

ANNUAL REPORT

2021

THE BEST
OF FRENCH
AND AMERICAN
MEDICINE



American Hospital of Paris

OUR MISSION

The mission of the American Hospital of Paris is to provide the best of French and American medical practices to international and French patients. Our global expertise combines the most innovative investigative technologies, state-of-the-art treatment techniques and individualized care, all at a single site, which ensures our patients receive personalized treatment within a minimal timeframe.

The American Hospital of Paris is accredited by two organizations for the quality of the care it delivers: the French *Haute Autorité de Santé* and the Joint Commission, which accredits institutions according to U.S. standards. The American Hospital of Paris is France's top-ranking healthcare institution in terms of patient satisfaction, ahead of all other public and private facilities concurrently providing medical, surgical and obstetric services.*

*2021 data for all patients hospitalized for more than 48 hours at the American Hospital of Paris and who answered a questionnaire administered by the *Haute Autorité de Santé*.

[FOLLOW US](#)

CONTENTS

A WORD FROM STÉPHANE ROUSSEL, CHAIRMAN OF THE BOARD OF GOVERNORS



After 2020, a year that was deeply affected by the COVID-19 pandemic and the ensuing health crisis, the American Hospital of Paris saw new growth in 2021. This good news comes as a reward for the tremendous effort and energy invested throughout the crisis. Despite a drop in the number of foreign patients caused by the closing of borders and the very slow pace of re-opening, our Hospital has seen a considerable increase in activity, a record number of stays and a surge in French patients.

Although the situation has yet to return to normal, our ambition of turning the American Hospital of Paris into one of Europe's top international hospitals has not wavered. All of the Hospital's teams remain fully committed to achieving a common goal: to guarantee the success of the many transformation projects underway that aim to ensure the delivery of excellent medical care to every patient.

I would also like to acknowledge the steadfast support of our donors and benefactors, who gave generously throughout the year. Their philanthropic spirit is proof of their trust in the American Hospital of Paris and of their full support of our growth strategy.

Construction of *Le Nouvel Américain* (our Hospital of tomorrow) is clearly materializing today through the revamping of our medical offerings and the major modernization work that has been carried out despite the health crisis.

A handwritten signature in black ink, reading "S. Roussel", written over a horizontal line.

Stéphane Roussel



JOINT INTERVIEW

“Following a major, year-long crisis, the American Hospital of Paris is back on the path to dynamic growth.”

**Interview with Professor Robert Sigal, CEO,
and Dr. Riadh Caïd-Essebsi, President of
the Medical Board.**

What is your assessment of 2021?

Professor Robert Sigal: First of all, I would look back on 2020, which was an extraordinary year, marked by the Covid pandemic and a major health crisis. Naturally, the Hospital contributed to the fight against the pandemic, earning the admiration of patients, families, and French health authorities for its unwavering engagement. 2020 was also an extraordinary year financially speaking: The American Hospital of Paris suffered exceptional losses that have only been partially offset.

Dr. Riadh Caïd Essebsi: Our Hospital weathered the biggest crisis in its history since World War II. We had to adapt. We contributed to the national effort and successfully mobilized all of our human resources, our lifeblood, to overcome this unprecedented upheaval, despite the resulting financial deficit, which we had feared.



Professor Robert Sigal, CEO



Dr. Riadh Caïd Essebsi, President of the Medical Board



Prof. R. Sigal: 2021, on the other hand, was a year of resurgence, of balance regained. More specifically, I would call it a year of recovery, centered on the crucial question of how to resume our activity. To that end, working with our chiefs of unit, we set up an activity-forecasting system. It was a complicated endeavor, one that our doctors were not accustomed to. But it worked, and continues to work, very well. It was a positive change in the way we operate. On the whole, not only were forecasts good, but we achieved our goals, and the Hospital's activity rose in practically all sectors compared to 2019.

Dr. R. Caïd Essebsi: 2021 appears as a year of restoration, with a feeling of optimism as our activity resumed and continued to build month after month. We chose to focus on high-growth activities such as interventional radiology and cardiology, the maternity unit, traumatology, orthopedics and urology. These activities expanded, bringing positive outcomes.

In your opinion, which event had the most impact?

Prof. R. Sigal: After the stress of the first Covid wave, the pandemic took a toll on our nursing staff, leading to problems of exhaustion, the struggle to find meaning in their work and of course the issue of remuneration. We received much support from our donors, whose generosity and kindness enabled our staff to fulfill their missions on a daily basis under the best possible conditions. But we also had to come up with new ideas to reinvent quality of life at the workplace.

