

ANNUAL  
REPORT 2017

# The Best of French Medicine and American Medicine



American Hospital of Paris

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# Message from the Chairman of the Board of Governors



Ever since it was founded, the American Hospital of Paris has demonstrated dedication toward one goal: to serve its patients' health. This is tangible in the Hospital's outstanding ability to adapt and modernize its services. The history of our Hospital has been marked by significant milestones that have shaped its growth, and 2017 will undoubtedly be long remembered as the year that the Hospital entered a new era.

Since Professor Robert Sigal's arrival as Chief Executive Officer and the overhaul of the Management Team, the Hospital has embarked on an exciting new path of growth, guided by an ambitious strategy supported by us all – physicians included – in a spirit of constructive cooperation.

More than ever, the changes we have undertaken reflect our ambition to offer ultra-modern healthcare, which combines the best of French and American practices and innovations, to the patients of the American Hospital of Paris.

Thanks to the unwavering support of our donors and supporters, several major investments have already been completed, as you will learn in this report.

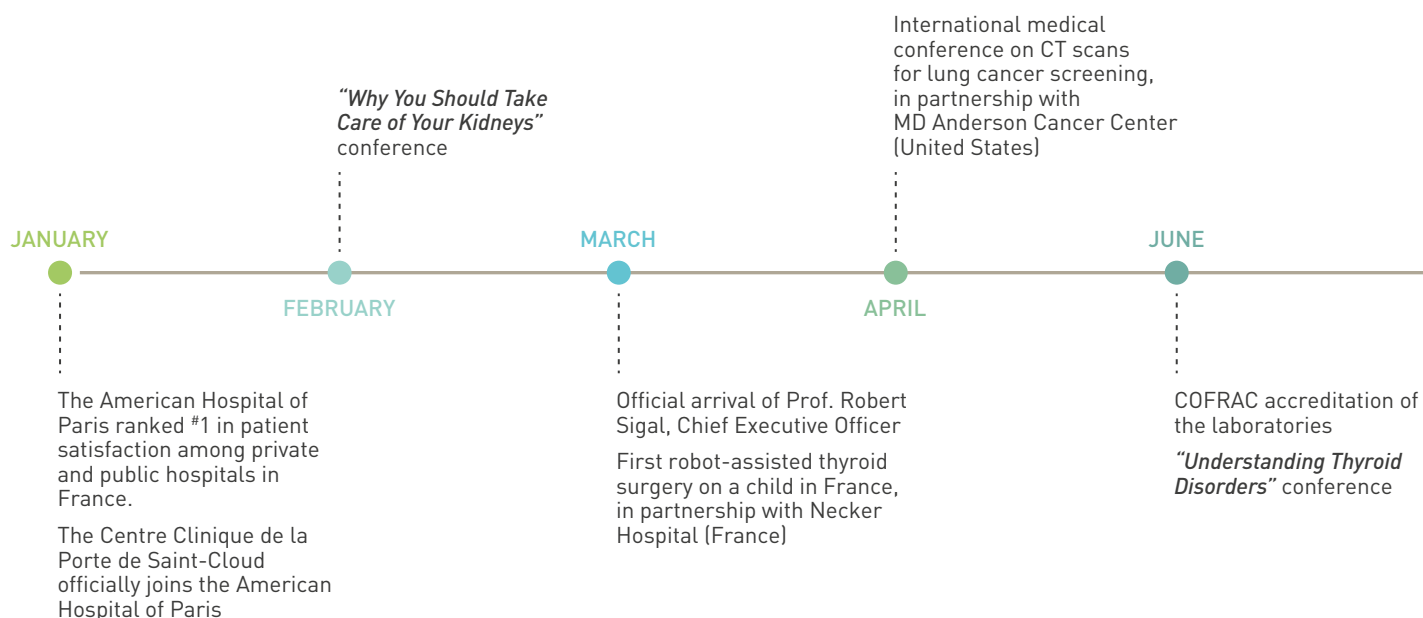
I would therefore like to express my gratitude and thanks to you, our donors and members, before all others. The American Hospital of Paris's donors are a vital driving force, essential for our

Hospital's development. Our non-profit institution of public benefit receives no government funding at all, either from France or the United States. Therefore, now and in the years to come, the American Hospital of Paris must rely on the generosity of those who are deeply attached to it – as we all are – to successfully meet the challenges awaiting it and to join the ranks of the top-five international hospitals in Europe.

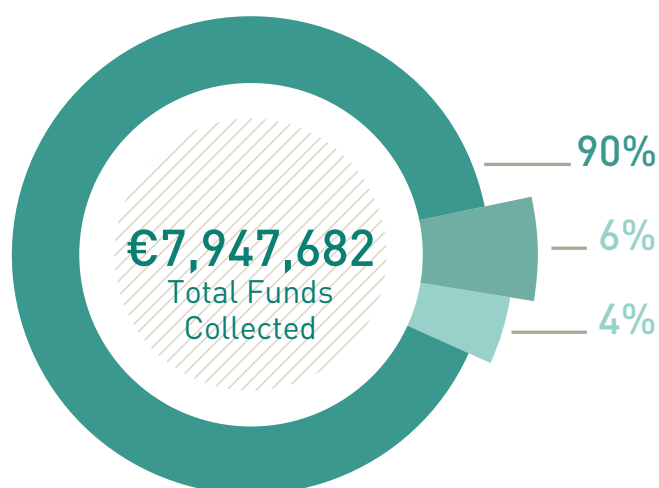
MARSHALL I. WAISS

# 2017 in Brief

## Highlights and Key Figures



### Generosity



**90%**  
Equipment, facilities & programs

**6%**  
Operating expenses

**4%**  
Fundraising expenses

### Capacity



**135** beds



**26** ambulatory care rooms



**19** dialysis and ambulatory chemotherapy stations

### Our Teams

**343**

accredited physicians and surgeons

**907** employees

including

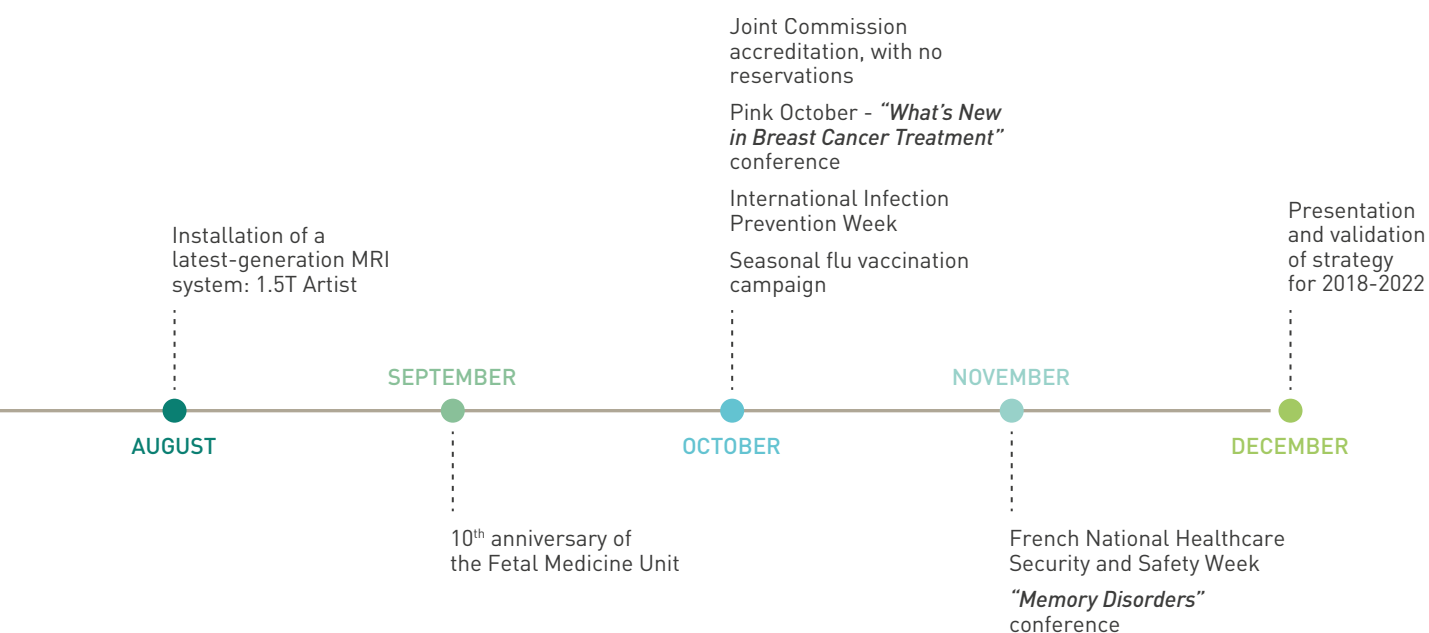
**721**

medical and nursing staff **(80%)**

and

**186**

administrative, continuing education, support and logistical staff **(20%)**



## Care



**37,300**

hospitalization days  
(average of 5.3 days  
per stay)



**19,160**

outpatient  
hospitalizations



**670**

births



**194,822**

outpatient consultations



**5,108**

surgical procedures,  
including

**245**

robot-assisted procedures



**84,334**

medical imaging  
exams



**7,092**

check-ups



# Pursuing New Ambitions

With a new direction, a new strategy, and new projects underway, the American Hospital of Paris is experiencing a transformation for the better. Marshall I. Wais, Chairman of the Board of Governors, Professor Robert Sigal, Chief Executive Officer, and Dr. Riadh Caïd Essebsi, President of the Medical Board, take us behind the scenes of this rebirth.

