialists also join the Northwell Health imaging team.

Northwell fields advanced health care practitioners at two clinics on Fire Island during the summer. The Fire Island Immediate Care Centers are located in the villages of Cherry Grove and Ocean Beach, and offer visitors and locals an option for fast treatment of minor injuries or to coordinate a higher level of care if needed. Various health lectures are held at these locations throughout the summer and a women’s cancer support group was organized at the Cherry Grove location. In addition, HIV and Hepatitis C testing was made available at the Cherry Grove clinic.

Peconic Bay Medical Center opens the Robert Entenmann Campus to house the hospital’s administration and additional staff. Located in downtown Riverhead, the complex provides nearly 40,000 square feet of office space for non-clinical medical staff, including the Peconic Bay Medical Center Foundation and the medical center’s finance, billing and HR operations, as well as the offices of Peconic Bay Home Health Services, Suffolk County’s largest certified home health agency.

Northwell and North American Partners in Anesthesia (NAPA) sign a new five-year agreement to provide anesthesiology services at North Shore University Hospital (NSUH), LIJ Medical Center, LIJ Forest Hills and LIJ Valley Stream, as well as Glen Cove, Plainview, Syosset and Huntington hospitals. The new agreement also strengthens Northwell’s Anesthesiology Residency Program, which includes 24 physicians.

Huntington Hospital installs four large Carrier chillers, a $4.7 million project that is expected to save about one million kilowatt hours, which translates into a savings of $240,000 in energy bills each year — a 10 percent decrease in expenses.

Striving to demystify medicine and connect consumers with personalized content they can use to make informed health care decisions, Northwell Health launches The Well (www.northwell.edu/thewell), a health-focused editorial platform committed to promoting wellness through journalistic-style editorial features, the sharing of authentic community voices and having experts answer the thorniest — and oftentimes personal — medical questions in a straightforward and approachable way.
Community benefit

- Northwell contributes $1.3 billion in charity care and community benefit (nearly 12 percent of operating expenses) by delivering more than $584 million in charity care and participating in more than 11,900 community health programs and training 36,000 health professionals.
- More than 1,550 new mothers and their partners attend 97 childbirth preparation, breast feeding, baby care basics and parenting classes offered by Northwell's Center for Parent Education and coordinated by the health system's Center for Equity of Care.
- As part of serving as an American Heart Association Training Center, Northwell provides nearly 10,000 hours of training to more than 15,660 individuals through more than 2,475 programs in basic life support, pediatric advanced life support and advanced cardiac life support.
- More than 450 women attend the Katz Institute for Women's Health's eighth biennial women's health conference, featuring keynote speaker Jennifer Ashton, MD, chief health and medical editor and correspondent for ABC News and Good Morning America. Multiple workshops cover various health topics, including bone health, weight management, stress and anxiety and memory loss.
- Hundreds of students and teachers participate in Northwell's annual SPARK! Challenge, a year-long program where high school students learn about careers requiring science, technology, engineering and math (STEM) skills. In its fourth year, SPARK! involves students from more than 40 schools across Long Island and New York City, and includes representatives from more than 50 health care fields. During the most recent challenge, Glen Cove High School earned the top prize ($5,000) for a poster presentation produced in collaboration with Northwell's telehealth program. Four other presentations received awards of $2,000 each: Plainview JFK High School (collaborating with Northwell Health Physician Partners and the Northwell Neuroscience Institute), Valley Stream Central High School (LIJ Valley Stream Hospital’s operating room), Tottenville High (Staten Island University Hospital) and Sacred Heart Academy (Cohen Children's Medical Center).
- Nine Northwell facilities participate in National Prescription Drug Take Back Day, collecting more than 500 pounds of unused prescriptions — Northwell collected more than 300 pounds in 2017.
- Northwell's Center for AIDS Research and Treatment (CART) at North Shore University Hospital uses new technology and data to identify communities where HIV is highly prevalent, and target prevention and treatment efforts there. The data shows that there are 130,000 people living with HIV in New York State. On Long Island, 6,810 people are HIV-positive. In Queens, nearly 18,000 are infected with the virus.

220,095 ambulatory surgeries

- Northwell establishes a new pilot program to help increase access to HIV testing and promote prevention efforts in at-risk Long Island and Queens. Clinicians and outreach workers from the Center for AIDS Research and Treatment (CART) at North Shore University Hospital in Manhasset collaborate with CVS Health to provide free, onsite HIV testing at one of Northwell’s mobile health vans parked at select CVS Pharmacy locations throughout the area, beginning in West Hempstead.
The Maurice A. Deane School of Law at Hofstra University partners with Northwell to provide free legal services for patients facing issues that contribute to poor health, such as denial of health care coverage, social services or benefits, or concerns related to immigration status. Funded by a $512,000 state grant, the Medical-Legal Partnership (MLP) focuses on serving underserved children and adults, such as Medicaid recipients, whose well-being is affected by various social challenges and can’t afford legal intervention. The partnership targets community health disparities: unsanitary housing conditions, denial of health benefits, domestic violence, access to healthy food and water, lack of consistent or affordable child care, and other factors that stand in the way of good health no matter what treatment is given to the patient. Medical-legal partnerships operate at 373 health care organizations nationwide, including 31 in New York State, according to the National Center for Medical-Legal Partnership at George Washington University.

Northwell’s Office of Academic Affairs offers the ENHANCE track, a joint two-year track for medical residents in family medicine, internal medicine and pediatrics interested in learning more about how to improve the health of at-risk populations by partnering with two community-based organizations (the Interfaith Nutrition Network and the Child Center of NY). The track builds the skills of trainees in population health, social determinants of health and community engagement, preparing them for leadership roles in primary care. Participants interact and collaborate with members of other departments and disciplines, including pharmacy, nursing and behavioral health. The track expands on the skills learned through the existing residency curricula with an emphasis on community health.

Approximately 1,100 worksite employees are reached during eight events sponsored by the Katz Institute for Women’s Health, which collaborates with community partners by offering worksite wellness programs that provide education, health screenings and immunizations throughout the five boroughs and Long Island.

As the lead organization for the New York State, and Nassau and Queens Safe Kids Coalitions, Northwell’s Center for Equity of Care offers 31 pediatric safety/injury prevention programs to more than 3,760 primary grade students across Nassau and Queens counties.

Cohen Children’s Medical Center partners with The Long Island Coalition Against Bullying (LICAB) to provide resources for adolescents affected by bullying. The US Department of Justice estimates that one in four students has been bullied and that one-third of those bullied are often afraid to go to school. Through the partnership, victims of bullying who are treated at Cohen Children’s Medical Center or any Northwell Health facility have access to such resources as subsidized therapy and counseling, along with personal development programs like martial arts classes to build self-esteem.

Northwell sponsors the American Heart Association’s (AHA) Go Red for Women in New York City. Northwell and the AHA collaborate to empower women to take charge of their heart health by knowing their risk for heart disease and taking action to reduce their personal risk.
The Katz Institute for Women’s Health begins a new initiative to address the high prevalence of hypertension in the African American community. The “Heart Smart” program is a six-week, interactive, educational workshop designed to bring heart and healthy lifestyle education to participants. More than 35 members of the Hollis Avenue Congregational Church attended the inaugural program.

Northwell’s Human Resources rebrands all Northwell direct-to-employer work as Northwell Health At Work. The initiative is relaunched in June 2018 to successfully provide services for notable employers such as The Rockefeller Foundation, Newsday and MSG. Plans call for organizing internal resources into a market-ready, corporate wellbeing program. Northwell Health At Work offers collaboration and system-wide alignment of marketable Northwell services focused on meeting the needs of the corporate market.

The Katz Institute for Women’s Health continues to partner with the Girl Scouts of Nassau County and the American Heart Association to increase awareness of the dangers of heart disease in women. The Scouts created a “Red Dress” patch to represent completion of a workshop designed to teach the signs and symptoms of a heart attack in women.

The Katz Institute for Women’s Health and the Girl Scouts of Nassau County co-sponsor an educational program entitled Ursense-ational. More than 60 girls participate in workshops led by our experts to learn about the science behind the body’s five senses, how they work and how to take care of them to prevent injury.

The Katz Institute for Women’s Health hosts the fourth annual Innovation Grants Program, an internal grant program to provide seed funding to support projects in the areas of women’s health, including new programs and services, education, research and other innovative endeavors. Eleven grants are awarded totaling $135,000.

The Katz Institute for Women’s Health distributes more than 25,000 copies of the Passport to Women’s Health, a guidebook providing information and tools women need to make educated health choices at every stage of life. The passport contains information on staying healthy at every age, how to make the most out of a doctor’s visit, preventive health screenings, health tips, and signs and symptoms of serious health problems.

The Katz Institute for Women’s Health partners with Korean Community Services of Metropolitan NY to bring women’s health educational programs to the Korean community. More than 60 women attended the first event, entitled “Common but Unspoken Health Conditions.”

Specialists from the Katz Institute for Women’s Health Resource Center handle more than 10,000 calls, helping community members navigate Northwell’s vast services network.

The Katz Institute for Women’s Health sponsors a film entitled Happy at the Gold Coast International Film Festival. Northwell experts speak on a panel to discuss the role of mindfulness, yoga, meditation and nutrition have in helping you live a vibrant, healthy and happy life.

The Katz Institute for Women’s Health partners with MOMMAS House, a nonprofit organization that provides housing and support services to young mothers and their babies. Through the partnership, Katz provides parenting classes (baby care basics, preparation for childbirth, infant/child CPR, breastfeeding, etc.) to help ensure a safe home environment for baby/child and hosts programs and events, including self-care and integrative therapies.
- The Katz Institute for Women’s Health more than doubles distribution of the Community Calendar of Events, which lists free or low-cost women’s health and educational events and programs. These include the women’s wellness series, CPR/AED training, parent education, WomenHeart support groups, fall/injury prevention classes, integrative health offerings and special events.