Dr. R. Caïd Essebsi: We also felt the need to strengthen communication between our management, doctors and governors by creating a small committee called the C3. This committee meets every week and its members include governors, administrators and doctors, all of whom are strongly committed to our Hospital.

Prof. R. Sigal: Creating the C3 was a major step forward and a true change in our Hospital culture. Our doctors are now involved in the fundamental operational decisions that determine the day-to-day running of our institution. Our governors still decide on strategy, but the new committee improves overall alignment and cohesion. It allows us to convey a strong and common political message and make the best decisions for the Hospital, patients, and nursing staff.

Dr. R. Caïd Essebsi: Our nurses were very affected by Covid, both professionally and personally. The new committee allowed us to achieve the flexibility necessary to find solutions. We worked on enhancing the quality of life at the workplace and on allocating funds to improve it.

Prof. R. Sigal: After raising the question of what resources could be used to build our nurses' loyalty, our doctors decided to help personally fund exceptional bonuses that were awarded to nursing staff beginning in January 2022. An appeal was made to all of the Hospital's doctors, and the buy-in was strong.

Dr. R. Caïd Essebsi: We are fortunate to have a community of highly committed doctors, and were pleased to witness that many young, newly arrived doctors took part in the initiative. Our doctors' historic and highly symbolic gesture underscores their commitment to their Hospital and their nurses. They knew that if nurses lost their enthusiasm, it would automatically impact their activity and that of the Hospital, and that in the face of adversity, everyone must roll up their sleeves.



The Hospital's future flagship building

How do you envision the future?

Dr. R. Caïd Essebsi : We showed that we were capable of rethinking the Hospital despite the instable context affecting our human resources, and we proved our ability to experiment in order to bounce back and re-launch our activity. This was accomplished amid the Hospital's ongoing renovation, which is no small feat.

Prof. R. Sigal : A major decision was made in 2021 when our governors ratified the €100 million budget for the Hospital's future flagship building. Never before has the Hospital invested so much in an undertaking of this scale. Their decision is further proof of our governors' faith in the Hospital's future. I would like to conclude on a key event: Our exchange programs with the United States have resumed and will culminate in a new edition of the Harvey Cushing Symposium in 2022. Today, the American Hospital of Paris has entered a positive and dynamic new era that contributes to its attractiveness and renown.



2021 IN REVIEW

Highlights

EMERGENCY CARE CENTER SIMPLIFICATION AND MODERNIZATION

The Emergency Care Center operates 24 hours a day, seven days a week, ensuring continuity of care regardless of the patient's illness and level of urgency. Every year, the number of visits climbs by around 4%, and the Center generates approximately 30% of all hospitalizations. The ECC is a gateway toward our centers of excellence, which offer integrated, cross-disciplinary care. Each disorder is treated through a dedicated approach harnessing the expertise of specialized physicians and ensuring fast delivery of care and access to the Hospital's exceptional diagnostic and testing facilities. While all team members agree on the idea of a patient-oriented center delivering inclusive, compassionate care, the existing premises were not suited to the creation of two separate patient flows allowing patients

to circulate in a continuous forward movement. To resolve this issue while improving patient pathways, reducing wait times and enhancing the patient experience, the American Hospital of Paris worked to design a soothing new architectural environment. Renovation work began at the end of the year, and a temporary facility was installed close by. In addition, the ECC introduced simpler pricing on June 1st, with three levels based on the care delivered. This will ensure better coverage for French patients by Assurance Maladie, the French national health insurance system. Lastly, to simplify paperwork requirements, we now offer the electronic transfer of expense claim forms. Once a patient's emergency care bill has been paid in full, the forms are automatically transferred and reimbursements are received within ten days.



APPOINTMENT

PROFESSOR ISRAËL NISAND JOINS OUR MATERNITY UNIT AND EXPANDS OFFERINGS

In 2021, obstetrician-gynecologist Professor Israël Nisand joined the American Hospital of Paris Maternity Unit, at the initiative of Dr. François Jacquemard, Chief of the Department of Women's and Children's Health, and of Dr. Amina Yamgnane. Together, these colleagues aim to breathe new life into the Maternity Unit in order to meet growing expectations for more natural childbirth methods. The arrival of Professor Nisand marks a turning point for the American Hospital of Paris Maternity Unit, which has expanded its offerings to include a program of excellence dedicated to physiological childbirth. The program is designed for all women seeking to give birth with as little medical intervention as possible, without jeopardizing the safety of the mother or the infant, in an environment designed to be comfortable for the mother, her partner or support person and the baby. Our midwives are trained to monitor pregnancies, support and prepare mothers



prior to the birth and oversee the birth itself. An epidural procedure is always available if necessary, but alternatives may also be proposed.