## ***Was 2017 a turning point in history of the American Hospital of Paris?***

**Marshall I. Wais:** I do not see it as a turning point but, on the contrary, a natural continuation. And a necessary one! In January 2016, the French law modernizing the country's healthcare system set a cap on health insurance reimbursements, which impacted some of our patients, and as a result, our financial results. We chose Professor Sigal as our new Chief Executive Officer, the Management Team was modified significantly and a new Medical Board President, Dr. Caïd Essebsi, was elected.

**Professor Robert Sigal:** It cannot be said often enough that the American Hospital of Paris is a not-for-profit organization. Its financial health is solely reliant on the healthcare it provides and the generosity of its donors, who are mostly its patients. The role that the Governors have entrusted to me is therefore quite clear: on the one hand, to improve the Hospital's quality and, on the other hand, to restore a positive economic performance.

**Wais:** With the impetus given by Professor Sigal, a new growth strategy was developed. It gives us a clear vision of the future, along with ambitious and well-defined investment goals that have been unanimously approved by the Board. This is proof of the confidence that we have in our Hospital and the new Management Team.

Our patients will no longer come here for medical treatment only: they will visit regularly throughout their lives. We will provide them with support from prevention to cure, including rehabilitation through physical therapy and long-term follow-up.

PROFESSOR ROBERT SIGAL,  
CEO

**Doctor Riadh Caïd Essebsi:** What has made a difference is our new policy of constructive cooperation. The Board of Governors, the Management Team and the Medical Board now equally contribute to decision-making. The results of this were quickly seen, in an initial success of which we can be proud: our renewed accreditation by the U.S. Joint Commission. We passed with flying colors and received the Joint Commission's congratulations. This is an attestation of our excellent quality and safety of care and of our effectiveness when we all pull together.

**Wais:** Professor Sigal, Dr. Caïd Essebsi and I truly understand each other. Everyone is moving in the same direction. Until now, the Board of Governors, the Hospital's executive team, and the Medical Board had never worked this closely. This was seen in the Hospital's day-to-day operations and in the cooperation of all staff.

**Sigal:** We have Dr. Caïd Essebsi to thank for this in particular. He revised the functioning of the Medical Board and earned the support of physicians who are both active and engaged in implementing the new strategy. When you run a hospital, it is vital to have the medical staff behind you! We are lucky that this our case.

## ***What are the next challenges for the American Hospital of Paris?***

**Caïd Essebsi:** Our day-to-day concern is to attract greater numbers of new patients to our Hospital. With the reform of the insurance reimbursement policy, the healthcare landscape has become more competitive. It's a real challenge.

**Sigal:** We have reopened dialogue with healthcare payers and are working to adapt our reimbursement options. It is important for us to retain our French patient base, while at the same time, significantly developing our international patient base.



From left to right:  
 PROF. ROBERT SIGAL  
 MARSHALL I. WAIS  
 DR. RIADH CAÏD ESSEBSI

**Caïd Essebsi:** All of this requires us to rethink the patient pathway, streamline our range of services, simplify billing, build partnerships and reinforce the continuous education of our doctors and healthcare teams to ensure that they remain at the top of their profession.

**Sigal:** It is essential for our patients to have a unique experience at our Hospital. Not only in terms of medical care, but also regarding support, hospitality, coordination, and so on. The American Hospital of Paris must be seen and experienced as one-of-a-kind in France.

***Ultimately, what is your deepest ambition for the American Hospital of Paris?***

**Sigal:** For it to be recognized as one of Europe's top-five international hospitals! To do so, we need to fully establish its clinical legitimacy and make it the best hospital in strategic medical specialties, such as oncology and women's and children's health to begin with.

**Wais:** This goal will guide every project we initiate. With this in mind, our dual French and American identity is a real asset that can and should be emphasized even more to enhance patient care. Our ties with the United States are a strength and a proof of our commitment quality.

**Caïd Essebsi:** From a purely medical viewpoint, we need to be absolutely modern by being connected and promoting ambulatory care, minimally invasive surgery, short hospital stays, personalized care pathways and a holistic approach encompassing prevention, care and follow-up.

**Sigal:** At the end of the day, the American Hospital of Paris should be a healthcare partner. Our patients will no longer come here for medical treatment only: they will visit regularly throughout their lives. We will provide them with support from prevention to cure, including rehabilitation through physical therapy and long-term follow-up.



**PROFESSOR ROBERT SIGAL,  
CEO**



**Systematically questioning the medical value is how I plan to guide the growth of the American Hospital of Paris in the upcoming years.**

In addition to technical, financial and organizational challenges, the American Hospital of Paris must rise to a cultural challenge: reinventing itself. Until now, the Hospital has operated as an open clinic. A realistic and impartial diagnosis of its strengths and weaknesses has enabled us to lay the foundations of a new strategy, driven first and foremost by medical value. Excellence will be our priority at every level, as we pursue a precise target – making the American Hospital of Paris a premium hospital. Safety standards and high-quality care options are our first concern. Today, all of our departments and teams are moving in this direction.

Underlying our new strategy – whose four pillars are to deliver the best of American and French medical practices, to become a genuine healthcare partner, to ensure the best patient experience, and to expand international expertise – is our ability to challenge how we work and continuously improve. What I want today is for the American Hospital of Paris to be the best of all hospitals.

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**Appointed Chief Executive Officer of the American Hospital of Paris on March 1, 2017, Prof. Robert Sigal, MD, PhD, was formerly with Institut Gustave Roussy for 20 years, where he served as Executive Medical Director, after practicing as a physician, chief of radiology, and university professor. In 2007, he joined the Hospital and Health Solutions department of General Electric Healthcare France, later taking on the role of Chief Executive Officer. Most recently, he was President and Chief Commercial Officer of InSightec, a medical technology company and the market leader in MRI-guided Focused Ultrasound.**



# Implementing a Growth Strategy Rooted in Excellence

Putting the American Hospital of Paris among Europe's top-five international hospitals is a challenge that will require the steadfast commitment of all stakeholders – Governors, executives, doctors, care teams and administrative staff – and the undertaking of new, ambitious projects.

## 1/ DELIVERING THE BEST OF FRENCH AND AMERICAN MEDICINE

Patients who come to the American Hospital of Paris receive care that combines the best of French and American medicine. The Hospital's dual French and American identity is a commitment of excellence enabling, (in addition to its certification by France's Haute Autorité de Santé), its accreditation since 1954 by The Joint Commission in the United States. Furthermore, the credentialing procedure for physicians, unique in France, ensures the highest level of expertise for our physicians, each of whom is reevaluated every two years.

To further reinforce our dual identity, an important part of our financial and human resource investments converge toward strengthening our ties with the United States. For example, we will systematically develop shared training programs and exchange best practices with the NewYork-Presbyterian Hospital. Our patients will have access to exclusive technologies and treatments used in North America, whose efficacy and effectiveness have been recognized by the highest international scientific and medical bodies.

## 2/ BECOMING A HEALTHCARE PARTNER, FROM PREVENTION TO CARE

While hospitals mainly focus on the acute phase of treating a disease, patients tend to be concerned about their long-term health and how best to protect it. A new type of patient-doctor relationship, one that is continuous and



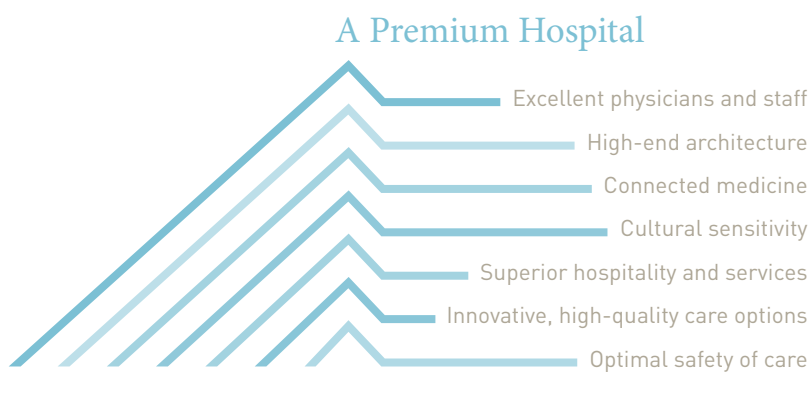
not restricted to the boundaries of the hospital, must be built. Because the American Hospital of Paris understands that prevention, early diagnosis and post-treatment support are vital to sustainable healing, it strives to develop preventive medicine using a personalized, holistic approach for each patient.

The Check-up Center will play a key role in the patient pathway, as will the new latest-generation Medical Imaging Center. Innovative and high-end prevention, diagnosis and rehabilitation techniques will be implemented. Using connected objects, the American

Hospital of Paris will be able to stay in constant communication with its patients and keep a closer, continuous watch over their state of health.