- The Katz Institute for Women’s Health expands its partnership with faith-based organizations to create “Bridging Communities of Faith and Health,” a roundtable with members from varied denominations in Queens, Nassau and Brooklyn that features educational, preventive and wellness programs on various health topics.

- In partnership with Bernard David, Huntington Hospital donates three automated external defibrillators (AED’s) to churches in Queens and Nassau counties, and trains church members in CPR and First Aid.

- As part of the Third Annual GME Educational Retreat, Northwell’s Office of Academic Affairs and Graduate Medical Education Committee partner with the Interfaith Nutrition Network (INN)-Center for Transformational Change to support local community members who are in need of personal items to support re-entry to the workforce. Retreat participants bring “dress for success” items that are identified as necessities for this community agency. They also donate approximately 500 articles of clothing, including men’s ties, collared shirts, women’s suit separates, blouses, dress pants, shoes, brief cases and portfolios.

- Northwell’s Center for Equity of Care’s Bridges Business Employee Resource Group (BERG) participates in numerous programs and initiatives such as the Lunar New Year Parade in Flushing and sponsors health education seminar series on various topics in the Korean community. The Latin and African American/Caribbean segment also participated in a health fair in Freeport, NY, in partnership with the Cedarmore Corporation.

- Northwell’s Expressions BERG participates in the annual LGBTQ career fair, one of the largest in the metropolitan area. The BERG provides 2,980 hours of training for LGBTQ health care and a total of 4,107 hours of transgender awareness education trainings for health system employees. The BERG also partners with the LGBT Network to implement a system wide rollout for 35 facilities to provide education for National Coming Out Day.

- The GreenBERG participates in the Car Free Day Long Island campaign, garnering more than 630 pledges to become the initiative’s all-around grand champion. Many members participate in a contribution drive for Long Island Cares, highlighting their food donation as well as salvaging more than 400 pounds of food waste.
With more than 100 marchers, Northwell’s VALOR (Veterans and Allies: Liaisons of Reintegration) program participates in the 2018 Veterans Day parade. The BERG also participates in the fifth annual hockey marathon charity, which benefits children facing disease, illness disabilities, and emotional and physical abuse.

Northwell’s N-ABLE BERG organizes many spoken word events and workshops to help employees and/or family members of employees navigate options available for people living with disabilities.

More than 1,000 physicians, nurses and other Northwell employees complete the Center for Equity of Care’s new Unconscious Bias Training Program, which addresses the challenges in the health care setting. Several dozen facilitators across Northwell are trained to offer intensive workshops, which are implemented in Grand Rounds, departmental staff meetings and other classes offered at the Center for Learning and Innovation, among other sites.

More than 200 Northwell senior leaders attend the Annual Diversity, Inclusion and Health Equity Leadership Summit entitled, “The Journey to Health Equity: Reigniting Humanism in Healthcare.” BJ Miller, MD, assistant clinical professor of medicine at the University of California San Francisco and former executive director of the Zen Hospice Project, delivers the keynote address.

Approximately 8,600 Northwell employees participate in a web-based health literacy module that provides employees with the fundamental skills and resources to enhance patient experience, strengthen effective patient-provider communication and promote patient-centered care. The module reviews the impact of low health literacy skills on patient outcomes and the importance of using plain language in both oral and written communication, suggestions on how to improve communication with patients by incorporating the “teach-back” method as well as other helpful resources.

Northwell’s Center for Equity of Care develops a Language Access Plan to define the actions needed to ensure meaningful access to health care services, programs and activities on the part of persons who have limited English proficiency. Northwell resides in one of the most diverse areas in the US with more than 175 different languages spoken. The health system instituted more than 270,000 telephonic interpretation calls.

As part of the “We Ask Because We Care Campaign,” Northwell’s Center for the Equity of Care deploys an e-learning module for all registrars and front-line staff to educate them on the importance of accurate patient data collection and provide them with the tools needed to accurately and efficiently collect and use this data. The module follows the health system’s pledge to work on efforts within the organization and the community related to diversity, inclusion and health equity.

Nearly 100 volunteers from Northwell’s Department of Dental Medicine at Cohen Children’s Medical Center, LIJ Medical Center and North Shore University Hospital help bring collective smiles to Nassau County and Queens children at the Nassau County Dental Society’s (NDDS) “Give Kids a Smile Day.” The event hosts 1,200 underserved and special needs children — ages 4-7 — from 16 schools at the Cradle of Aviation Museum in East Garden City.

Cohen Children’s Medical Center participates in mock shooting disaster drills that includes staff and students from Chaminade High School in Mineola. Combined teams from several departments (including the Emergency Room and Trauma) evaluate triage, family reunification and admitting procedures.

Clinicians across Northwell partner with the Juvenile Diabetes Research Foundation (JDRF) for the health system’s fifth annual “Know the Difference Day” to educate staff and hospital visitors about type 1 and type 2 diabetes. Led by diabetes educators, nurses and physicians, the event raised awareness about the differences between the two types of diabetes, those affected by the disease and treatments available to help manage the disease.

Northwell sponsors the FREE Fresh Truck Mobile Market, a farmers’ market on wheels run by the Old Bethpage-based nonprofit Family Residences and Essential Enterprises, Inc. (FREE). The truck, donated by Suffolk Transportation Services, Inc., is filled with fresh fruits and vegetables and makes healthy, local, affordable produce available to Long Islanders, especially those who are experiencing food insecurity, each week at six locations in Nassau and Suffolk counties.

Northwell hosts about 150 people during a conference highlighting transgender issues. The event comes two years after the health system established a Center for Transgender Care on Long Island and the Gerald J. Friedman Transgender Program in Manhattan. The event is the first such gathering on Long Island attended by people who identify as transgender, family members, educators, doctors, psychologists and attorneys.
Research and education

– Over the last three years, the Feinstein Institutes for Medical Research increases faculty from 186 to 303, doubles extramural funding from $38 million to $76 million and increases grant submissions from 220 to 335. In 2018, the Feinstein Institutes files 29 patents, and publishes 1,331 scholarly papers.

– Twenty-eight registered nurses complete their advanced practice studies at the Hofstra Northwell School of Graduate Nursing and Physician Assistant Studies, becoming the school’s first graduating class of nurse practitioners. The graduates, most of whom work full time at Northwell facilities while pursuing the three-year, part-time program, earn Master of Science degrees with a specialty in either adult-gerontology acute-care nursing or family nursing.

– Eighty-six fourth-year medical students at the Donald and Barbara Zucker School of Medicine at Hofstra/Northwell are placed in residency programs on Match Day. The class of 2018 secures spots in many of the most sought-after residency programs in the country, including placements within 15 different states and 22 specialty areas. More than half of the class will remain on the east coast for residency, while others journey to institutions across the nation.

– The Elmezzi Graduate School of Molecular Medicine at the Feinstein Institutes for Medical Research graduates two students and awards two honorary degrees to researchers who advanced biomedical research and improved medical treatment for patients — Mina Bissell, PhD, distinguished scientist in the Division of Biological Systems and Engineering at Lawrence Berkeley National Laboratory, and Anthony Zador, PhD, professor of biology and program chair for neuroscience at Cold Spring Harbor Laboratory.

– The Fin, an amphibious prosthesis developed by Northwell Health, wins US Food and Drug Administration approval for general use and an accessible automated 3D printing system Form Cell is incorporated into Northwell’s 3D Design and Innovation Center to increase production of patient-specific anatomical models and surgical guides.

– Time magazine names Northwell Health as one of its top innovators of 2018 for its development of The Fin.

– The Feinstein Institutes continues to pioneer new breakthroughs in bioelectronic medicine, as evidenced by some of the following research milestones and achievements:
  • A study presented at American College of Rheumatology/Association of Rheumatology Professional’s (ACR/ARHP) Annual Meeting showing that bioelectronic stimulation can relieve pain and inflammation for those suffering from lupus.
  • A study published in Proceedings of the National Academy of Sciences (PNAS) in which Feinstein scientists are the first to decode specific signals the nervous system uses to communicate immune status and inflammation to the brain — a major step forward for bioelectronic medicine as it provides insight into diagnostic and therapeutic targets, and device development.
• A five-year, $1.65 million R01 grant from the National Institutes of Health (NIH) to a Feinstein professor to examine the vagus nerve’s role in the inflammation and metabolism associated with sepsis. Having a better understanding of the nervous system’s signaling during sepsis could lead to the identification of new therapeutic targets within the scope of bioelectronic medicine. The study will examine the role of the vagus nerve originating in the brainstem in the regulation of immune responses and metabolism during sepsis.

• A $1.3 million award from the US Department of Defense (DOD) to a Feinstein researcher to develop a novel field resuscitation technology through trigeminal nerve stimulation (TNS), a field of bioelectronic medicine. The “Foundational Research for Autonomous, Unmanned, and Robotics Development of Medical Technologies” (FORwARD) award from the DOD aims at developing state-of-the-art technologies to dramatically advance first responder trauma care. The grant will be used to develop a novel, non-invasive, closed-loop trigeminal nerve stimulation system designed to extend survival time before trauma care can be provided by ‘turbo charging’ the body’s own protective mechanisms after traumatic brain injury and acute blood loss.

• Feinstein Institutes research published in the journal Bioelectronic Medicine that standardizes experimental record signals transmitted in the vagus nerve. This expands researchers’ knowledge of the communication protocol to inflammation to the brain, which can be used in the study of bioelectronic medicine and the development of devices.