Everything is done to ensure the birth is as natural as possible while guaranteeing the availability of essential safety measures should any complications arise, thanks to the 24/7 presence of an obstetrician, an anesthesiologist and a pediatrician. Patients who wish to have a personalized birth with the doctor of their choice can also request that it be as non-medicated as possible, a principle supported by our entire team.

RELOCATION

A NEW LOBBY



At the end of November 2021, the American Hospital of Paris relocated its main entrance to the lobby of the Florence Gould Pavilion, also known as Building F, located at 55 boulevard du Château. This comfortable and inviting new space, featuring three reception desks, the Admissions department and waiting areas, opened last fall.

Outside the building, the sidewalks and roads have been modified to allow vehicles to drive straight to the entrance of the Florence Gould Pavilion. Free valet parking enables all patients and visitors to leave their car with a professional, who parks it in a lot and returns it to them when they are ready to leave the Hospital. Access to the Emergency Care Center remains unchanged at 63 Boulevard Victor Hugo. To serve its patients in an optimal environment, the Hospital will continue to renovate and transform many other spaces in the coming years.



STONE CENTER

A NEW SPACE DEDICATED TO KIDNEY STONES

The Stone Center delivers multidisciplinary care at all stages of kidney stone disease. Emergency care is provided mainly to relieve pain in patients suffering from renal colic, and follow-up care consists of medication and surgery to treat the stone and prevent recurrence. Long-term treatments focus on preventing recurrence with minor lifestyle and dietary adjustments. If the

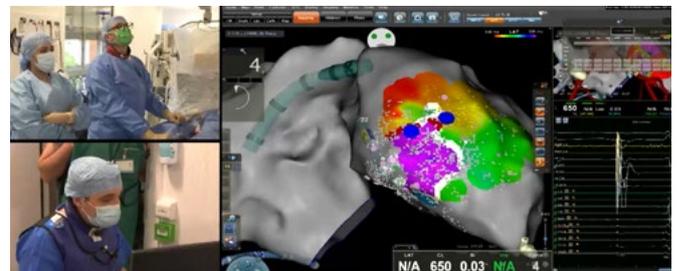
disease continues to progress despite these measures, other medication may be proposed. In all cases, regular monitoring is necessary. Kidney stones, also known as renal calculi or urolithiasis, are a common disorder, affecting 10% of the population. Recurrence is frequent, occurring in 50% of patients within five years.

INTERVENTIONAL ARRHYTHMIA CENTER

RADIOFREQUENCY ABLATION AND CRYOABLATION: INNOVATIVE TECHNIQUES NOW AVAILABLE

The goal of our Interventional Arrhythmia Center is to observe, identify and cure cardiac rhythm disorders using radiofrequency ablation and cryoablation, or extreme heat and cold. French, European and American health authorities widely recommend these techniques as the first-line treatment for arrhythmia because they are the only treatments guaranteeing permanent recovery from the disease. Invented in France, these innovative and extremely technical ablation techniques allow a cardiologist specialized in arrhythmia to “repair” short circuits in the heart chambers. Because they are performed on a beating heart, the doctor performing these procedures must be accredited and receive specific training.

To deploy and extend radiofrequency ablation and cryoablation to a large number of patients, Dr. Thierry Zerah, who is specialized in interventional arrhythmia treatments, brought in new staff in 2021. He now works alongside Dr. Sana Amraoui, an interventional



heart rhythm specialist with an outstanding career path. The Hospital also acquired an indispensable and innovative heart-navigation and mapping system called Carto®. Armed with this latest-generation technology, our two specialists now offer comprehensive care to all Hospital patients suffering from arrhythmia, from diagnosis to complete recovery.