### AN EMBLEMATIC VISION OF THE NEW STRATEGY: THE PREMIUM HOSPITAL

There can be no doubt as to the excellence of the American Hospital of Paris. It is essential for the Hospital to position itself as best-in-class – the indisputable leader in every aspect, including safety, care options and patient experience.



### 3/ ENSURING THE BEST PATIENT EXPERIENCE

To ensure the delivery of ultra-personalized care to patients, a senior physician, available 24 hours a day, serves as the reference physician for each patient, determining the best care pathway and centralizing the patient's information. Furthermore, the American Hospital of Paris will also provide patients with personalized assistance before their stay, upon their arrival, and, naturally, after their discharge, thanks to the follow-up of a dedicated health coordinator.

A diverse range of optional support care services – psychological, dermatology, physical therapy, acupuncture, osteopathy, esthetics – will be proposed, taking into account the patient's medical condition and individual needs. Lastly, special attention will be paid to the Hospital's facilities, the goal being to enhance the comfort of patients and ensure maximum privacy.

### 4/ STRENGTHENING OUR EXPERTISE IN CARING FOR INTERNATIONAL PATIENTS

Today, 28% of the patients hospitalized at the American Hospital of Paris are from abroad or the expat community and encompass no fewer than 110 different nationalities. Although France does lag behind certain countries, particularly Germany, regarding the provision of care to international patients, our Hospital has undeniable strengths and recognized expertise in this area. To continue to build these strengths, international patient services tailored to the cultures of various countries or regions (Japan, Middle East, China, Russia, Africa) will be expanded to facilitate visa procedures for patients, assist upon arrival, arrange for transfers to the Hospital, and so on. Any medical communications will be provided in the patient's native language by teams of translators and multilingual care staff and interactive kiosks, among other resources. We will continue to safeguard the full confidentiality of all medical and administrative information exchanged and to enhance security, for example by appointing security guards

and enforcing strict staff confidentiality. Finally, the American Hospital of Paris is working to develop new partnerships with third-party organizations in order to offer competitive rates to its international patients.

### A NEW MANAGEMENT TEAM FOR A NEW START

Upon joining the Hospital, Professor Robert Sigal created an almost entirely new Management Team. To meet the Hospital's need to modernize and evolve, Prof. Sigal has recruited distinguished experts from industry, gathering an experienced team with advanced skills to help drive the Hospital's new strategy.

A significant characteristic of this new team is that the majority of its members are professionals with a background outside the healthcare environment. Their wider range of skills will promote a diversity of viewpoints and experiences. The Board of Governors validated all of these appointments with no reservations.



MANAGEMENT TEAM, MAY 4, 2018

Professor Arnold Munnich is a world-renowned pediatrician and geneticist, the founder of Institut Imagine, and a former advisor to the French President's office (2007-2012). He joined the American Hospital of Paris in early 2018 to put his expertise toward implementing its new strategy.

Enthusiastic about the proposed project and development opportunities, he will help adapt and apply this strategy to every medical field, particularly genetics.



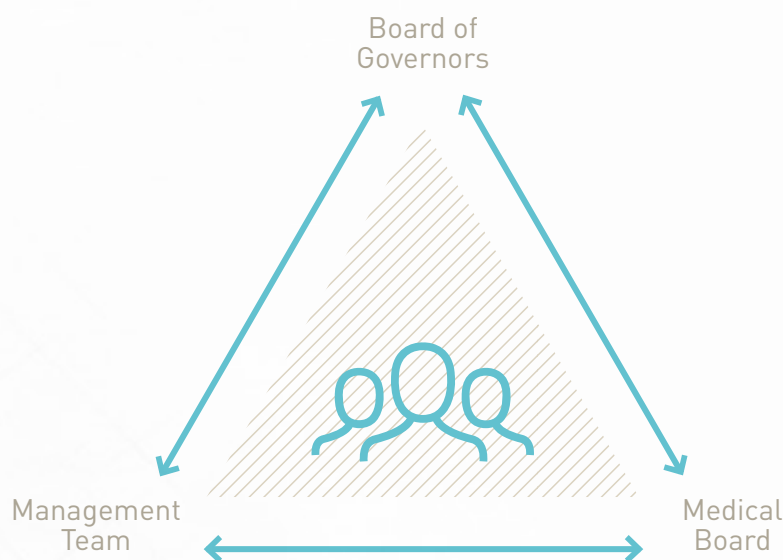
PROFESSOR ARNOLD MUNNICH  
Health Strategic Advisor

- 1 / CHRISTEL DESCHAMPS  
*Director of Nursing*
- 2 / FRANÇOIS BÉRARD  
*Secretary General*
- 3 / JEAN-LOUIS SOTTON  
*VP Human Resources*
- 4 / ISABELLE ROUJOU DE BOUBÉE  
*Director of Legal Affairs and Compliance*
- 5 / STÉPHANE STÉPANIAN  
*VP Operations*
- 6 / PROF. ROBERT SIGAL  
*CEO*
- 7 / THIERRY-ALAIN KERVELLA  
*Director of Computer Information Systems*
- 8 / DR MARIO DI PALMA  
*Chief Medical Officer*
- 9 / SAMANTHA LEBLANC  
*Director of Communications*
- 10 / OLIVIER BOSC  
*VP Finance and Commercial Development*
- 11 / JÉRÔME DEANA  
*Chief Development & Communications Officer*

# Supporting Change: Tripartite Governance

With the arrival of Professor Robert Sigal as CEO and the election of Dr. Riadh Caïd Essebsi to head the Medical Board, two out of the three governance bodies of the American Hospital of Paris saw change in 2017. This important fact is proof of the Board of Governors' determination to reestablish dialogue which had not been fully optimized. Now, doctors, administrators and Governors work hand-in-hand to build the future of the American Hospital of Paris, through active, constructive cooperation in a restored climate of trust.

The three bodies all contributed to developing the Hospital's strategy for 2018-2022. At the end of last year, the plan was unanimously approved by the Board of Governors, the Medical Board, and union representatives.



Tripartite Governance







### THE BOARD OF GOVERNORS

The Board of Governors is an important factor of continuity in the history of the American Hospital of Paris, since it is responsible for leading the Hospital. The Board's thirty Governors are prominent international figures, mainly American, who volunteer their time and skills to the American Hospital of Paris. All are also donors and act in accordance with the policies and strategy of the American Hospital of Paris.

#### The main committees of the Board of Governors and their focus:

- The Executive Committee approves the Hospital's management.
- The Finance Committee approves and monitors the Hospital's budget and investments.
- The Strategic Committee examines and validates the Hospital's strategic direction.
- The Patient Care Committee is in charge of monitoring quality and safety of care.
- The Development Committee supervises fundraising.

### THE MANAGEMENT TEAM

The Management Team is in charge of developing the Hospital's strategic plans, which must be submitted, discussed and approved by the Board of Governors. It presents and illustrates the application of this strategy to the various committees of the Board of Governors. The Hospital's physicians are closely involved in the development and implementation of strategy, in particular through continuous dialogue with the Medical Board. The Management Team also plays a key role in communicating with supervisory bodies, most importantly the Agence Régionale de Santé d'Ile-de-France and the Ministry of Health, to promote the Hospital's strategy and prepare applications for authorizations of equipment or clinical activities. Lastly, the Management Team defines and implements partnerships with Parisian or international hospitals (in priority with the NewYork-Presbyterian Hospital).

The Management Team was renewed following the arrival of Professor Robert Sigal as CEO in March 2017 and now has 11 members, of which ten are new.

### THE MEDICAL BOARD

The Medical Board's 24 members include the Hospital's unit heads and department chiefs, and represent all 343 practitioners. The Medical Board guarantees the highest levels of professionalism, patient care and ethical practices throughout the Hospital. Nine of its members form the Executive Committee (the Chairman, the Vice-Chairman and seven practitioners from the main medical fields), which meets twice a month, either alone or together with the Management Team. Its role is to make proactive proposals to the Hospital's administration to obtain a consensus, working toward the collective interest. The Medical Board truly stimulates dialogue throughout the Hospital and guarantees the quality and safety of care.

#### The Medical Board committees:

- Committee Against Hospital-Acquired Infections (CLIN).
- Committee for Hemovigilance & Transfusion Safety.
- Medication Committee.
- Pain Prevention Committee.
- Food and Nutrition Liaison Committee.
- Patient Record Committee.\*
- Invasive Procedure Committee.\*
- Accreditation Committee.\*
- Science & Technology Committee.\*
- Surgery Committee.\*
- Ambulatory Care Committee.\*

\* Committees unique to the Hospital



**DR. RIADH CAÏD ESSEBSI,  
PRESIDENT OF THE  
MEDICAL BOARD**



**Reliability is the keyword for 2017 and the prerequisite for implementing a very high-level healthcare system.**

Our 2018-2022 strategy is a very ambitious project that proposes radical change. To reach the premium level, everyone at the Hospital must actively contribute, and the sense of belonging must be strengthened. For medical staff, this means strongly promoting essential values such as ethics, professional conduct, quality of care, safety and security, and mediation, to which our accreditations attest. Our priority is to rethink our system of organization with a focus on reliability: the reliability of facilities and equipment, as well as the reliability of the doctors and staff with whom we work. This is what is known as high-reliability in healthcare. Just as other industries, such as nuclear power or aeronautics, have done, our Hospital must redefine itself to guarantee the highest standards of safety for its patients.