• A symposium hosted in Sweden by the Karolinska Institutet in collaboration with the Feinstein Institutes that brings together leading researchers from neuroscience, molecular biology and bioengineering to discuss discoveries that drive the field of bioelectronic medicine forward.

More than 16,000 nurses

• A one-year, $1.4 million grant from the National Institutes of Health (NIH) to develop and test a non-invasive method to access nerves in the chest and abdomen. Gaining non-invasive access to these nerves has the potential to drive development of bioelectronic medicine devices for treatment of conditions like obesity, heart failure and pulmonary hypertension. The obstacle to stimulating nerves in the chest and abdomen has been that it requires invasive surgery to gain access to the nerves.

• An analysis published in the Annual Review of Immunology by Feinstein scientists that reviews the link between the nervous system and the immune system. A detailed account of how the central and peripheral nervous systems signal the immune system could lead to new therapies — including those in the new field of bioelectronic medicine.

• The work of Feinstein researchers in supporting the mission of a Connecticut-based biotech company Sanguistat Inc., to create bioelectronic medicine devices to control bleeding.

• A Feinstein pilot program showing that a bioelectronic medicine device is effective in reducing pain and fatigue in patients with lupus. The initial results offer promise to the five million people worldwide who battle the chronic and potentially fatal autoimmune disease. The study examines the safety and efficacy of vagus nerve stimulation by an innovative, proprietary device developed by researchers in the Feinstein’s Center for Bioelectronic Medicine.

– The Feinstein Institutes hires Karina Davidson, PhD, to lead a new center focused on behavioral and cardiovascular health research.

– Approximately 1,826 residents and fellows train within 161 programs offered by Northwell’s Office of Academic Affairs — one of the nation’s largest medical residency and fellowship programs. New programs include Advanced Heart Failure and Transplant at North Shore University Hospital (NSUH) and LIJ Medical Center; Emergency Medicine at Southside Hospital; Interventional Cardiology at Staten Island University Hospital; Otolaryngology Head and Neck Surgery at Lenox Hill Hospital, North Shore University Hospital and LIJ Medical Center; Independent Clinical Fellowships in Breast Imaging at Lenox Hill and at NSUH and LIJ; and in Vascular Medicine at NSUH and LIJ.

– Northwell offers 221 continuing medical education (CME) programs, providing more than 5,000 hours of CME instruction to more than 7,000 physicians and 5,000 health care professionals. CME activities include regularly scheduled series, conferences, simulation/ performance improvement activities and online materials.
Feinstein Institutes scientists announce an experimental, rapid and non-invasive way to diagnose endometriosis, which may lead to earlier and more effective treatments for a disorder that affects approximately 176 million women globally. Published in Molecular Medicine and recognized with a $500,000 grant from Northwell Health as the winner of its third Innovation Challenge, the study found that a particular feature of cells found in menstrual blood suggests that a patient has endometriosis. The cells can be identified through a simple test that uses menstrual blood and takes only a few days. This is a dramatic improvement over current diagnostic methods that rely on invasive abdominal surgery.

A Feinstein Institutes researcher identifies that layers of the body long thought to be dense, connective tissues are actually interconnected, fluid-filled compartments, categorizing this part of the body as an organ called the interstitium. This discovery, published in Scientific Reports, could lead to better understanding and improved treatments for cancer and other inflammatory conditions. Techniques in processing tissue from surgery and biopsies failed to identify this space because it was artificially collapsed during the fixation process, or when tissue is prepared to view under a microscope. As a result, scientists often interpreted the appearance of the submucosal space and this interstitium as a dense network of collagen or protein found in connective tissue, when in fact it was quite the opposite. Part of the reason why researchers were able to make this discovery is the progression of technology.

A Feinstein Institutes professor is awarded a four-year, $2 million grant from the US Department of Defense (DOD) and a four-year, $1.6 million award from the National Institutes of Health (NIH) for separate studies to identify existing US Food and Drug Administration (FDA)-approved drugs that can be repurposed to treat the rare bleeding condition called hereditary hemorrhagic telangiectasia (HHT). The DOD grant is the largest ever awarded to research HHT. In this multi-site DOD study, the research team is identifying potential drug candidates from existing FDA-approved medications to help reduce the loss of blood vessel function associated with HHT.

A Feinstein professor receives a five-year, $3.5 million R01 grant from the National Institutes of Health’s (NIH) National Cancer Institute to develop a postsurgical care program for stage II bladder cancer patients and their caregivers. This is the first study to address the needs of bladder cancer patients and their caregivers with the goal of reducing infections and unplanned emergency department visits while improving their quality of life. The study will create an in-person pre-treatment education program provided by a nurse or trained health professional for patients and their caregivers. Depending on the course of treatment selected by the patient to replace their removed bladder, the professional will demonstrate the necessary tools and techniques for care of the device.

A Feinstein Institutes researcher receives a $1.2 million grant from the National Institutes of Health’s (NIH) National Institute for General Medical Sciences (NIGMS) to continue a search to identify different proteins associated with sepsis, which could lead to a targeted treatment for the condition. The research team has identified a particular protein called tetranectin (TTN), which could reduce the amount of HMGB1 released in sepsis patients.

A Feinstein researcher uncovers an anticoagulant treatment strategy to reduce non-fatal blood clots and pulmonary embolism in acutely-ill hospitalized patients. The study, published in the New England Journal of Medicine, shows that this treatment strategy is associated with almost no critical or fatal bleeding and with a very low incidence of major bleeding.

A Feinstein Institutes professor publishes a study in the journal Health Affairs, showing that home telemedicine programs for heart failure are effective at preventing death for at least six months after hospitalization, but generally lose any benefit after one year. The study helps educate health care professionals on how to refine heart failure telemedicine programs and who most benefits from these programs.

A Feinstein professor receives a $3.03 million research award from the Patient-Centered Outcomes Research Institute (PCORI) to study home telemonitoring for patients in the Hispanic community living with type 2 diabetes. The study’s first phase is being guided by a Diabetes Community Advisory Board comprised of patients, caregivers and patient advocates like the American Diabetes Association. The second phase will conduct a randomized clinical trial to determine whether the health of Hispanic patients who receive this adapted telemonitoring intervention is improved compared to those who receive standard outpatient care. A subsequent clinical trial will feature health care providers conducting regular online video visits with patients, which will enable patients to monitor and share their health data and symptoms with their clinicians using a tablet in the patients’ homes, so that health care providers can make adjustments to their treatment plans.

In a study published in The Lancet, a Feinstein researcher conducts an integrated analysis of one phase 2 and two phase 3 clinical trials sponsored by Sage Therapeutics, which found that the investigational medication, brexanolone injection 90, demonstrated a reduction
Physicians from Lenox Hill Hospital, in partnership with the CHU de Quebec-Universite Laval, publish a paper in the prestigious journal Operative Neurosurgery about utilizing an investigational radiation treatment for one of the most aggressive skull base tumors — esthesioneuroblastoma (ENB). The experimental treatment, called Peptide Receptor Radionuclide Therapy (PRRT), involves a targeted cancer medicine using small amounts of radioactivity to destroy tumor cells from within as opposed to attacking the cancer cells externally. This is the first case report describing neuropathological changes associated with this treatment.

Lenox Hill Hospital neurosurgeons test the safety and efficacy of a new targeted nanocell therapy that delivers chemotherapy while stimulating the patient’s immune system to fight glioblastoma multiforme (GBM) — one of the most aggressive forms of brain cancer. The team is also working with the Feinstein Institutes’ Brain Tumor Biotech Center to conduct preclinical studies in animal models of GBM in addition to this human clinical trial.

Teams from the Sandra Atlas Bass Heart Hospital at North Shore University Hospital and Feinstein Institutes are the first in New York State — and among the first nationally — to treat a patient with a new implantable device for uncontrolled blood pressure as part of a recently-launched clinical study. The ongoing trial, called CONTROL HyperTeNsion (HTN)-2, evaluates the safety and efficacy of the ROX Coupler to create an arteriovenous anastomosis, or direct connection between small arteries and veins in the iliac vessels, in patients with high blood pressure.

Feinstein researchers publish a study in the Journal of Developmental and Behavioral Pediatrics about how health care workers should interact with young patients with autism spectrum disorder (ASD) and their families. This knowledge can turn an emergency department or urgent care visit into a positive experience, which improves parent visit satisfaction. The study guides staff on how they interact with patients with ASD, such as addressing autistic children directly and communicating with them at a level appropriate to their cognitive and social development.

A Feinstein Institutes professor discovers that white blood cell genes are present at different levels in people with spinal cord injury. The findings, published in the Journal of Neurotrauma, represent a first step to understanding and developing better interventions for infections in people with spinal cord injury, which is the leading cause of death in these individuals. The study was funded by the Craig H. Neilsen Foundation.

A Feinstein Institutes assistant professor teamed with the Marine Biological Laboratory to publish a paper in Scientific Reports detailing the genes that repair an injured spinal cord in a fish are also active in the repair of the peripheral nervous system in mammals. This discovery is significant because it shows the possibility that the same or similar genes may be used to improve spinal cord repair in other animals and eventually lead to therapeutic developments for humans.

A Feinstein Institutes researcher receives the prestigious Francisco J. Varela grant from the Mind & Life Institute and begins to use the $11,000 award to study the neural circuits underlying deep-slow breathing (DSB) and its effects on patients with epilepsy. Study participants include epilepsy patients trained to perform DSB under a state of effortless relaxation. The team is determining if DSB can have a positive “calming” effect on patients who have drug-resistant epilepsy.