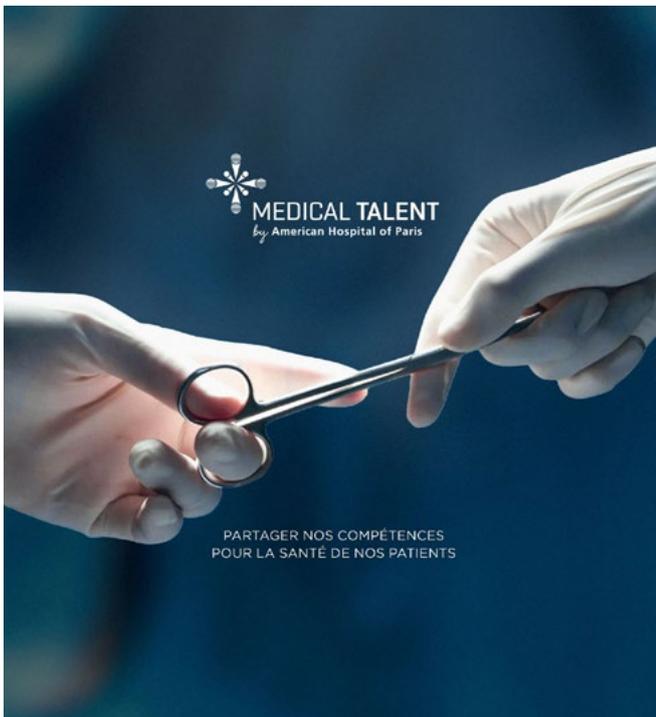
BREAST CANCER

PROVIDING ESSENTIAL RESOURCES TO PATIENTS

The Breast Center team at the American Hospital of Paris is united around one essential belief: That prevention coupled with fast and timely diagnosis, innovation and holistic patient care are the keys to fighting breast cancer and to offering patients high-quality, long-term survival. Here, all breast cancer patients are invited to a workshop with our physical therapist, Jocelyne Rolland, to learn how to recover upper body mobility. Patients also receive a post-breast cancer guide written

by Ms. Rolland containing recommendations and specific exercises for them during and after their breast cancer treatment.

The staff at the American Hospital of Paris has developed several other resources tailored to the needs of breast cancer patients. One example: A wonderful book authored by our teams that is given to mothers to help them talk to their children about their disease.

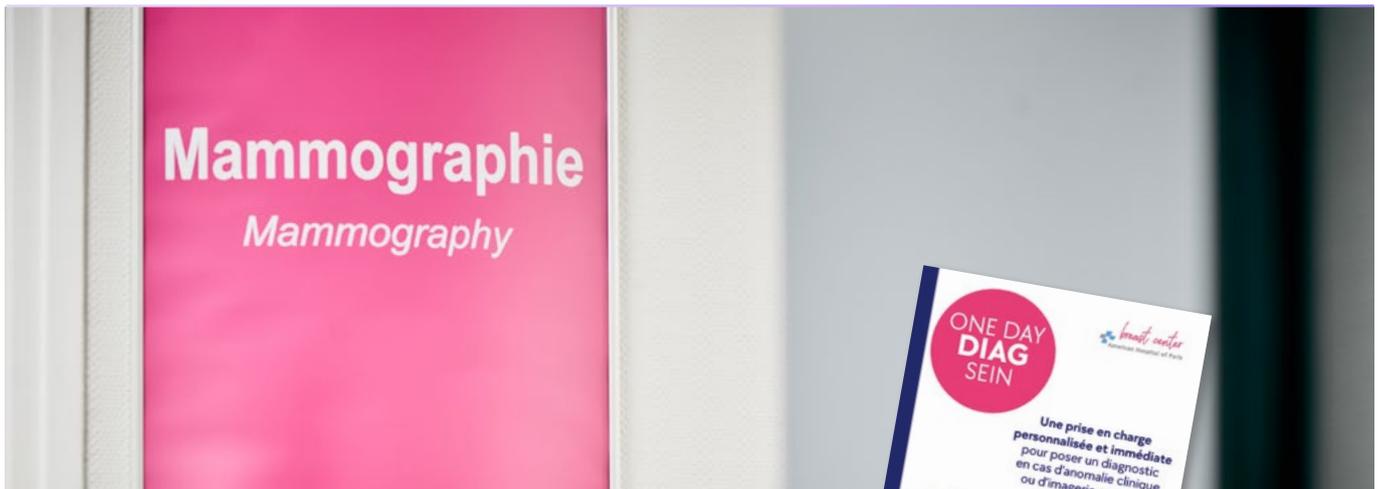


SKILL-SHARING

MEDICAL TALENT PROGRAM

The American Hospital of Paris has launched the Medical Talent by American Hospital of Paris program in partnership with African hospitals. The program aims to reduce the number of African patients who travel abroad to access treatments that could be provided locally, while also helping local doctors to master innovative surgical techniques. Through this initiative, the American Hospital of Paris enables its surgeons to travel to Africa and perform cutting-edge medical procedures on eligible patients alongside local doctors. This experience builds their expertise and contributes to skill-sharing among medical professionals, in addition to significantly improving patients' well-being by enabling them to access care in their home country. The first Medical Talent mission in December 2021 enabled one of our urological surgeons to spend a week in Ivory Coast and perform some 20 procedures.