The first step is to provide excellent physicians and healthcare teams. We need to offer our patients access to the best technical experts, the best medical specialists and the best staff. Our recruitment criteria have been reassessed and reinforced. Our physicians must meet increasingly strict requirements. Our policy now aims to offer a broader range of privileges to heads of medical and surgical units to promote the development of highly attractive strategic projects.

**A graduate of Université Paris Descartes, Dr. Caïd Essebsi specializes in the treatment of heart failure and cardiovascular diseases in women. He was elected to the Medical Board of the American Hospital of Paris in 2011 and elected President in January 2017. From 2009 to 2011, he chaired the Medication Committee, and since 2009, he has coordinated Cardiology Training and sat on the Science and Technology Committee. Before joining the American Hospital of Paris, Dr. Caïd Essebsi was an Assistant Chief of Clinic and practiced cardiology and emergency medicine at the Lariboisière-Saint-Louis and Cochin hospitals in Paris.**

# Guaranteeing Medical Excellence to Enhance our Offer

## ATTRACTING PROMINENT NEW EXPERTS AND SPECIALISTS

To meet the goals set out in the new strategy and to strengthen the excellence of the current medical team, the American Hospital of Paris launched an ambitious recruitment program to attract new experts and specialists in many medical fields. Welcome to our new physicians at the American Hospital of Paris.



### PROF. PHILIPPE ALLA

The former Chief of Neurology at the Sainte-Anne military teaching hospital in Toulon, France, Prof. Alla was also a coordinator for the Federation of Neurology, Neurosurgery and Interventional Neuroradiology. His work has led him to Zaire and Guinea on humanitarian missions, as chief physician of the Ebola treatment center, and to Kosovo, where he provided support to soldiers of the NATO Armed Forces. His clinical work covers neurovascular disorders, neuro-oncology, inflammatory diseases of the central nervous system and neurophysiology. He also engages in teaching and research activities.



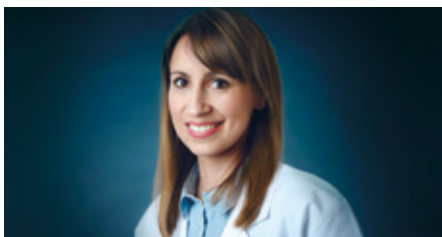
### DR. KRISHNA B. CLOUGH

Dr. Clough is one of the best-known international experts in the field of breast surgery, and is the founder of "oncoplastic" surgery, which combines surgical oncology and plastic surgery techniques in a single procedure. Dr. Clough also teaches advanced surgical techniques all over the world. He supervises the breast surgery teaching division at the European School of Surgery (Paris) and co-organizes the breast surgery course at the European Institute of Oncology (Milan). In 2014, he was appointed director of the oncoplastic surgery course at the American Society of Plastic Surgeons (ASPS), becoming the first non-American to be given this position.



### DR. JULIETTE DEUTSCH

Dr. Deutsch practices as a hospital physician in Paris for the Cochin hospital's emergency services and mobile emergency care unit. She has taught her specialty in both classroom and simulation settings. In addition to her teaching activities in Parisian universities, she has led training sessions for fellow physicians in Indonesia, China, Morocco and Algeria. She has also participated in several scientific research programs and been a regular speaker at conferences organized by the French Society for Emergency Medicine (SFMU).



### DR. CAROLINE GEYL

Previously Chief of Clinic at the maternity unit of the Lille University teaching hospital and former hospital physician in the maternity unit of the Bicêtre hospital, where she was in charge of the delivery room and protocols, Dr. Geyl holds a Master's degree in biology and medicine and a Master's in surgical science, for which she received the highest honors at the national Jn'GOF gynecology and obstetrics congress. Although primarily a clinical physician specializing in obstetrics and obstetrical ultrasound, Dr. Geyl has a background in project management: in particular, she was the reference physician at Bicêtre hospital for the Paris public hospital network (AP-HP) program to introduce electronic maternity records.



### PROF. THIERRY DE REVEL

Prof. de Revel is a hematologist and former intern in the Paris public hospital network. He previously served as Chief of Hematology at the Percy military teaching hospital, was a professor at the Val-de-Grâce teaching hospital until 2014, held a chair in Military Medicine, and served as a national consultant for hematology in the military. This Doctor of Science also worked as a researcher with the Atomic Energy Commission (CEA). After a year of training at the Fred Hutchinson Cancer Research Center in Seattle (USA), he developed bone marrow transplant activity in the military, and became a national and international expert regarding accidental radiation exposure.



### DR. ISABELLE SARFATI

Trained in France and in the United States, Dr. Sarfati is a plastic surgeon specializing in breast surgery and facial cosmetic surgery. She is a pioneer of the filling technique (self-transplanting fat) used in breast reconstruction. Dr. Sarfati teaches at the European School of Surgery and helps train students earning their inter-university degree in breast, cancer and restorative surgery. She has published several scientific articles in international journals and produced films about breast cancer and reconstruction.

# Certifying the Highest Quality and Safety of Care

## OUR PATIENTS' SAFETY, OUR FOREMOST PRIORITY

The history of the American Hospital of Paris is closely associated with the accreditation granted by the Joint Commission, which focuses on the importance of a safety culture. In hospital care in general and in interventional treatments, for over 60 years the Hospital has developed techniques and procedures enabling it to apply best practices and guarantee patient safety, particularly from risks specific to the healthcare industry, such as infections, errors in medication or surgery, or cases of mistaken identity. Today, by continuously evaluating the practices used by each category of staff, beginning with doctors and healthcare teams, we are taking action every day to implement a shared, organized culture.

## SYSTEMATIC REPORTING OF UNDESIRABLE EVENTS

By significantly expanding its policy for the spontaneous reporting of undesirable events related to healthcare, the American Hospital of Paris is creating a "learning from mistakes" environment. The reporting of patient safety-related events is intended to trigger an analysis of the root causes of the error, so that an effective action plan can be implemented and evaluated over time. In 2017, of all of the assessments carried out at the Hospital, no major risks were identified. The next step will be to further train professionals to report risky or undesirable events at the earliest possible stage, so that action can be taken as early as possible to prevent it from developing into something more serious.

## RENEWED JOINT COMMISSION ACCREDITATION: AN OBJECTIVE GUARANTEE OF QUALITY AND SAFETY

In October 2017, the American Hospital of Paris obtained the renewal of its full accreditation as delivered by the U.S. Joint Commission, with flying colors. It is the only civilian hospital located outside of the United States to be able to claim this distinction. With no less than 1,800 criteria examined, this inspection which our Hospital volunteers to undergo every three years demonstrates its extremely high safety standards for care. The process involves an unannounced visit by three experienced healthcare professionals, who evaluate the Hospital's departments and areas of activity, including patient pathways, medication management, infection control, building safety, medical record management, equipment management, and more.

## BIENNIAL PHYSICIAN CREDENTIALING: A UNIQUE APPROACH IN FRANCE

The Joint Commission handbook provides for a specific requirement which is the credentialing of physicians. The criteria applied for this process, in which each individual physician's skills are verified and monitored, are unique to the American Hospital of Paris. Our standards today have been significantly raised in order to ensure the medical excellence of our Hospital. This helps us not only to better identify and recognize the expertise and efforts of our doctors, but also to validate their privileges in specific areas of medical practice.



Healthcare must be seen as a high-risk industry. The American Hospital of Paris has begun the transformation process to become a high-reliability organization.

FRANÇOIS BÉRARD,  
SECRETARY GENERAL





## FRENCH QUALITY INDICATORS

According to the Haute Autorité de Santé, the American Hospital of Paris was the best hospital in 2017 based on patient satisfaction. It also ranks among France's top-five hospitals (public and private facilities providing medical, surgical, and obstetric care) for all French quality indicators.

**81%**

Patient satisfaction rate



(Source: Scope-Santé)

## ICALIN.2

Prevention of nosocomial infections



## ICSHA.2

Hand hygiene



## ICA-LISO

Prevention of surgical site infections



## ICA-BMR

Control of multidrug-resistant bacteria



## ICATB.2

Proper use of antibiotics



## Pain assessment



## INITIATIVES IN 2017 THAT ENHANCED THE QUALITY OF PATIENT CARE AND SAFETY

### Safety culture

- Education of all employees in risk management during mandatory training days;
- A one-day course for all managers dedicated to root cause analysis.

### Risk management

- More frequent risk inspections in interventional fields and audits of National Patient Safety Goals;
- Improved rules for the care of patients carrying emerging antibiotic-resistant bacteria (ARB) and rollout of a plan to prevent cross contamination;
- Introduction of a new screening test for emerging ARB (use of PCR, Xpert® Carba-R and Cepheid GeneXpert to detect carbapenemase);

- Creation of an area on each care unit for the daily, nominative dispensing of drugs;
- Deployment of OMNICELL® secure medical cabinets;
- Production and release of a short film to raise awareness of the risk of identity errors;
- Development of a confinement plan in the event of a terrorist attack and the introduction of practice drills throughout the Hospital.