Feinstein Institutes professors release data from their National Institutes of Health (NIH) research that reveals our cells’ roles in rheumatoid arthritis and lupus. Their work is part of the NIH’s Accelerating Medicines Partnership for Rheumatoid Arthritis and Systemic Lupus Erythematosus (AMP RA/SLE) Phase I study. The information holds clues for potential research targets that may lead to future treatment options.

A Feinstein Institutes researcher and his colleagues discover that the E. coli bacteria found in our intestines are communicating with cells throughout our bodies to reduce inflammation. Published in Nature npj Biofilms and Microbiomes, these findings could lead to new therapies for treating conditions associated with excessive inflammation such as sepsis and colitis.

A Feinstein Institutes researcher and his colleagues publish a study in the Journal of the American College of Cardiology that investigates the impact of new, stricter guidelines that redefine high blood pressure. While patients at higher risk for cardiovascular disease benefited from the stricter blood pressure goals, researchers found that those with lower risk had more harm than benefit. In fact, it is possible that up to 10 million people receive unnecessarily aggressive blood pressure treatments under these guidelines.

Feinstein researchers lead a nationwide National Institutes of Health (NIH)
National Institute of Allergy and Infectious Diseases (NIAID) sponsored clinical trial testing the efficacy of a synthetic cannabinoid derivative with no psychotropic properties for the treatment of joint inflammation in lupus. If proven effective, the drug, called JBT-101 (lenabasum), could provide lupus patients with an alternative to current prescription immunosuppressant therapies, which are expensive and often have numerous side effects.

– A Feinstein Institutes professor helps discover what she believes can identify a person’s risk for lupus by looking at the presence and amount of antibodies and a protein complex in blood. Health care professionals could now feasibly use these markers to anticipate which lupus patients might benefit from early interventions, or might be at risk of an impending flare. These findings are published in the open-access journal Molecular Medicine.

– Research scientists from the Feinstein Institutes and Zucker School of Medicine at Hofstra/Northwell, in conjunction with their colleagues at Rockefeller University, develop a new understanding of how certain psychiatric diseases — those that involve uncontrollable reactions to stimuli such as the high and low experiences attributed to bipolar disorder, the impulsivity of an individual suffering from attention deficit hyperactivity disorder (ADHD), and even suicidality — manifest and potentially can be treated. These findings were published in Proceedings of the National Academy of Sciences (PNAS).

– Nearly 60 high school students from Queens, Nassau and Suffolk counties complete a rigorous multi-year, four-week summertime academic program offered by the Zucker School of Medicine at Hofstra/Northwell designed to increase the diversity of the health care workforce by exposing young scholars to careers in the medical field. Celebrating its ninth year, the Zucker School of Medicine’s Medical Scholars Pipeline Program (MSPP) takes motivated, high-achieving students from underserved communities and provides mentoring, health care skills training, and college preparation to support them toward becoming highly competitive applicants to undergraduate and graduate schools in medicine and other fields. To date, nearly 200 students have enrolled in the MSPP, including 100 students who have completed the program. All graduates have matriculated into leading universities and beyond, an achievement that includes three MSPP alumni who are now medical students at the Zucker School of Medicine.

– The Hofstra Northwell School of Graduate Nursing and Physician Assistant Studies receives a three-year, $754,000 federal grant to create a program to increase the number of nurses in New York trained and certified as sexual assault nurse examiners (SANE). The only SANE program in New York State that is university- and health system-based, it will train nurses in Nassau and Suffolk counties, as well as the boroughs of Manhattan, Queens, Brooklyn and Staten Island. Of the 17 emergency departments (EDs) that Northwell Health operates throughout the New York metropolitan area, four are designated as SANE Centers of Excellence by the state Department of Health. Those sites — North Shore University Hospital, Staten Island University Hospital North, Lenox Health Greenwich Village and Peconic Bay Medical Center — have 24-hour coverage by nurses who provide confidential medical care to victims of rape and sexual assault, and coordinate follow-up treatment and emotional support.

– Researchers at the Feinstein Institutes and Northwell Health’s Department of Radiation Medicine identify methods to increase use of the cutting-edge cancer radiation therapy, hypofractionation, in breast cancer patients. Published in Advances in Radiation Oncology, the findings demonstrate that most patients...
with breast cancer can be treated with a type of radiation therapy that is as effective, but has lower toxicity levels, compared to current treatments. In this study, researchers implemented consensus-based, evidence-driven guidelines to help medical professionals make treatment decisions for patients.

- Neurosurgeons at Lenox Hill Hospital publish a study in Operative Neurosurgery, regarding a high-definition 3D video exoscope used in spinal surgery. Lenox Hill Hospital was the first center on the East Coast to use the device. The video exoscope, much smaller and less cumbersome than the traditional operating room (OR) microscope, offers higher resolution of the surgical field in 4K and 3D images. As part of the study, a retrospective analysis was performed over a six-month period of 10 patients who had undergone spinal surgery at Northwell Health using the 3D video exoscope. All of the patients experienced excellent surgical and clinical outcomes without complications.

- Feinstein Institutes researchers publish data in the Journal of Experimental Medicine that shows a class of drugs commonly used to treat hypertension, ACE inhibitors, can block cognitive decline in mice and might therefore be used to preserve the memory of patients living in mice and might therefore be used to preserve the memory of patients living with lupus. Researchers found that the activation of brain cells called microglia likely contributes to the memory loss and other cognitive impairments suffered by many patients with lupus.

- A Feinstein Institutes researcher receives a five-year, $693,000 grant from the National Institutes of Health (NIH) to develop and test a digital health platform to help young female cancer survivors evaluate their options for having children, make decisions and plan for the future. The new tool, being created by Northwell’s Center for Health Innovations and Outcomes Research, has the potential to be a much-needed aid for the more than 400,000 young adult female cancer survivors currently living in the United States, many of whom hope to become parents someday. The second phase of the study will allow female cancer survivors to use the tool in helping them make fertility decisions.

- Feinstein Institutes scientists examine the latest data on nutrition and encourage the medical community to reenergize their recommendations on vitamins for patient care. Published recently in Diabetes & Metabolism: Research & Reviews, the study reexamines the health concerns of being undernourished and overweight/obese, and how a carefully planned program of micronutrients can benefit the health of all patients, regardless of weight.

- Feinstein researchers find that genetics can be used to predict a patient’s response to antipsychotic drug treatment for schizophrenia. Published in the American Journal of Psychiatry, the study used genetic tests to predict ultimate response to medications in patients suffering their first episode of schizophrenia. Rather than testing for a single gene, investigators used a relatively new approach called “polygenic risk scores.” Researchers found that patients with higher polygenic risk scores, or greater genetic burden of illness, were less likely to respond to conventional antipsychotic treatment.

- A Feinstein researcher publishes an editorial in the Journal of the American Medical Association (JAMA) advocating for the expansion of science around routine screening and interventions for domestic abuse to include men, the elderly and vulnerable populations. These recommendations were in response to the latest guidelines from the US Preventative Services Task Force (USPSTF) released in the same issue of JAMA which call for the routine screening of intimate partner violence only in women of childbearing age.

- A Feinstein researcher uncovers that an emerging gene therapy for Parkinson’s disease creates new circuits in the brain associated with improved motor capacity. The findings are published in Science Translational Medicine.

- The Feinstein Institutes confers the sixth annual Ross Prize in Molecular Medicine to Huda Zoghbi, MD.

- The Feinstein Institutes and Northwell Health’s Center for Workforce Readiness names Jericho High School the winner of its sixth annual Medical Marvels Competition. The Medical Marvels Program was developed to encourage Long Island high school students in 9th and 10th grades to pursue careers in science, technology, engineering and math (STEM).

- Nearly 5,000 nurses enroll in 78 new continuing nursing education programs, including 12 full-day conferences that provide more than 23,000 continuing education hours.

- More than 180 registered nurses attend the second annual Northwell Health Institute for Nursing’s Evidence-Based Practice Conference and Evidence-based Practice workshops, held at North Shore University and Phelps hospitals.

- Nearly 150 nurses, including advanced practice nurses, faculty, clinical educators and nursing administrators, attend the 24th Annual Nursing Research Conference, “Designing Health and Healing: Implications of Neuroplasticity for Nursing Research and Practice.”

- Female scientists from the Feinstein Institutes for Medical Research receive more than $300,000 in awards during the seventh annual Advancing Women in Science and Medicine luncheon to celebrate and support excellence and achievements of women in science. Since its inception, the organization has raised more than $1 million to support female scientists.

- Northwell’s Office of CME expands the approval of Maintenance of Certification part II that is now available for diplomates of the American Board of Internal Medicine, the American Board of Pediatrics, the American Board of Anesthesiology, the American Board of Pathology, and the American Board of Head and Neck Surgery.
Employee investment

- *Fortune* and partner Great Place to Work® name Northwell as one of the best places to work in health care. Ranking second in the Northeast and No. 13 in the nation, Northwell is lauded for its strong sense of mission and camaraderie among its more than 68,000 employees. Ninety percent of 700 employees responding to the survey said they felt good about the ways the organization contributes to the community, while 89 percent were proud to tell others they work at Northwell. Eighty-eight percent of respondents said their work had special meaning. The same percentage noted that special events get celebrated in the workplace and 86 percent felt they made a difference in their jobs.

- For the sixth straight year, DiversityInc selects Northwell as one of the nation’s top health systems for diversity, placing the organization fifth in the latest ranking of Top Hospitals & Health Systems. Northwell is recognized for its ongoing efforts to formalize its diversity, inclusion and health equity strategy with a focus on enhancing the health needs of the disparate communities and the patients it serves.

- Northwell reaches the 82nd percentile nationally in team member engagement based on the Press Ganey survey results and database.

- Northwell hires almost 9,500 new team members.