**ONE-DAY BREAST DIAGNOSIS
PERSONALIZED, IMMEDIATE
DIAGNOSIS WHEN FACED WITH
A CLINICAL ANOMALY OR
SUSPICIOUS TEST RESULT**

The American Hospital of Paris now offers women a care pathway that reduces the anxiety-inducing waiting time for diagnosis and test results should an anomaly or suspected breast cancer be detected during a clinical breast exam or screening mammogram. The pathway, called the One-Day Breast Diagnosis, is also designed to reduce the waiting periods for appointments, which may delay the beginning of treatment, while also offering reassurance during this often stressful period. It takes place in a center of expertise staffed by breast radiation therapists, anatomical pathologists, specialized surgeons and oncologists. The complete diagnosis procedure only takes a half-day and is tailored to women with a symptom such as a lump, discharge or inflammation of the breast, detected through self-examination or by a doctor. Patients with an anomaly detected by x-ray or during a clinical exam, as well as patients who would like a second diagnostic opinion, can also benefit from the procedure. The One-Day Breast Diagnosis, which can be scheduled with little to no delay, allows

most patients to receive a diagnosis revealing the exact nature of their anomaly in just one half-day. When necessary, a treatment plan can be organized very rapidly if desired by the patient.

All throughout the half-day visit, the patient is supported by a coordinating nurse and a volunteer. She may also be accompanied by the person of her choice throughout the visit, except during the exams, when that person will be asked to remain in the waiting room. This approach to patient support is core to the American Hospital of Paris's caregiving philosophy.



RENOVATION

SERVING YOU IN THE BEST POSSIBLE ENVIRONMENT

Following the completion of the third floor, 28 rooms on the second floor of Building B are being redesigned, modernized and redecorated. This project, launched in 2021 and designed by the architect Jean-Michel Wilmotte, will be rolled out gradually to better serve our patients and visitors.

In March 2021, a new outpatient facility was created for patients undergoing a procedure without anesthesia in dermatology, urology or gynecology, to simplify their care pathway. The new facility has freed up space in the operating suite, where most procedures of this type were previously performed.

PATIENT MANAGER

A DEDICATED CONTACT PERSON FOR EACH PATIENT

In order to help our patients navigate the administrative aspects of their medical care, the Patient Information Department now designates a single contact person for patients, known as the Patient Manager. Initially introduced in 2021 to all patients undergoing surgery and hospitalized as inpatients, this new service was gradually extended to all other inpatients and those admitted to the Hospital by the Emergency Care Center.

INNOVATION

FIRST MICROWAVE THERMAL ABLATION OF A BENIGN THYROID NODULE IN FRANCE

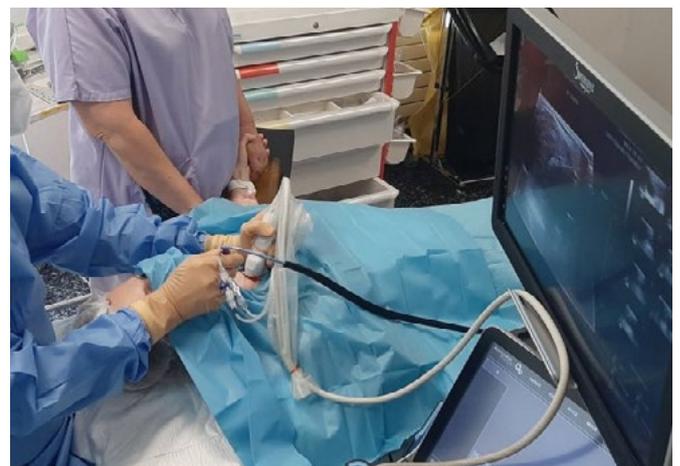
In June 2021, for the first time in France, thyroidologists at the American Hospital of Paris used microwave energy to treat a benign thyroid nodule. This new thermal ablation procedure, based on the principle of dielectric hysteresis with the application of an electromagnetic field, comes in addition to three other techniques already developed by the thyroid team. Seldom used in Europe, microwave thermal ablation is a promising and innovative method that may reduce the size of benign nodules by approximately 65% to 85%. Microwave thermal ablation is becoming the preferred technique, and is employed at least as often as radiofrequency and laser ablation methods to treat benign nodules. In the near future, it will also be used to treat thyroid micro-cancers and recurrences in the neck that are surgically inaccessible or detected in patients who have already undergone multiple neck operations.