### Enhanced quality of care

- Introduction of a phone interpreting service available 24 hours a day;
- Development of a "Treating Patients Well" charter and various initiatives to raise staff awareness;
- Assessment of professional practices with respect to sensitivity to patients' culture and rituals.



# Offering the Best of French and American Medicine

More than ever, today our Hospital is determined to give its French and international patients access to exclusive technologies and therapies used in the United States, whose effectiveness has been recognized by the highest international scientific and medical bodies. From now on, our financial and human resource investments shall aim toward stepping up our exchange programs with the United States, particularly with the NewYork-Presbyterian Hospital, the historic partner of the American Hospital of Paris, as well as the universities in its network: Columbia University and Weill Cornell Medical College.

## CROSS-TRAINING PROGRAMS FOR PHYSICIANS

To promote the sharing of best practices, especially among priority medical units (oncology, women and children's health, and cardiology), two American physicians visited the Hospital in 2017 to conduct audits. Some of our doctors were also welcomed in New York to discuss best medical practices with their American counterparts. With the collaboration of the Board of Governors, the Medical Board and the Management Team, a comprehensive exchange program was drawn up for the next two years. Under the program, each year, eight to ten French physicians will undergo immersion training over a one-week or two-week period.

## STUDY TRIPS TO DEVELOP NURSING CARE

Last year, 12 nurses spent two weeks at the NewYork-Presbyterian Hospital and Weill Cornell Medical College to learn the most recent nursing practices. With the aim to further improve the standard of patient care in all of the Hospital's areas of expertise, six nurses will travel to the United States each

year. The nurses participating in this program must closely observe the practices of American hospitals in order to implement them, if possible, at the American Hospital of Paris, and assess their relevance and effectiveness.

## WELCOMING AMERICAN MEDICAL STUDENTS

Since 2014, the Hospital has offered students from Weill Cornell Medical College the opportunity to train at the Hospital for four to six weeks, to introduce these future American doctors to French culture and medical practices. The Hospital also aims to eventually draw on a network of high-level American physicians who are familiar with our Hospital.

## STEPPING UP ADMINISTRATIVE COOPERATION

In addition to the development of medical exchanges, the American Hospital of Paris and the NewYork-Presbyterian Hospital intend to step up their administrative cooperation in several areas, such as international patient growth, safety of care, and building management.



American and French medicine both have a solid reputation for excellence around the world. However, the American Hospital of Paris is the only hospital in the world that can combine both. Professor Sigal is wise to seek to strengthen ties with the United States, because medical excellence is founded on the sharing of knowledge and experience. As a Visiting Physician in Residence at the American Hospital of Paris, I am helping to develop medical and administrative partnership programs

between the American Hospital of Paris and North American hospitals, especially New York-Presbyterian. I coordinate the arrival of French teams and arrange meetings with their North American colleagues. I identify centers of excellence in the United States with which the American Hospital of Paris can interact and twice a year, I travel to Paris to conduct auditing work and advise the Board of Governors and the Hospital's administration.

**SAMUEL H. SELESNICK, M.D., F.A.C.S.** is Professor and Vice Chairman of the Department of Otolaryngology and Professor of Otolaryngology in Neurological Surgery at the Weill Cornell Medical College. Since 2014, he has been a Visiting American Doctor in Residence at the American Hospital of Paris.



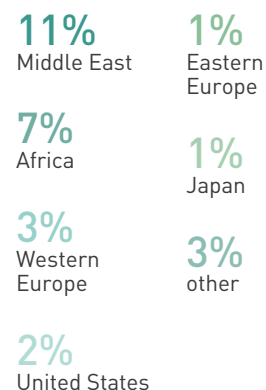
## DEVELOPING OUR INTERNATIONAL PATIENT BASE

The high-quality care provided to international patients is an undeniable strength of the American Hospital of Paris and an important area for strategic growth. We plan to place the Hospital among the top-five international hospitals in Europe within the next five years.

Today, our international services assist African, Middle Eastern, American, European, Japanese, Chinese, Korean and Russian patients throughout their stay and in their native language: helping to organize their stay, providing administrative support, and responding to other specific requests. Each year, patients of about 110 different nationalities come to the American Hospital of Paris for comprehensive and personalized care.

In a fast-developing medical tourism market, the needs of patients and payers converge: medical excellence, quality of care, and administrative and financial procedures that are streamlined, transparent and easy to understand. Our Hospital's dual French and American accreditation and dual nationality combined with its high-quality teams are all indisputable assets.

With its 28% of international patients in 2017, the American Hospital of Paris is currently a leader in France in this area. Its strategy for 2018-2022 is to initiate a steady pace of growth and double the number of international patients.



**110 nationalities**



**DR. MARIO DI PALMA,  
CHIEF MEDICAL OFFICER**



**We are in the midst of a transformation. To support it, we need to be on the front line, alongside those who are implementing this change: our physicians and care teams.**

The American Hospital of Paris has undeniable strengths that already make it a hospital of excellence: distinguished physicians selected through a unique credentialing system in Europe, experienced and available nursing staff, a comprehensive range of state-of-the-art diagnostic and testing services, a Check-up Center, and urgent care services whose responsiveness is unparalleled in France. By building on these existing strengths, we will turn our medical and surgical units into centers of expertise and excellence that are renowned throughout France and beyond. We will begin with cancer and women and children's health. Within five years, these two departments will help place the American Hospital among the top-five hospitals in

Europe. This can only be achieved through the close collaboration of the medical team, the nursing team and the administrative team. The very structure of the Hospital must accommodate procedures to promote closer cooperation between doctors and nurses. This requires a new organization in which unit heads have specific responsibilities and the duties of head nurses are recognized, as they are even closer to patients and maintain active ties with management. Lastly, medical excellence is not restricted to the patient's hospital stay. It must include prevention and follow-up, keeping in mind that the care pathway begins before and continues after the patient's illness and treatment in our Hospital.

**Dr. di Palma, an oncologist, created and headed the ambulatory department at Institut Gustave Roussy in Villejuif and has served as Vice-Chairman of the Scientific Commission on Therapeutic Trials at Gustave Roussy and as Co-President of Onco94, a regional network specializing in oncology, geriatrics and palliative care. He is a member of the French National Cancer League's Ethical Committee.**



# Developing Excellence in Our Medical Departments

## EXPANDING OUR CANCER CARE SERVICES

With the acquisition of the Centre Clinique de la Porte de Saint-Cloud, our Oncology Center welcomed radiation therapy into its range of treatment options. The American Hospital of Paris now offers complete and comprehensive care to cancer patients.

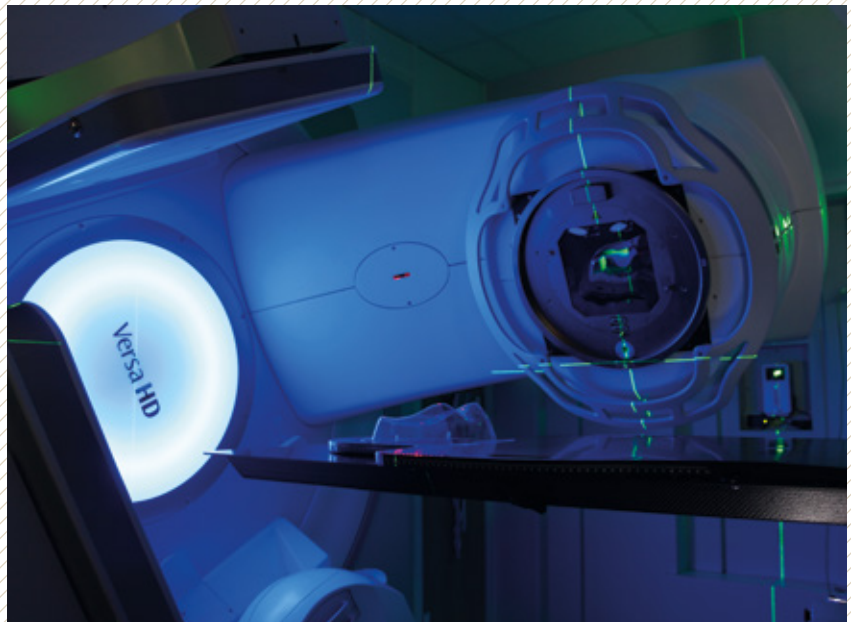
The American Hospital of Paris Oncology Center was already equipped with state-of-the-art diagnostic and interventional resources: a medical laboratory, MRI, CT and PET scanning systems, and traditional, minimally invasive and robot-assisted surgery. Since cancer therapy strategies increasingly combine surgery, chemotherapy and radiotherapy, it had become essential for us to provide our patients with the comprehensive expertise they needed.

In addition to contributing radiation therapy, the Centre Clinique de la Porte de Saint-Cloud (CCPSC) also helps the American Hospital of Paris by increasing its consultation and ambulatory chemotherapy capacity.

Led by a distinguished medical team, the CCPSC has one radiotherapy unit with three linear particle accelerators and a dedicated scanner, an ambulatory chemotherapy service with 20 stations, and a medical hospitalization unit with nine beds. Every year, the CCPSC performs 42,000 radiotherapy sessions and 8,000 chemotherapy sessions.

Our Center was established nearly 50 years ago, and we enjoy an excellent reputation in France and abroad. We have the same aim as the American Hospital of Paris: to offer our patients the most advanced treatment they could hope for and should rightly expect.