- Focusing on team member health and financial wellness, Northwell provides employees with more than $1 billion dollars in fringe benefits.

- Northwell provides team members with $20 million in tuition reimbursement, encouraging skill and career development.

- Northwell Health expands its President’s Awards with the addition of individual honors for Physician, Nurse and Leader of the Year, combining these recognitions with the traditional President’s Awards for Teamwork, Innovation and Exceptional Patient/Customer Experience. Those honored in 2018 were:
  - Urszula Monaco, a lobby service representative, receives the President’s Award for Exceptional Patient/Customer Experience for her dedication to serving 120 patients each day in the Center for Advanced Medicine’s Radiation Department.
  - Staten Island University Hospital’s Project Search team receives the President’s Award for Teamwork after assisting people with disabilities to develop workforce readiness skills.
  - Northwell’s research team of Peter Gregersen, MD, and Christine Metz, PhD, discover a non-invasive method to diagnose endometriosis, earning the President’s Award for Innovation.
  - Tarek Zetoune, MD, a Syrian native who has traveled to several countries to help refugees get the health care they need, was Physician of the Year.
  - Vivian Buccino, RN, who turned the loss of her son into a behavioral health career, earned Nurse of the Year.
  - Former US Army radiology specialist and current radiology director at Plainview and Syosset Hospitals Melonie Pernice was named Leader of the Year.

- Northwell’s Center for Learning & Innovation (CLI) provides more than 367,000 learner hours of training in more than 106,000 student encounters, 14,000 of which are dedicated to developing leadership at all administrative and clinical levels.

- CLI also provides 6,000 student encounters (16,000 hours) at the Donald and Barbara Zucker School of Medicine at Hofstra/Northwell, as well as 380 physician assistant student encounters.
and more than 1,250 graduate nursing student encounters (8,700).

– CLI’s Patient Safety Institute provides 9,800 student encounters (50,000 hours) for Northwell’s clinical team members and fellowship programs.

– Military Friendly ranks Northwell No. 7 nationally among employers of veterans in health and pharmaceutical services. The health system hired more than 500 veterans over the past year and continuously provides health and career services to the population.

– About 8,000 team members attend the 2018 Northwell Rally to celebrate the “Story of Us,” held at Northwell Theater at Jones Beach.

– Through myRecognition, 90,000 nominations are made by team leaders to reward and celebrate their teams for extraordinary work — a total health system spend of $1.2 million.

– Northwell Health’s Institute for Nursing on-boards more than 2,600 clinical staff, including 1,712 RN, LPN, NP, PA and midwives, as well as 973 nursing assistants, medical office assistants, behavioral health and perioperative assistants, transporters and technicians. In addition, 245 agency and per diem clinical staff join the health system.

– Northwell issues 27 team members a combined total of $135,000 in grants as part of the health system’s housing assistance program for first-time home buyers.

– Northwell’s Emergency Medical Institute, which provides training to emergency medical technicians, paramedics and other first responders outside the health system, provides more than 58,000 student encounters (equating to more than 176,000 hours) within its instructors-led and online courses.

– Northwell advances the concierge program to help new leaders and physicians integrate into the health system and provide personalized work-life support. The concierge also offers retirement assistance to help leaders and physicians plan for their future.

– Northwell Health is designated a 2017-18 STEM Jobs Approved Employer. STEM Jobs rates organizations on hiring and developing skilled job candidates, creating career paths and connecting with higher education institutions. In its first year of consideration, Northwell ranks 76th out of 216 organizations.

– Northwell launches the N-Able Berg (business employee resource group), focused on increasing awareness regarding individuals with disabilities.

– Northwell partners with Bridges to Adelphi University on internships for students on the autism spectrum. Six do their internship during the summer and three are hired permanently.

– More than 27,000 Northwell employees download myNorthwell, the health system’s employee mobile app.
– With 8,500-plus followers, the Northwell Life Facebook Group encourages team member interaction.

– Northwell launches a diversity website in October and quickly surpasses more than 2,000 page views.

– FlexStaff, Northwell’s own for-profit temp agency, provides more than 1.3 million hours of temporary staffing to 763 departments throughout Northwell. More than 300 FlexStaff temp employees are hired into permanent positions.

– The myWellness online platform engages 44,000 team members, encouraging healthy lifestyles that incorporate good nutrition and physical activity.

– Northwell continues to grow its wellness liaison network with 161 liaisons who promote healthy living through various workshops and fitness challenges.

– More than 150 teaching kitchens — collaborations of chefs and registered dieticians across Northwell’s hospitals — provide team members with nutrition education and healthy choice recipe demonstrations.

– About 14,000 participants register for Walk to Dublin, surpassing the number of participants for The Walk to Paris. Thirty team members win trips to Dublin, Ireland after successfully completing the Walk to Dublin challenge and winning a raffle.

– The health system’s Advice and Counsel Center expands, providing employee and labor relations support across seven facilities.

– Northwell launches a private YouTube channel to promote a culture of self-paced technology training. In just four months, the channel generates more than 12,000 views and over 36,000 minutes watched with 12 videos.

– Northwell establishes a global health division at the Donald and Barbara Zucker School of Medicine at Hofstra/Northwell. The global health educational program will focus on issues impacting health care around the world.

– The Office of Academic Affairs creates the new role of “chair of GME physician wellbeing.” This leader, along with the GME physician wellbeing subcommittee, will foster the creation of new wellbeing and resilience resources and facilitate the sharing of curricula and programming for use by all Northwell training programs.

– About 1,645 team members are recognized for more than 20 years of service.

– Northwell’s Office of Academic Affairs continues to support faculty development to provide in-depth skills development for the GME and CME community of learners. Programming includes: Resident as Teacher, Chief Resident leadership course, Learning Drives Teaching and Assessment, a virtual monthly Medical Education Journal Club, Educational Research Skills Development, Mentoring and Professionalism in Training program (MAP-IT) for clinicians and administrators. The Hofstra University Master’s in Health Professions Pedagogy and Leadership program graduated its first cohort in 2018.
Financial performance

Northwell publicly launches Outpacing the Impossible, an ambitious $1 billion fundraising campaign. This comprehensive campaign supports capital projects, improves hospitals and clinical programs, and advances research and funding endowment for teaching and research initiatives. As of December 31, 2018, Outpacing the Impossible has raised $521,408,189 from more than 72,000 donors.

– The Northwell Health Foundation raises over $133 million in donations, in 2018.
– More than 3,500 Northwell employees contribute over $1 million to support initiatives across the health system. Since 2016, nearly 6,000 employees have raised $7.8 million toward the Outpacing the Impossible campaign.
– Northwell continues a successful direct marketing campaign to support Cohen Children’s Medical Center. Nearly 18,000 donors have contributed since the campaign launched in 2017, including more than 16,000 new donors.
– Casual for Cohen, an employee-supported fundraising campaign, raises a record $20,539 to purchase cribs and feeding supplies for Cohen Children’s Medical Center. Employees who donated were invited to wear jeans to work as a thank you.
– Northwell increases its inpatient market share to more than 29 percent — more than double our nearest competitor.
– Northwell generates operating income of $156 million from continuing operations in 2018 — a 1.4 percent operating margin compared to a 1.3 percent operating margin for 2017.
– Total operating income was $134 million — a 1.2 percent operating margin — when considering the $22 million in operating losses of the CareConnect Insurance Company and North Shore-LIJ Health Plan, which are both winding down operations.
– The health system’s operating revenue grows to $11.5 billion excluding health insurance companies.
– Northwell finishes the year with $3.1 billion in unrestricted cash and investments on the balance sheet and 102 days of cash on hand.
– Northwell’s ventures arm, True North Enterprises, invests $11 million in promising start-up and early-stage companies that help support the health system’s operational and administrative strategies by generating new revenue. Among the companies in which True North invested in 2018 were:
  • Binary Fountain: A Virginia-based, online reputation management platform for health care organizations and other businesses that uses a cloud-based platform to mine customer and employee feedback from surveys, online ratings, review sites, social media and other data sources, which provides insights to improve brand loyalty and increase engagement.
  • Clarapath: Based at the New York Genome Center in Manhattan, the company offers digital pathology services through a first-of-its-kind platform for tissue processing and AI-enabled clinical decision-making.
  • Conversa: With offices in Portland, OR, Manhattan, San Francisco, CA and North Carolina, the company uses conversational AI technology to automate the delivery of structured, yet personalized, digital conversations that enable care teams to collect vital information on patients, monitor their progress and measure treatment outcomes in real time.
  • Gauss Surgical: Among other medical technology, the Silicon Valley-based company offers the only FDA-cleared, real-time blood-loss monitoring solution, called Triton, an AI-enabled platform that provides an accurate and objective quantification of blood loss during surgery.
  • HealthReveal: The Manhattan-based health information technology company analyzes the health of at-
risk patients in real time, based on a longitudinal patient profile derived from electronic health records, medical, lab and drug data, enabling care teams to prevent the avoidable consequences of chronic disease by providing patients with guideline-directed medical therapy.

- **Neterra**: An Israel-based company that pioneered a new sensing technology, based on high-resolution, high-frequency radar on a microchip capable of detecting key vital signs such as heart rate, respiration and pulse-wave velocity.

- **Peerbridge Health**: A Manhattan-based, mobile health IT and wearable technology company that enables remote patient monitoring through on-body wireless sensors for medical, wellness and performance-based needs, including the monitoring of vital signs.

- **Playback Health**: A Manhattan-based health care IT company that enables providers to create, store and share highly personalized, curated screen-capture video, audio and digital documents to inform and educate patients about their specific diagnosis, treatment and discharge plans.