QUALITY

NO. 1 IN PATIENT SATISFACTION

In 2021, for the fifth year in a row, Scope Santé – a website operated by the France's *Haute Autorité de Santé* providing information about the quality and safety of healthcare – ranked the American Hospital of Paris the number one French healthcare establishment in terms of patient satisfaction. Our Hospital led among the public and private institutions that concurrently offer medical, surgical and obstetric healthcare services. Patient satisfaction was given a score in areas such as the care provided by doctors and nursing staff, customer service, and the quality of rooms and meals.

HAS
HAUTE AUTORITÉ DE SANTÉ





COVID-19

BEHIND THE MASK DOCUMENTARY

After originally showing on Planète+ A&E in April 2021, *Behind the Mask* was broadcast the following July on C8, a free television channel. This documentary highlights the American Hospital of Paris's exemplary handling of the Covid-19 epidemic.

On February 28, 2020, one of the first cases of Covid-19 was diagnosed in France's Hauts-de-Seine department at the American Hospital of

Paris. On that day, our staff couldn't have imagined the magnitude of the battle that lay ahead. Covid brought an unprecedented crisis for everyone, including our nurses, doctors, patient transporters and executives who, behind their masks, fought relentlessly to save lives with unflagging courage and devotion with each new wave of the epidemic. The documentary, filmed during the first two waves of the epidemic and featuring voice-over narration by Gérard Lanvin, tells their story.



MEDICAL TRAINING AND RESEARCH

PROFESSOR GÉRARD FRIEDLANDER JOINS FORCES WITH THE AMERICAN HOSPITAL OF PARIS

Before he was appointed Medical Executive Director in January 2021, Professor Gérard Friedlander had already forged strong ties with the American Hospital of Paris as Dean of the Paris V Faculty of Medicine. He strongly believed in the value of a partnership between the two institutions, foreseeing opportunities to organize joint scientific events, to invite doctors from the American Hospital of Paris to teach at the university, and to conduct research initiatives. At the end of his deanship, he chose to join the Hospital to focus on further developing research and training initiatives. Although students were already present at the American Hospital of Paris, he played a key role in obtaining the certification needed by the Hospital to welcome interns. The first applicant was accepted in our imaging department at the beginning of the year.



CARE



33,624
hospitalization days (average of 5.6 per stay)



21,175
outpatient hospitalizations



653
births

5,968
inpatient hospitalizations



4,730
surgical procedures, including



176,945
consultations



76,631
medical imaging exams

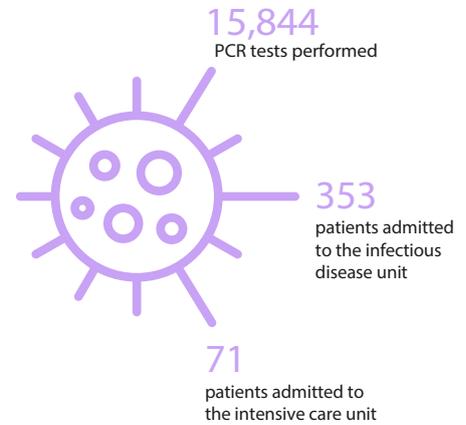
144
robot-assisted procedures



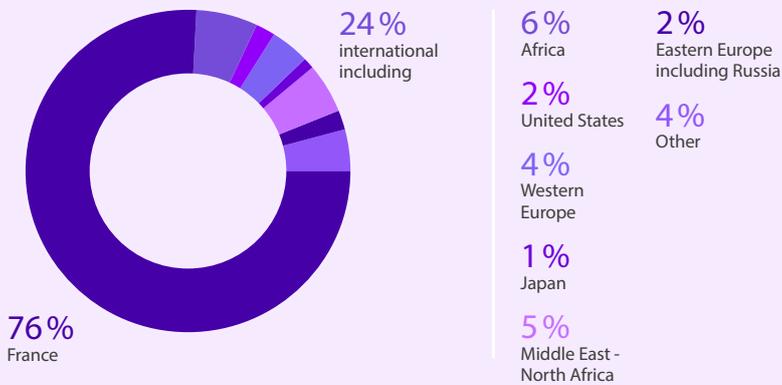
6,358
check-ups

12,772
interventional procedures (outside the operating suite)