DR. YVAN COSCAS, RADIATION ONCOLOGIST, CHAIRMAN AND CEO,  
CENTRE CLINIQUE DE LA PORTE DE SAINT-CLOUD



This acquisition fully aligns with our approach to excellence in cancer care. We are pleased to be able to offer comprehensive cancer care, enabling our patients to stay a step ahead of their illness and receive global, personalized care. With the CCPSC, our medical teams are rounded out with highly reputable radiation oncologists.

JEAN-YVES BUREL, AMERICAN HOSPITAL OF PARIS GOVERNOR

# Building Recognized Centers of Excellence

## GUARANTEEING EXCLUSIVE TREATMENTS FOR BREAST CANCER

Through investments in technological and human resources, the reorganization and innovation strategy implemented by Professor Lionel Védrine, Chief of Oncology, aims to attain a level of excellence to which very few

hospitals can lay claim, particularly in the field of breast cancer. This strategic choice addresses one of today's major public health issues.

### Offering personalized treatment pathways

Thanks to the acquisition of the CCPSC, the American Hospital of Paris

guarantees comprehensive breast cancer treatment to each patient: screening, diagnostic micro- and macro-biopsies, surgery and reconstruction, drug-based therapies, support care, radiation therapy and monitoring. Personalized care pathways are jointly defined by the oncologist, surgeon and radiation therapist, who collaborate from the patient's first appointment through her post-therapeutic monitoring. A health coordinator identifies how to best meet each patient's needs, including any need for supportive care provided by professionals such as psychologists, nutritionists, pain specialists, support group leaders and estheticians.



Breast Cancer  
in France

**1 in 8 women** affected in the course of her lifetime

**Leading cause of death** by cancer in women

**59,000** new cases annually

**12,000** deaths per year

**80%** survival five years after diagnosis





### Investing in leading-edge innovation

The American Hospital of Paris also offers the most relevant innovations such as breast tomosynthesis, or 3D mammography. This technique is used to detect previously “invisible” cancers, determine the precise location of abnormalities and identify abnormal images. Already approved in the United States, tomosynthesis offers unrivaled diagnostic performance. Furthermore, BioVision by Faxitron® will soon make its debut in the operating suite. This radiography system verifies the excised breast tissues in real time in order to optimize the surgical procedure being performed. Speed, precision and efficiency are among the many advantages this system offers to both surgeons and patients.

### Forming teams of world-class experts

With the arrival of two leading specialists in breast surgery and reconstruction, Dr. Krishna B. Clough and Dr. Isabelle Sarfati, who join Dr. Jean-Noël Guglielmina and Dr. Eric Sebban, the Hospital is achieving its goal to gain unparalleled expertise and raise its visibility, particularly outside France.

### BUILDING A MATERNITY UNIT THAT MERGES SCIENTIFIC AND MEDICAL EXCELLENCE, SAFETY AND WELL-BEING

The Department of Women's and Children's Health at the American Hospital of Paris has long been one of the Hospital's leading departments. It has built its reputation on a range of services that includes assisted reproductive technology, prenatal diagnostics, OB-GYN consultations, surgery and perinatal and pediatric care. Today's aim is to offer a



comprehensive maternity pathway unlike any other in France.

### Ensuring safe, global care

Pregnancy brings major physical and psychological changes, but it is also a time of family-building. It is essential to guarantee extremely safe, global care focused on the specific needs of both the parents-to-be and the baby as they form a new family. From the decision to conceive to the day the child is born, the American Hospital of Paris strives to offer a family-oriented approach featuring a full range of services including a preconception visit in close collaboration, if necessary, with the Reproductive Medicine Unit and the Fetal Medicine Unit; monitoring by a designated practitioner; early prenatal expert consultation; visits in all fields of health and well-being, including smoking cessation, nutrition, psychology and acupuncture; infant neurosensory awareness training for parents, and more.



### Rolling out priority actions

To ensure maximum safety to young mothers and mothers-to-be, accredited physicians, OB-GYNs and pediatricians from the American Hospital of Paris are on call 24 hours a day, 7 days a week. An operating room dedicated to caesarian procedures adjacent to the obstetrics surgical suite is scheduled to open soon to keep response times to a minimum in the event of an emergency.

### Implementing innovative practices from the United States

To ensure the delivery of safe services and care, we work in close collaboration with NewYork-Presbyterian Hospital (NYPH), which has been voted the safest maternity unit in the United States for the third year in a row. Thanks to this partnership, we offer exclusive, avant-garde care protocols developed by NYPH.

### FETAL MEDICINE UNIT

Since 2007, the Fetal Medicine Unit has been a leader when it comes to screening for fetal chromosomal abnormalities. Close to 20,000 patients have undergone our One Day Test, a rapid screening procedure performed during the first trimester of pregnancy. More than 7,000 of our patients have benefitted from non-invasive prenatal testing for trisomies 13, 18 and 21 by analysis of fetal DNA in the maternal blood, a procedure which the American Hospital of Paris was the first to introduce in France.



# Building the Future Together



## AMBASSADOR HOWARD H. LEACH & MRS. GRETCHEN C. LEACH

Ambassador Howard H. Leach is the President of Leach Capital and served as Ambassador to France from 2001 to 2005. Ambassador Leach graduated from Yale University and attended the Stanford Graduate School of Business. As member and Chairman of the Board of Regents of the University of California from 1990 to 2001, he served on the boards of the American Friends of Versailles, the American University of Paris, the French-American Foundation, the French Heritage Society, and the Haas Business School at the University of California at Berkeley. Ambassador Leach served as Honorary Chairman of the American Hospital from 2001 to 2005, and he was Vice Chairman of the American Hospital of Paris Foundation from 2005 to 2017.

Gretchen Leach is a noted philanthropist, having founded Fashion Times II, a San Francisco based non-profit whose activities benefit cancer research and education for women in northern California. She served as Trustee and Co-Chairman of the Director's Circle of the San Francisco Museum of Modern Art and was also a patron of the San Francisco Opera and San Francisco Ballet. She is on the Board of Trustees of Choate Rosemary Hall and also serves on the Board of the American Friends of the Paris Opera and Ballet. In 2003, Gretchen created the Advisory Council of the American Hospital of Paris, whose fundraising efforts launched the Hospital's Breast Imaging Center. She has served on the Hospital's Board of Governors since 2004. Her book, "Letters From Paris: My Life as the Wife of the U.S. Ambassador to France From 2001 to 2005," was published in 2017.

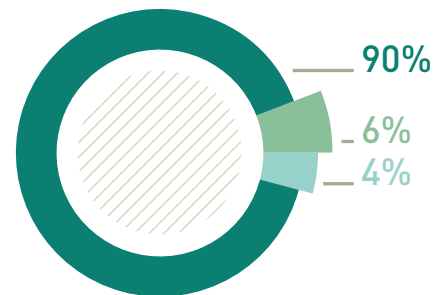
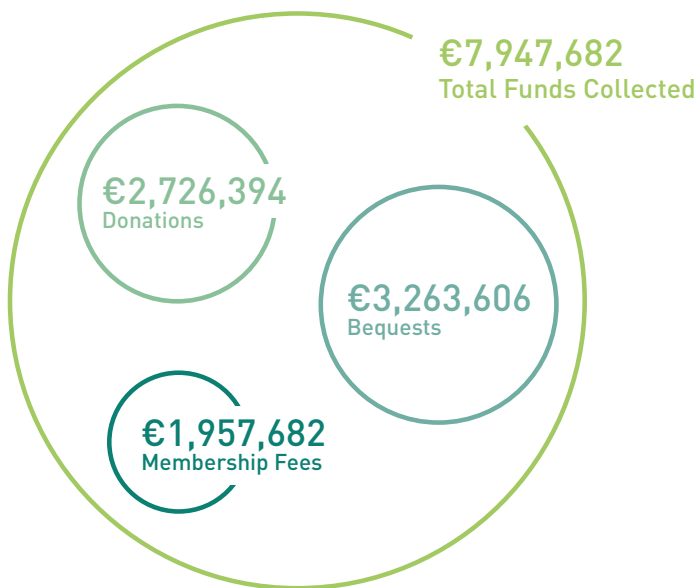
Our relationship with the American Hospital of Paris began when we arrived in Paris for our diplomatic mission in September 2001. We learned very quickly the important role the American Hospital of Paris plays in Franco-American friendship. As patients and friends of the Hospital, we were impressed immediately with the high quality medical care and services provided. At the beginning, our focus was on helping the Hospital create the Breast Imaging Center because we believe that early diagnosis and rapid intervention are the most effective means to combat cancer. Once our mission in Paris was completed, we decided to remain involved in the important work being done here. We were logically drawn to serve on the boards of both the

Hospital and the Foundation – this is where we believe we can have the most impact, whether through philanthropic support for priority projects, through Board development and strategy, or by bringing a unique American perspective on various issues which concern the Hospital.

It is an especially exciting time to be involved in the American Hospital of Paris. The new strategic vision will move the Hospital strongly towards the future of patient care. The American Hospital of Paris has been serving its community since 1906, and we believe in investing in our community. Our support today can ensure that the American Hospital of Paris will continue to bring together the best in French and American medicine, tomorrow.