- **PurpleSun**: The Manhattan-based company developed an ultraviolet light technology platform that can be used to disinfect operating rooms, patient rooms and other health care settings in seconds, eliminating up to 97.7 percent of pathogens — making it far superior to chemicals.

- **Salaso Health Solutions Limited**: An Ireland-based company that provides online physiotherapy services prescribed to patients affected by injury, illness or disability, helping to restore movement and function through therapeutic exercise, functional movement and education.

  - A record $4.2 million is raised at Northwell Health’s Constellation Gala, which provides Manhattan communities with greater access to high-quality care by helping to advance services and programs at Lenox Hill Hospital, Manhattan Eye, Ear and Throat Hospital and Lenox Health Greenwich Village.

  - The Feinstein Institutes Summer Concert, featuring entertainer Fergie, raises a record $3 million to support the organization’s research initiatives.

  - Northwell raises more than $933,000 for women’s health at the 26th Annual Katz Institute for Women’s Health Luncheon and Fashion Show. The event features four designers: alice + olivia, Bandier, Theory and Zimmermann. Ten patients of event honoree Karen Kostroff, MD, chief of breast surgery at Northwell Health Cancer Institute, took the stage at Old Westbury Gardens to share their personal stories.

  - More than 5,000 participants walk 5K courses and help raise more than $765,000 at four Northwell Health Walks across Long Island, Westchester and Staten Island. Supporters laced up to support women and children’s health initiatives, and cardiac and cancer care at Northwell hospitals in their communities.

  - Huntington Hospital raises $550,000 at the annual Golf Classic. Proceeds benefit the hospital’s wound care, interventional radiology and concussion programs.

  - Huntington Hospital raises nearly $400,000 at its annual gala to benefit the hospital’s interventional radiology and hyperbaric and wound care programs.

  - The Auxiliary of North Shore University Hospital raises $500,000 in 2018 toward its $2 million goal for the hospital’s neonatal intensive care unit (NICU). To date, the Auxiliary has raised $1 million toward its $2 million goal.

  - More than 180 golfers raise $475,000 at the Cohen Children’s Circle Annual Golf Classic. The funds will support Child Life initiatives, pediatric research and clinical care programs.

  - More than 145 golfers and additional supporters raise more than $235,000 at North shore University Hospital (NSUH) Auxiliary’s 40th Annual Golf Outing. Funds raised benefit the hospital’s Neonatal Intensive Care Unit (NICU). The event honored Marc Greenwald, MD, chief of colorectal clinical services at NSUH and assistant professor of surgery at Zucker School of Medicine at Hofstra/Northwell, along with Richard and Scott DeMatteis, principals in the DeMatteis Organizations, a 100-year-old, third-generation, family-owned group of companies with a long history in construction, real estate development and property management.

  - Subaru of America’s Share the Love program benefited two Northwell hospitals in 2018. Grand Prix Subaru, part of the Long Island and Queens VIP Auto Group, selected Cohen Children’s Medical Center as its Hometown Charity of Choice and donated $112,412 to
support pediatric cancer research, which brings its total support since 2014 to $339,010. Additionally, as part of its 2018 holiday sales program, Huntington Subaru donated $35,000 in support of Huntington Hospital’s neurosurgery department.

– Approximately 1,000 participants raise $90,000 at Jones Beach State Park during the 10th annual Brain Aneurysm Awareness Walk, hosted by Northwell Health’s Brain Aneurysm Center and the Brain Aneurysm Foundation. Proceeds from the walk go to support essential research at the two organizations. The walk has raised more than $700,000 since its inception.

– Former State Senator Elaine Phillips secures a $1 million Health Care Transformation Capital Grant to help renovate Cohen Children’s Medical Center’s family resource room/lobby in memory of Aiden Binkley of Floral Park who passed away from cancer. Cohen Children’s Medical Center will create “Aiden’s Starfish Lounge” with the funding, an underwater themed space to help provide families facing pediatric cancer with an important respite area from treatment and establishing a space that promotes dignity and healing for all involved. The funding will also be allocated to support pediatric cancer research with genomics and clinical trials.

– The Northwell Health Cancer Institute’s Pink Aid Breast Cancer Hardship Fund receives a $30,000 Pink Aid grant that allows women to get support for non-medical needs such as transportation, food expenses, house cleaning, child care, wigs and post-mastectomy garments. Pink Aid also gives $25,000 in 2018 to the Pink Aid Hardship Fund at Peconic Bay Medical Center, enabling women to get assistance with transportation, post-surgical recovery garments, wigs, prostheses, groceries, delivery services, housing and utility financial assistance. This is the fourth year Pink Aid Long Island has awarded grants to Northwell Health. Pink Aid has given a total of $125,000 to the Dolan Family Health Center over four years; $88,154 over three years to Northwell Health Cancer Institute and $37,400 to Peconic Bay Medical Center over the last two years.

– The Dolan Family Health Center in Greenlawn receives a $40,000 grant that will allow women to receive free screening and diagnostic mammograms, breast sonograms, cyst aspirations and biopsies.

– For the third straight year, local philanthropic group Gavin’s Got Heart donates $10,000 to fund Southside Hospital’s heart screening for teenagers called the BEAT program. BEAT offers free heart health screenings for local teenagers, a blood test to assess their lipids and blood glucose; an electrocardiogram (EKG) to check for heart electrical abnormalities; a body mass index (BMI) measurement and waist circumference check. Teens are also educated about proper diet and exercise, how to use an automated external defibrillator (AED) and hands-only cardiopulmonary resuscitation (CPR), and about congenital heart malformations. Since the BEAT’s inception, more than 200 local teens have participated.

– Northwell helps high school students and community members raise more than $750,000 for the American Cancer Society through a dozen “Relay for Life” events. Northwell was a corporate sponsor of “Relay for Life” events in Northport, Huntington, Plainview/Old Bethpage, Commack, Tarrytown, Smithtown, Centerport, Bellmore, North Brookhaven, Islip Terrace, Hempstead and Port Washington. More than 20 Northwell staffers volunteered their time in the fourth year that Northwell Health sponsored “Relay for Life” events across Long Island. The funds from the events go toward cancer research.
2018 statistical and financial highlights

Patient care statistics

<table>
<thead>
<tr>
<th>Service</th>
<th>Totals</th>
<th>%chg</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inpatient discharges (1)</td>
<td>301,608</td>
<td>5.0%</td>
</tr>
<tr>
<td>Patient days (1)</td>
<td>1,722,651</td>
<td>0.3%</td>
</tr>
<tr>
<td>Average length of stay (days) (2)</td>
<td>5.34</td>
<td>1.1%</td>
</tr>
<tr>
<td>Occupancy (staffed beds) (2)</td>
<td>85%</td>
<td>0.9%</td>
</tr>
<tr>
<td>Live Births</td>
<td>39,200*</td>
<td>1.2%</td>
</tr>
<tr>
<td>Inpatient surgical procedures</td>
<td>71,923</td>
<td>10.5%</td>
</tr>
<tr>
<td>Ambulatory surgical procedures</td>
<td>220,095</td>
<td>12.8%</td>
</tr>
<tr>
<td>Emergency department visits</td>
<td>672,784</td>
<td>5.9%</td>
</tr>
<tr>
<td>Emergency department admits</td>
<td>195,507</td>
<td>7.1%</td>
</tr>
<tr>
<td>Home care visits</td>
<td>1,003,206</td>
<td>7.4%</td>
</tr>
<tr>
<td>Hospice days</td>
<td>274,510</td>
<td>16.5%</td>
</tr>
<tr>
<td>Ambulance transports</td>
<td>115,485</td>
<td>11.2%</td>
</tr>
<tr>
<td>SkyHealth transports</td>
<td>478</td>
<td>4.1%</td>
</tr>
<tr>
<td>Core lab tests (3)</td>
<td>13,291,019</td>
<td>2.8%</td>
</tr>
</tbody>
</table>

(1) Includes Long-Term Care, excludes Newborn
(2) Acute Facilities only, excludes Long-Term Care and Newborn
(3) Excluding hospital "stat lab" tests performed internally

*Includes Maimonides Medical Center

Operating performance (1)
(amounts in thousands)

<table>
<thead>
<tr>
<th>Service</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total patient revenue</td>
<td>$10,616,983</td>
</tr>
<tr>
<td>Other operating revenue</td>
<td>890,020</td>
</tr>
<tr>
<td>Total operating revenue</td>
<td>11,507,003</td>
</tr>
<tr>
<td>Salaries and benefits</td>
<td>7,199,568</td>
</tr>
<tr>
<td>Supplies and other</td>
<td>3,530,160</td>
</tr>
<tr>
<td>Depreciation and interest</td>
<td>621,169</td>
</tr>
<tr>
<td>Total operating expenses</td>
<td>11,350,897</td>
</tr>
<tr>
<td>Excess of Revenue over Expenses from Continuing Operations</td>
<td>156,106</td>
</tr>
</tbody>
</table>

(1) Source: 2018 Audited Consolidated Financial statements and excludes health insurance companies and non-operating gains and losses

Services for people in need
Year ended December 31, 2018
(amounts in thousands)

<table>
<thead>
<tr>
<th>Service</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unpaid costs of Medicaid (estimated cost)</td>
<td>$460,000</td>
</tr>
<tr>
<td>Uncompensated Care (estimated cost)</td>
<td>340,000</td>
</tr>
<tr>
<td>Total</td>
<td>800,000</td>
</tr>
</tbody>
</table>
Administration and facilities

Northwell Health senior leadership

Michael J. Dowling
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President & CEO, Feinstein Institutes for Medical Research
Professor & President, Elmezzi Graduate School of Molecular Medicine
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Senior Vice President Chief Revenue Officer