COVID FIGURES



OUR PATIENTS



GENEROSITY

3,417 members



CAPACITY



138
beds, including

19
critical-care beds



27
ambulatory care rooms



12
dialysis stations and

7
ambulatory chemotherapy stations

TEAMS

363
accredited physicians and surgeons

825
employees, including

649 (79%)
medical and nursing staff

176 (21%)
logistical, administrative, continuing education, and support staff

58
volunteers, including

30
Governors

13
Honorary Governors

15
members of the Hospital's Volunteer Team





UNITING THE HOSPITAL'S DRIVING FORCES

Generosity

€13,025,170

Total funds collected

€10,044,056
donations

€2,828,138
membership dues

€152,976
bequests

3,417 MEMBERS

649 NEW MEMBERS

**79.2% MEMBERSHIP
RENEWAL RATE**

€2,828,138 COLLECTED

Philanthropy in 2021

Total funds collected from the public (dues, donations and bequests) as of December 31, 2021, reached the exceptional level of €13,025,170.

We owe these results to the enthusiasm generated by our capital campaign, *Le Nouvel Américain*. Currently underway, this campaign aims to fund major medical and architectural projects at the American Hospital of Paris.

STRONG GROWTH OF MEMBERSHIP PROGRAM IN TERMS OF VALUE

As of December 31, 2021, the Membership Program at the American Hospital of Paris included 3,417 active members, down slightly from 2020 (-2%), which was a record year. 649 new members joined the program and 79.2% of members renewed their membership in 2021, illustrating their loyalty and deep connection to our institution. Membership in the upper categories increased sharply (+14% for the Ambassadors category alone). As a result, membership revenues climbed to €2,828,138 for the year, a significant increase of 14% from the previous year.



A SUCCESSFUL CAPITAL CAMPAIGN

The success of the American Hospital of Paris's capital campaign, *Le Nouvel Américain*, launched in 2018 and continuing until 2023, did not wane in 2021. Over the course of the year, the campaign brought in €8,097,508 from corporate sponsors and benefactors, as well as a record €15,333,566 in multi-year donation pledges.

The goal of this campaign, the most ambitious in the Hospital's history, is to raise €100 million over five years to support the Hospital's future key projects, including the construction of two emblematic buildings: a new Imaging Center (completed) and a future flagship building designed by Jean-Michel Wilmotte.

At the end of December 2021, the campaign was still in its quiet phase. The public phase, initially slated for launch in June 2020, was postponed twice due to the Covid-19 health crisis. It is due to begin before the end of 2022. The delays had no impact on support from donors, whose deep generosity conveys their trust in our institution and future projects.

BEQUEST REVENUES ON THE RISE

For the year ending on December 31, 2021, the American Hospital of Paris received a total of €152,976 in bequests, a slight increase from 2020.

USE OF FUNDS

STRICT BUDGET MANAGEMENT

In 2021, fundraising and operating expenses totaled €1,305,228. Strict cost management combined with ongoing efforts to reduce spending made it possible to allocate 92% of collected funds to the American Hospital of Paris's general missions and major investment projects.

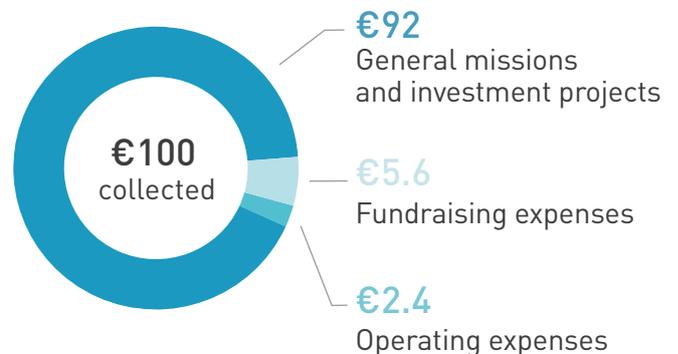
REDUCED FUNDRAISING EXPENSES

Fundraising expenses, which correspond to appeals for donations (specific fundraising campaigns, donor prospecting and loyalty building initiatives, and the publication of the quarterly newsletter *L'Américain*) and payroll, totaled €723,936 and represented 5.6% of funds raised.

SHARP DROP IN OPERATING EXPENSES

Operating expenses, which totaled €311,292, correspond to the portion of the Hospital's indirect support service costs that are financed through donations. They only accounted for 2.4% of the funds collected in 2021.