# Generosity



**90%**  
Equipment, facilities & programs

**6%**  
Operating expenses

**4%**  
Fundraising expenses

## Philanthropy in 2017

In 2017, donations and membership fees grew by more than 17% compared to the previous year. This growth was driven by a significant increase in donations in 2017 (up 32%), thanks in particular to the success of the wealth tax campaign, which alone brought **€674,579** to fund the new Interventional Cardiology Suite and other projects.

Membership donations increased by 4% from 2016, to **€1,957,682**. 419 new members joined the membership program, up 14% from 2016. The particularly high membership renewal rate in 2017, a record 84.8%, demonstrates our members' attachment to and trust in their Hospital.



**3,114**  
active members  
(84.80% membership renewal rate)

**+ 419**  
new members  
(+14% from 2016)



**€3,263,606**  
the American Hospital of Paris received an exceptional bequest accounting for 41% of all funds collected in 2017

## OUR VOLUNTEERS

With dedication and commitment to their mission, the American Hospital of Paris' 24 volunteers donate their time and energy to help our patients at various moments of their stay at the Hospital. They also participate in fundraising events that aim to further enhance patient comfort.



Annual Donor Appreciation Event,  
Marshall Center, Paris, April 2017

## Use of Funds

Strict management of its operating and fundraising costs enables the American Hospital of Paris to allocate 90% of its private resources to the improvement of its facilities, equipment and programs.

### INVESTMENTS MADE IN 2017

Thanks to the generous support of its donors, the Hospital was able to invest close to **€10 million** in 2017, mainly in:

- The construction and renovation of its facilities: **€4.08 million**
- The acquisition of latest-generation medical equipment, including a 1.5T Artist MRI system: **€3.26 million**
- Information systems: **€2.48 million**

Furthermore, donors were overwhelmingly supportive of the Hospital's calls for donations to fund priority projects. Thanks to them, the American Hospital of Paris can now offer esthetic treatments and psychological support workshops to cancer patients. The Hospital also began clinical research on Alzheimer's disease and will fully renovate its Interventional Cardiology suite in 2018.

# Thank You for Your Generous Support

The American Hospital is a private, not-for-profit organization. It has no shareholders and receives no subsidies from the French or American governments. The generosity of its donors allows the Hospital to grow and to provide patients with personalized and internationally recognized quality of care.

The American Hospital of Paris and its Foundation thank all of our donors for their generous support in 2017.



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*Annual gala of the American Hospital of Paris Foundation at the Plaza Hotel in New York, on November 8, 2017. From left to right, AMBASSADORS FRANÇOIS DELATTRE, HOWARD H. LEACH, JANE D. HARTLEY, CHARLES H. RIVKIN & MR. MARSHALL I WAIS, President of the Board of Governors*

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#### GIFT IN KIND

Frank Ginsberg

*We respect the wishes of our donors who prefer to remain anonymous.*



# Uniting the Hospital's Talent

The American Hospital of Paris has a unique organizational structure with three governance bodies: the Board of Governors, the Management Team, and the Medical Board, who work together to develop and, who implement the Hospital's strategy in order to carry out its missions.

## The Board of Governors

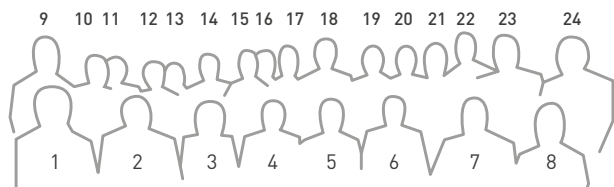
Ensuring the accomplishment of the Hospital's missions and its long life, the Board of Governors is made up of thirty prominent members of the international community (French, American, Japanese

and others). They act in accordance with the policies and strategy of the American Hospital of Paris. Business executives, bankers, diplomats, lawyers – the Governors volunteer their time and

experience for the American Hospital of Paris. They bear the moral responsibility of the Hospital and figure among its most generous donors.



BOARD OF GOVERNORS, MARCH 28, 2018



- 1 / ALIX DE NICOLAY
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- 4 / JEAN-PHILIPPE MONTEL
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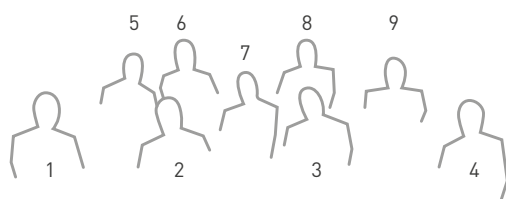
Frederick Zimmer  
Former CEO of Source Perrier SA and Former Chairman  
of Perrier Group of America

# The Medical Board

The Medical Board has 24 members, including a President, Vice-President, the Hospital's Unit Heads and its Department Chiefs. The Medical Board's primary function is to guarantee and maintain the highest levels of professionalism, patient care and ethical practices throughout the Hospital. To do so, it works in coordination with the Board of Governors, the medical staff and the Management Team through various committees, some of which are unique to the American Hospital of Paris.



EXECUTIVE COMMITTEE OF THE MEDICAL BOARD, JUNE 11, 2018



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- 3/ DR. FRÉDÉRIC CHICHE
- 4/ PROF. LIONEL VÉDRINE
- 5/ DR. CHRISTOPHE CHAPON

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Dr. Stéphane Lasry  
Lung Pathology

Dr. Stéphane Romano  
Orthopedics, Rheumatology & Physical Rehabilitation

Prof. Hervé Taillia  
Medicine

Dr. François Tarragano  
Cardiovascular Disease

Prof. Lionel Védrine  
Oncology

**UNIT HEADS**

Dr. Michel Charbit  
Gastroenterology & Hepatology

Dr. Mithridade Davarpanah  
Dentistry & Oral Surgery

Dr. Olivier Philippe  
Pediatrics

**MEMBER APPOINTED BY THE BOARD OF GOVERNORS**

Dr. Stéphane de Corbière

**MEMBERS ELECTED BY THE FULL MEMBERS**

Dr. Marc Abehsera

Dr. Laurent Quint

Prof. Jean-Luc Sarrazin

**PERMANENT MEMBERS**

Dr. Richard Braun

Dr. Luc Karsenty

*As of December 31, 2017*

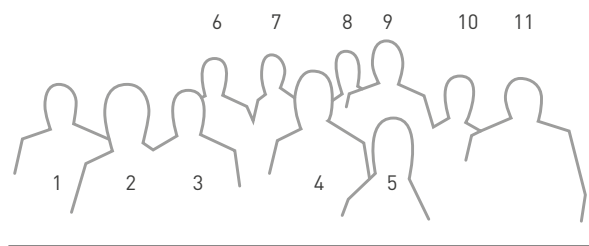


# The Management Team

Our Chief Executive Officer is appointed by the Board of Governors to run the Hospital and oversee its operational management. He leads and coordinates the Management Team, which underwent significant changes in 2017 with the arrival of eminent figures bringing top-level medical and technological expertise in their respective fields. These appointments are part of the Hospital's 2018-2022 strategy.



MANAGEMENT TEAM, MAY 4, 2018



- |                                                                                  |                                                                                |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| 1 / FRANÇOIS BÉRARD<br><i>Secretary General</i>                                  | 7 / JÉRÔME DEANA<br><i>Chief Development &amp; Communications Officer</i>      |
| 2 / ISABELLE ROUJOU DE BOUBÉE<br><i>Director of Legal Affairs and Compliance</i> | 8 / DR MARIO DI PALMA<br><i>Chief Medical Officer</i>                          |
| 3 / STÉPHANE STÉPANIAN<br><i>VP Operations</i>                                   | 9 / JEAN-LOUIS SOTTON<br><i>VP Human Resources</i>                             |
| 4 / PROF. ROBERT SIGAL<br><i>CEO</i>                                             | 10 / OLIVIER BOSC<br><i>VP Finance and Commercial Development</i>              |
| 5 / CHRISTEL DESCHAMPS<br><i>Director of Nursing</i>                             | 11 / THIERRY-ALAIN KERVELLA<br><i>Director of Computer Information Systems</i> |
| 6 / SAMANTHA LEBLANC<br><i>Director of Communications</i>                        |                                                                                |



# The American Hospital of Paris Foundation

The American Hospital of Paris Foundation was created in 1976 to support the work of the American Hospital of Paris and help collect funds for and promote the Hospital in the United States. Based in New York, it is a separate legal entity that is distinct from the American Hospital of Paris.