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Vice President, Government & Community Affairs

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Senior Vice President, Revenue Cycle Operations

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Population Health Management & Medical
Director, Northwell Health Solutions

Joseph Schulman, Senior Vice President
Population Health Business Transformation

Zenobia Brown, MD
Medical Director, Northwell Health
Solutions & Vice President, Population
Health Management

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Chief Medical Officer, IPA

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Health Management

Ambulatory
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Deputy Executive Director

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Associate Executive Director, Patient Care Services & Chief Nursing Officer, North Shore University Hospital

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* Tertiary ** Community *** Specialty

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Chief Medical Officer
Marie Mulligan, RN  
Chief Nursing Officer

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Deputy Executive Director
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Medical Director
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Vice President, Post-Acute Services

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Irina Mitzner, RN
Vice President, Clinical Operations & Nurse Executive

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Devenrda Singh, MD
Medical Director

Stern Family Center for Rehabilitation
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Medical Director
Barbara Geraghty, RN
Associate Executive Director, Nursing

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Cristina Mata, MD
President & Chief Medical Officer
Melissa Durbin, RN
Vice President and Chief Nursing Executive

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Kimberly Boynton
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Seth Kronenberg, MD
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Betty O’Connor, RN
Chief Nursing Officer

Maimonides Medical Center
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Samuel Kopel, MD
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* Tertiary ** Community *** Specialty

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President and CEO

Cold Spring Harbor Laboratory
Cold Spring Harbor, NY

Bruce Stillman, PhD
President and CEO

Epworth Healthcare
Richmond, Australia

Lachlan Henderson, MD
Group Chief Executive
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We make every effort to be accurate and complete in this donor listing. If you have any questions with regard to how your name and/or organization appears, please contact the Northwell Health Foundation at 516-321-6300.

The names listed below represent donors, corporations and foundations that have made cumulative gifts of $5,000 or more in 2018. Symbols appearing next to listings reflect lifetime giving.

Note: the data presented in this section does not capture financial information from Phelps Memorial Hospital, Northern Westchester Hospital or Peconic Bay Medical Center.

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Anesthesia Management Services, LLC
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The Anikstein Family  ●
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Anonymous  ●
Anonymous  ○
Anonymous  ○
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ASCAP  ●
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Asher Foundation
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Association for Macular Diseases
Drs. Donna and Mark Astiz  ○
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Atalaya Capital Management
Dr. Lori Ann Attivissimo  ○
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Auxiliary of North Shore University Hospital  ■
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BAE Systems
Ms. Tara Baker Otto
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Mr. and Mrs. Thomas M. Bancroft  ▲
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Lloyd Staffing
BankUnited
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Mrs. Cathy Barbash  ●
Mrs. Lillian Barbash  ●
Mr. Shep Barbash  ●
Lifetime Giving:

★ $10,000,000+
■ $5,000,000
● $1,000,000 ▲ $500,000 ◆ $100,000
☐ Northwell Employee

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Mr. and Mrs. Christopher J. Barber
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Dr. Stephen Barone O
Mr. and Mrs. Manuel H. Barron
Mr. and Mrs. Daniel D. Barry
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The Bernard and Muriel Lauren Foundation
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Dr. Victoria B. Bjorklund and Mr. Hank Bjorklund
Bloomingdale’s ▲
Blue Harbor Group, L.P.
Blue Sky Real Estate Services & Development
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Mr. and Mrs. Edward Blumenfeld and Family ■
Mr. and Mrs. Andrew Boas O
Marjorie and Robert S. Boas ■
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Brooklyn Community Foundation
The Robert & Nancy Brooks Foundation, Inc.
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Mr. and Mrs. Michael Broxmeyer
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BTG Pharmaceuticals
Ronald Burakoff, DMD and Arlene Bregman, DRPH O
Agatha and John Burns & Family ◆
Burns & McDonnell Engineering Company, Inc.
Cablevision-Lightpath ▲
Dr. Jean M. Cacciabaudo and Dr. William A. Maiorino O
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Mr. and Mrs. William J. Candee, III
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The Capitano Foundation
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Mr. and Mrs. Sanjiv Chadha
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Foundation, Inc. ●

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Computershare

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Conforh ●

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Rosemarie Conigliaro ○

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Credit Union Miracle Day, Inc.

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Ms. Margaret M. Crotty and

Mr. Rory B. Riggs ▲

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The Crown Family Foundation

Eric Cruzen, MD and Christian

Sipaco ○

Crystal & Company

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Mr. and Mrs. William J.

Cunningham, III ○

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Michele and James Cusack ○

Mr. and Mrs. Roderick H.

Cushman ▲

Drs. Patricia and Fred Cushner ○

Custom Computer Specialists, Inc.

Mr. Joseph Cusumano

Mr. Robert Cuzzi

The Cypress Foundation, Inc.

Cystic Fibrosis Foundation ●

Drs. Catherine A. D’Agostino-

Barakat and Richard R.

Barakat ○

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Mr. and Mrs. Gilbert J. D’Andrea

Dr. and Mrs. John K. D’Angelo ○

Jillian E. Daly Foundation ●

Damaghi Families ●

Farahnaz and Babak Damaghi

Haleh and Kambiz Damaghi

Mitra and Nader Damaghi

Shahnaz and Nasser Damaghi

Mr. and Mrs. David E. R.

Dangoor ●

Daniel Gale MacCrater

Real Estate, Inc.

Daniel Gale Sotheby’s

International Realty ●

Frank and April Danza ○

Morris & Rose Danzig

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Colon Cancer Research and

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Mr. Richard DeCastro

Mr. James DeFranco ●

Marcella and Gianluigi

De Geronimo ○

Peter & Jeri Dejana Family

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Irving B. Deutschman

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Dewey, Jr. ▲

S. Sydney DeYoung

Foundation ●

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Rich and Debra Diem ○

Dr. Randolph and

Mrs. Melissa DiLorenzo ○

Mr. and Mrs. Joseph

DiMartino ●

Dime Community Bank

Dr. and Mrs. Yosef D.

Dlugacz ○

Martin E. Doerfler, MD and

Kristin R. Huckshorn ○

Domain Integrated, LLC

Ms. Kathleen A. Donovan ○

Mr. and Mrs. Thomas E.

Dooley ●

Doppelt Family Foundation ●

Barbara Dorsch Foundation

Douglas Elliman Real Estate ●

Andrea Dowling and

Steven Ceely ○

Mr. and Mrs. Michael J.

Dowling ○ ○

Robert N. and Nancy A.

Downey ●
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<td>Douglas K. Frank, MD, FACS</td>
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<td>Claire Friedlander Family Foundation</td>
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<td>Mr. and Mrs. Leif Arntzen</td>
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<td>Mr. and Mrs. Carl Gambino</td>
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<td>Mr. and Mrs. Thomas Gambino, Jr.</td>
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<td>Mr. and Mrs. Andrew Rotondi</td>
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<td>Howard L. and Judie Ganek Philanthropic Fund</td>
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<td>Mr. and Mrs. Edward L. Gardner</td>
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<td>Amit and Alpa Garg</td>
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<td>Mr. and Mrs. Peter E. Gaslow</td>
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<td>Empire Office Equipment</td>
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<td>Gates Capital Corporation</td>
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<td>Gavin’s Got Heart</td>
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<td>Mr. Michael J. Geiger</td>
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<td>Mr. Richard L. Gelfond</td>
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<td>Gene DX, Inc.</td>
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<td>Genentech, Inc.</td>
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<td>Mr. and Mrs. Robert Genser</td>
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Mr. and Mrs. Elbridge T. Gerry, Jr. ◆
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The Aryn and Matthew Grossman Foundation ◆
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Ms. Daphna D. Krim
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Jack & Dorothy Kuperberg Family Foundation  ●
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Ms. Susan Kwiatek  ○
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Mony at Lake Success, LLC
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Allison and Jed Laskowitz
Mr. and Mrs. Andrew E. Laufer
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Morris and Gertrude Furman Foundation

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Mr. and Mrs. Alvin Murstein  
Mr. and Mrs. Stanley Muss  
Hyman and Ruth Muss Foundation, Inc.

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Dr. Jason J. Naidich  
Dr. Souhel Najjar  
Ms. Rosemary J. Nalbone  
The Joe Namath Charitable Foundation

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Wendy and Tom Naratil

Drs. Tina and Raj K. Narayan  
Mr. and Mrs. Lenny Nartowicz  
Nash Family Foundation  

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Mr. Boris Natenzon  
Mr. and Mrs. Raffiq Nathoo  
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Mr. and Mrs. James L. Neisloss  

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Nelson Mullins Riley & Scarborough, LLP  
Neuberger Berman, LLC

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New York Krohn’s Foundation  
New York Fire Alarm Association Inc.

Newman-Tanner Foundation  
Mr. David Newton  
Henry Nias Foundation, Inc.  
Dr. Jeffrey Nicastro  

Jamie Nicholls & Fran Biondi  
Charitable Trust

Estate of Mary Niklas  
Carole and Dr. Michael Nimaroff  
North American Partners in Anesthesia, LLP

The North Beach Club, Inc.  
North Shore Implant & Oral Surgery Associates  
North Shore University Hospital - Medical Staff Society  

The Northern Trust Company  
Northfield Bank  
Northfield Bank Foundation  
Northwestern Mutual Foundation  
Northwestern Mutual Wealth Management Company  

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The Penny Smith Novick Foundation  

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Francesca Stanfill Nye and Richard B. Nye

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Michael and Pamela Odlum  
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Ms. Doreen M. O’Grady  
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Dr. Viola Ortiz and Dr. James Kenny  

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OTG Charities, Inc.  
Mr. and Mrs. Jonathan B. Otto  

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Oxford Airport Technical Services  

Oyster Bay Senior Residence, Inc.  
Richard and Lois Pace Charitable and Cultural Fund  

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Wrightson Ramsing Foundation

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PAN Long Island Challenge, Inc.  

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Mr. and Mrs. Jason M. Pantzer  
Mr. and Mrs. James A. Pappas  
P.J. Mechanical Corporation

Mr. and Mrs. John D. Pappas  
Mr. and Mrs. Peter J. Pappas, Jr.  
P.J. Mechanical Corporation  
135 West 18th Street Realty Corporation

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The Paramount Theatre, LLC  
Pariser Family Charitable Trust  

Parkinson’s Foundation  
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Moses L. Parshelsky Foundation  

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Plumbing Contractors Association of LI, Inc.
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The Florina Rusi-Marke Cancer Foundation ●
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Kerri and Kevin Scanlon ○
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Robin and Eric R. Schuss ◆
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Mr. and Mrs. Richard A. Slone ○
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SouthWest Airlines Company
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The Payson Wharton Legacy Society

The Payson Wharton Legacy Society acknowledges our generous friends who have provided for Northwell Health through planned gifts of any amount. Planned gifts include those made through wills and trusts, life insurance policies, individual retirement accounts (IRAs) and retirement plans, charitable remainder and lead trusts and charitable gift annuities.

To become a member, an individual must make a planned gift to Northwell Health Foundation, notify us of the gift and provide written documentation. For more information, contact Alexandra Brovey at 516-321-6260.

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Northwell Health
2018 Annual Report
Northwell Health...More than a health system

Hospitals

Five tertiary hospitals
– Lenox Hill Hospital, Manhattan
  • Manhattan Eye, Ear & Throat Hospital
– Long Island Jewish Medical Center
– North Shore University Hospital
  • Sandra Atlas Bass Heart Hospital
– Southside Hospital
– Staten Island University Hospital, North

Three specialty care hospitals
– Cohen Children's Medical Center
– South Oaks Hospital
– Zucker Hillside Hospital

11 community hospitals
– Glen Cove Hospital
– Huntington Hospital
– Long Island Jewish Forest Hills
– Long Island Jewish Valley Stream
  • The Orthopedic Hospital
– Northern Westchester Hospital
– Mather Hospital
– Peconic Bay Medical Center
– Phelps Hospital

– Plainview Hospital
– Staten Island University Hospital, South
– Syosset Hospital

Four affiliate hospitals
– Boca Raton Regional Hospital
– Crouse Hospital
– Maimonides Medical Center
– Nassau University Medical Center

Education
– Donald and Barbara Zucker School of Medicine at Hofstra/Northwell
– Hofstra Northwell School of Graduate Nursing and Physician Assistant Studies
– More than 1,800 medical residents and fellows
– 160 resident and fellow programs
– More than 1,200 medical student rotations
– Elmezzi Graduate School of Molecular Medicine
– Center for Learning and InnovationSM
– Patient Safety InstituteSM
– Bioskills Education Center

– Nursing school affiliations with 37 colleges and universities

Research
Feinstein Institutes for Medical Research
– 50 research laboratories
– 4,000 researchers and staff studying molecular medicine, genetics, oncology, brain research, mental health, autoimmunity and bioelectronic medicine
– More than 2,500 research studies

Post-acute services
– Hospice Care Network
– Northwell Health At Home
– Peconic Bay Home Health Services
– RegionCare Inc.

Acute inpatient rehabilitation
– Glen Cove Hospital
– Phelps Hospital
– Staten Island University Hospital, North

Sub-acute rehabilitation and skilled nursing
– Orzac Center for Rehabilitation

– Peconic Bay Skilled Nursing and Rehabilitation Center
– Stern Family Center for Rehabilitation

Outpatient rehabilitation
– Glen Cove Hospital
– Nicholas Institute of Sports Medicine and Athletic Trauma
– Northern Westchester Hospital
– Peconic Bay Outpatient Therapy and Rehabilitation Center
– Phelps Hospital
– Southside Hospital
– Sports Therapy and Rehabilitation Services (STARS): Bayside, East Meadow, Eisenhower Park, Franklin Square, Great Neck, Huntington, Manhasset, Massapequa, Rego Park, Roslyn Heights, Woodbury
– Staten Island University Hospital, North and South
– Transitions of Long Island®

Population health management
– Northwell Health Solutions
**Emergency medical services**
- Center for Emergency Medical Services
- SkyHealth (helicopter emergency medical service)

**Laboratory services**
- Northwell Health Labs
- 40 patient service centers

**Ambulatory specialty centers**
- Bay Shore Women & Children's Specialty Center
- Center for Advanced Medicine, Lake Success
- FalconStor Center at Queens Crossing, Flushing
- Imbert Cancer Center
- Lenox Health Greenwich Village, New York, NY
- Manhattan Eye, Ear & Throat Hospital, New York, NY
- Manorville Medical Park
- Multi-Specialty Center, 77th Avenue, Manhattan
- Multi-Specialty Center, Glen Cove
- Multi-Specialty Center, Lynbrook
- Multi-Specialty Center, Rego Park
- Primary Specialty Center, Bay Shore and Woodbury
- Surgical Specialty Centers, Bay Shore, Greenlawn and Smithtown

**Diagnostic imaging**
- Bohlsen Women's Imaging Center, Islip
- Grossman Imaging Center (Peconic Bay Medical Services PC)
- Northern Westchester Hospital Radiology at Yorktown Heights
- Northwell Health Imaging at
  - Bay Shore
  - Center for Advanced Medicine
  - Garden City
  - Glen Cove
  - Great Neck (two locations)
  - Great South Bay (Islip)
  - Greenwich Village
  - Smithtown
  - Syosset
- Northwell Health Reichert Family Imaging at Huntington
- Phelps Hospital Radiology at Croton-on-Hudson
- Phelps Hospital Radiology at Dobbs Ferry
- Schlanger, Gottlieb, Partners Council Breast Imaging Center
- The Breast Imaging Center at Staten Island University Hospital
- Verrazano Imaging at Staten Island University Hospital

**Urgent care centers**
**Northwell Health - GoHealth**
- Long Island (30 locations)
  - Amityville
  - Bay Shore
  - Bellmore
  - Bridgehampton
  - Commack
  - East Northport (Pediatrics)
  - Elwood
  - Glen Cove
  - Great Neck
  - Greenvale
  - Hampton Bays
  - Hewlett (Pediatrics)
  - Huntington Station
  - Lake Grove
  - Levittown
  - Lynbrook
  - Massapequa
  - Mineola
  - Oceanside
  - Plainview
  - Port Jefferson
  - Port Washington
  - Riverhead
  - Rockville Centre
  - Roslyn
  - Sayville
  - Smithtown
  - Syosset
  - West Hempstead
  - West Islip
- Manhattan (5 locations)
  - Chelsea
  - East 81st Street
  - Greenwich Village
  - West 69th Street
  - West 100th Street
- Queens (5 locations)
  - Astoria
  - Bayside
  - Forest Hills
  - Lefrak City
  - Ridgewood
- Westchester (4 locations)
  - Dobbs Ferry
  - New Rochelle
  - Tarrytown
  - Yorktown Heights
- Staten Island (5 locations)
  - Bulls Head
  - Dongan Hills
  - Eltingville
  - Great Kills
  - New Dorp
- Brooklyn (2 locations)
  - Park Slope
  - Williamsburg

**Vivo Health Pharmacy locations**
- 410 Lakeville Road
- Center for Advanced Medicine
- Lenox Hill Hospital
- Long Island Jewish Medical Center
- North Shore University Hospital
- Phelps Hospital
- Specialty Pharmacy (mail order; 225 Community Drive)
- Southside Hospital
- Staten Island University Hospital
- Zucker Hillside Hospital

**Veterans services**
- Florence and Robert A. Rosen Family Wellness Center
- Unified Behavioral Center for Military Veterans and their Families

**Women’s health**
- Katz Institute for Women’s Health
- Katz Women’s Hospitals at
  - Long Island Jewish Medical Center
  - North Shore University Hospital
- Ann & Jules Gottlieb Women's Comprehensive Health Center

**Ambulatory surgery joint ventures**
- Digestive Health Center of Huntington
- Endoscopy Center of Long Island
- Garden City SurgiCenter
- Greenwich Village Ambulatory Surgery Center
- Melville Surgery Center
- Richmond ASC
- South Shore Surgery Center
- Suffolk ASC
- SurgiCare of Manhattan
- Surgical Specialty Center of Westchester
- Syosset SurgiCenter

**Strategic alliances**
- CASAColumbia
- Cold Spring Harbor Laboratory
- Epworth HealthCare
- Karolinska Institute
- One Brooklyn Health
- OPKO Health BioReference Laboratories
- Rothman Institute
- University of Notre Dame
- Western Connecticut Health Network
- Yale New Haven Health

**Kidney dialysis centers**
- Northwell Davita Kidney Dialysis Centers
  - East Islip
  - Floral Park
  - Great Neck
  - Huntington Station
  - Port Washington
  - Syosset

**Special needs programs**
- Adults and Children with Learning and Developmental Disabilities, Inc. (ACLD) (affiliate)
- Association for the Help of Retarded Children (AHRC)—Nassau (affiliate)
- Brookville Center for Children's Services (affiliate)
  - Barbara C. Wilson Preschool Program
  - Children's Education Center
  - Leeds Child Development Center
  - Marcus Avenue
  - SUNY Old Westbury
  - Hagedorn Clef Palate and Craniofacial Center
  - Hearing and Speech Center
  - The Center for Attention and Learning, Lenox Hill Hospital