HENRY P. DAVISON II  
*Co-Chairman*



BARBARA CIRKVA SCHUMACHER  
*Co-Chairman*

## EXECUTIVE COMMITTEE

Claude Wasserstein  
*President*

Barbara Cirkva Schumacher  
*Co-Chairman*

Henry P. Davison II  
*Co-Chairman*

Michel David-Weill  
*Vice-Chairman*

Hon. Howard H. Leach  
*Vice-Chairman*

Frank Ginsberg  
*Vice-Chairman & Treasurer*

## DIRECTORS

Linda F. Barrett

Violaine Bernbach

Alex Bongrain

Donna Chapman

Hélène Comfort

Robert A. Day

Diane Lokey Farb

Princess Firyal al-Muhammad

Rick Friedberg

Jean-Claude Gruffat

Suzanne Hoyt

Sharon H. Jacquet

George T. Lowy

Katherine T. McCormick

Robert K. Meahl

Laura Pels

Jeffrey Rosen

Sophie Schyler-Thierry

Susan Sheinberg

Elizabeth Stribling

Mark Yockey

## HONORARY DIRECTORS

Ellen M. Charles

Barry S. Friedberg

Gretchen C. Leach

Charlotte Moss

Hon. Felix G. Rohatyn

Hon. Craig R. Stapleton

Dorothy Walker Stapleton

Lynn Wyatt

## GENERAL COUNSEL AND SECRETARY

Oliver C. Brahmst

*As of December 31, 2017*



**JOHN F. CRAWFORD,  
VICE-CHAIRMAN,  
BOARD OF GOVERNORS**



**The American Hospital of Paris boasts a very rich yet little-known history.**

Since its beginnings, it has embodied the ties of mutual friendship, gratitude and admiration that bind the United States and France. These ties became notably stronger during the 20th century's two world wars.

Throughout 2017, to commemorate the centennial of the United States' entry into World War I, we delved deep into our history to raise awareness about our Hospital's extraordinary commitment toward France and its allies.

Today, we humbly show our great pride in all the men and women

who wrote the pages of our history. They inspire and guide us in our decision-making, so that our future will be as glorious as our past.

I encourage you to relive these grave yet heroic moments during which America's generosity was revealed to the world and influenced the course of history.

---

**A lawyer by profession, Mr. Crawford joined the Hospital's Board of Governors in 1984. He is now Vice-Chairman of the Board and President of the Development Committee (in charge of fundraising). Throughout 2017, Mr. Crawford was deeply involved in the "Bearing the Torch 1917-2017" project, reaching out to historians and specialists of the Great War and to many philanthropists who made possible this magnificent journey through history.**

# Bringing History to Life

## THE AMERICAN HOSPITAL OF PARIS DURING THE GREAT WAR

Summer 1914. The American Hospital of Paris is a small establishment with 24 beds, founded a few years earlier to provide care to Americans living in Paris.

On August 3, the day Germany declared war on France, the Board of Governors, guided by Ambassador Myron T. Herrick, offered the Hospital's services to the French authorities. It also approved their request to open and to finance a large state-of-the-art military hospital in the building of the future Lycée Pasteur. Its name: the American Ambulance Hospital, Wounded Section.

Until April 6, 1917 and the effective entry of the United States in the war, a few months later, the American Hospital of Paris was the epicenter of the efforts of thousands of volunteers and an unprecedented influx of American donations. In all, 75 associations

federated as Allied War Relief raised an estimated \$1 billion (in today's dollars) between 1914 and 1917 to finance the conversion of the Lycée Pasteur, the ambulance fleet, field hospitals and humanitarian aid.

In the space of three years, teams of doctors, nurses and ambulance drivers from the American Hospital of Paris transported, treated and operated on hundreds of thousands of wounded persons. Some, like Professors George Crile and Harvey Cushing, laid the foundations of modern medicine. Others, notably from the team of volunteer ambulance drivers, later joined the prestigious Lafayette Escadrille, the first U.S. air squadron. What motivated all of these volunteers? Some evoked a debt toward France and Lafayette for their contributions during the American War of Independence, while others expressed a desire to join the fight for democracy alongside France and Great Britain.



In this Hospital there is a most amazing aggregation of talent [...] serving with whole-hearted devotion.

DR. HARVEY CUSHING (1869-1939), volunteer doctor with the American Ambulance Hospital, Harvard professor and the father of neurosurgery.





### WHO CHAIRED THE BOARD OF GOVERNORS IN 1917?

Robert L. Bacon, a partner at J.P. Morgan who later served as Secretary of State and United States Ambassador to France, was the Chairman of the American Hospital from his arrival in 1914 and until he returned to the United States in January 1919. In August 1914, he cabled to a friend: "France is fighting? I'll be right there!"

Soon afterwards, he would be nicknamed the "godfather" of the American ambulance corps for his work in bringing it together. He and his wife, Martha, also played an essential role in obtaining resources for the Hospital. From 1914 to 1917, Martha Bacon headed a women's fundraising committee in New York, which collected an amount equivalent to \$50 million in today's dollars.



### BEARING THE TORCH 1917-2017

The American Hospital of Paris participated in the centennial celebrations marking the entry of the United States in the Great War with the "Bearing the Torch 1917-2017" history project. In partnership with the Mission du Centenaire in France and the US World War One Centennial Commission in the United States, the Hospital wanted to make known the history and the remarkable involvement of the American Hospital of Paris during the conflict. The project resulted in a traveling photography exhibition and a documentary film, "The American in Paris."

The American Hospital of Paris expresses its appreciation to the many French and American donors who made the realization of this project possible.

- The Hon. Howard H. Leach & Mrs. Gretchen Leach
- The Hon. Craig R. Stapleton & Mrs. Dorothy Stapleton
- The Hon. Jane Hartley & Mr. Ralph Schlosstein
- Donna Pearson Chapman
- John Crawford
- Mr. & Mrs. Michel David-Weill
- Mr. & Mrs. Peter O'Neill
- Paul Soros

- American Society of the French Legion of Honor
- Carnegie Corporation of New York
- FedEx Corporation
- The Achelis & Bodman Foundation, in honor of Ambassador Walter J.P. Curley
- "Gueules Cassées" Foundation
- The United States World War One Centennial Commission and General Elrick Irastorza
- National Philanthropic Trust
- The Zilkha Foundation, Inc



JANUARY

Inauguration of the  
"Bearing the Torch  
1917-2017" exhibition  
at the American Hospital  
of Paris



MARCH



### EVENTS THROUGHOUT 2017

The traveling photography exhibition and the documentary film, "The American in Paris", were shown in many venues in both France and the United States.

Exhibition at the Musée  
de la Grande Guerre,  
Meaux (France)



APRIL



Exhibition at the  
Residence of the Amba-  
sador of the United States  
to France

Premiere of the movie  
"The American in Paris"



JUNE



Exhibition and film  
presented on board the  
Queen Mary 2 (during  
its "The Bridge"  
transatlantic crossing)

Exhibition and film  
presented at the Château  
de Vincennes (European  
Heritage Days)



SEPTEMBER

Exhibition and film  
presented at the French  
Embassy in Washington



NOVEMBER



Projection of the film  
in front of Notre-Dame  
de Paris ("Dame de Cœur"  
sound and light show)

DECEMBER

# Revenues from Operations

For the second year in a row, 2017 was characterized by activity growth with revenues of €116.8 million, up 0.3% from 2016.

Many activities posted impressive rates of growth, such as ambulatory services (up 4%), imaging (up 7%), and checkups (up 4%). Hospitalizations declined by 7%, reflecting the continued impact of the introduction of health insurance coverage reforms in 2015.

In this difficult environment, the Management Team began a strategic redesign and reduced spending. Strategic investments were made to reposition the American Hospital of

Paris as a premium provider in terms of medical excellence, technical resources, international services and patient care. At the same time, the Hospital initiated a stringent review of operational expenses, reducing spending by 2% in 2017.

Lastly, for the third year in a row, net income not including donations, was negative, showing a €3.4 million deficit, slightly reduced from 2016.

## Financial Results 2017

Total operating revenues	116,822 M€
Total operating expenses	117,454 M€
Operating cash flow	8,611 M€
Depreciation and amortization	12,678 M€
Net revenues from operations	- 3,45 M€

Accounted investments  
in 2017 9,82 M€



46.9%

Hospitalizations

14.3%

Surgery

13.4%

Imaging

11.7%

Laboratory services

8.8%

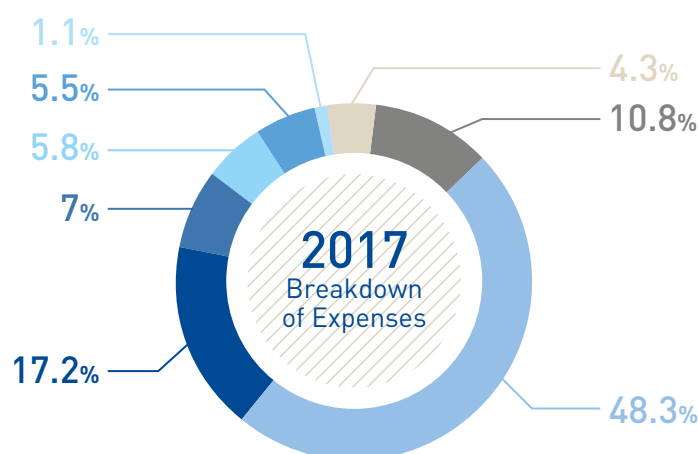
Other hospital  
activities

3.2%

Interventional  
angiography

1.7%

Function  
tests



56,689 M€

Payroll

20,175 M€

Medical supplies

8,230 M€

Hospitality

6,827 M€

Maintenance

6,496 M€

Administrative  
expenses

1,318 M€

Industrial fluids

5,040 M€

includes

2,021 M€ Leases & rentals

0,762 M€ Marketing &  
communication

2,257 M€ Service fees

12,678 M€

Depreciation and amortization

## Revenues by Activity

## Breakdown of Expenses

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