USE OF FUNDS





INVESTMENTS MADE IN 2021

In 2021, €5.8M in donations was used to launch major building construction and modernization projects, acquire new cutting-edge equipment, promote the emergence of innovative medical techniques and improve the well-being of our administrative and paramedical personnel, who spared no effort throughout the Covid crisis. In addition, €9.1M in donations was carried over to 2022 to fund the future flagship building of the American Hospital of Paris designed by Jean-Michel Wilmotte. Scheduled for completion in 2025, this project represents an investment of €97.6M.

BUILDING TOMORROW'S AMERICAN HOSPITAL OF PARIS TODAY

In 2021, the American Hospital of Paris was able to pursue its ambitious architectural transformation plan, which is shaping the face of the new American Hospital day after day. We were able to invest €502K in the future flagship building dedicated to the medicine of tomorrow, and €855K in received donations was used to build the newly completed medical imaging center. In addition, an extensive project to renovate hospital rooms on the second floor of Building B was launched in 2021, for

a total of €1.1M. In all, 28 rooms have been redesigned, modernized, and redecorated by the architect Jean-Michel Wilmotte.

ACQUIRE STATE-OF-THE-ART EQUIPMENT AND PROMOTE MEDICAL INNOVATION

In 2021, the American Hospital of Paris was able to acquire cutting-edge medical equipment and promote the emergence of innovative medical techniques in many areas, including interventional arrhythmia treatments, gastroenterology, and oncology (breast and prostate).

ENHANCE THE WELL-BEING OF OUR NURSES AND PATIENTS

In 2021, donations were used to improve the comfort and well-being of our staff, who were deeply affected by the health crisis. To improve quality of life at the workplace, we earmarked a budget of €200,000 and requested project proposals from staff. This initiative led to many improvements in their daily routines, such as the re-design of staff break rooms. In addition, €44,000 in donations was allocated to the well-being of breast cancer patients, who were able to benefit from free supportive care sessions at the Wellness Lab.

GENEROSITY

The American Hospital of Paris and our North American Foundation thank all of our donors for their outstanding support in 2021 and beyond.

MAJOR DONORS

(\$25,000 and more)

Mr. & Mrs. Norbert Becker
 Mrs. Françoise Bettencourt-Meyers
 Mr. Philippe Corrot
 Mrs. Danielle Decaux
 Mr. & Mrs. Jack Delaunay
 Mrs. B. Janine Kacou Diagou
 Mrs. Aline Foriel-Destezet
 Mrs. Françoise Fournier
 Mr. François René Lacoste
 Mr. Arnaud Lagardère
 Mr. & Mrs. Stephen Luczo
 Mrs. Katherine McCormick
 Mr. Christian Rolloy
 Mrs. Alison Shapiro
 Mrs. Béatrice Stern
 The Strandberg Family
 Mr. & Mrs. Marshall Wais
 The Ting Tsung & Wei Fong Chao
 Foundation
 LVMH
 The Andreas Mentzelopoulos
 Foundation
 Peugeot Invest
 The David Schwartz Foundation

AMBASSADORS' CIRCLE

(from \$10,000 to \$24,999)

Mr. & Mrs. François Akle
 Mr. & Mrs. Jean-Marie Alexandre
 Mr. & Mrs. André Altman
 Mr. & Mrs. Auberton-Hervé
 Mr. & Mrs. Gérald Azancot
 Mr. & Mrs. Bahuon
 Mr. & Mrs. Philippe
 Belaud-Rotureau
 Mr. & Mrs. Michel Besson
 Mr. & Mrs. Jean-Marc Bogard
 Mr. Michel-Yves Bolloré
 Mrs. Carla Boni
 Mrs. Gabrielle Martell-Bordat
 Mr. & Mrs. Fatah Boudjelida
 Mr. & Mrs. William Brown
 Dr. Michael W. Bühler
 Countess Isabel Carcano
 de Viel Castel
 Mr. & Mrs. Bertrand Cardi
 Mr. & Mrs. Jean-Bernard Celier
 Mr. Jean-Michel Chamonard
 Mrs. Donna Chapman
 Mr. Bertrand Chardon
 Mr. Richard Chiu
 Mr. & Mrs. Claude Chouraqui
 Mr. & Mrs. Philippe Cochet
 Mr. & Mrs. Denis Coleman
 Mrs. Helene Comfort
 Mr. & Mrs. François Corrieri
 Mr. Kyril Courboin
 Mr. John F. Crawford
 Mr. James Crownover
 Mr. & Mrs. Mark Dalton
 Mr. & Mrs. Michel David-Weill
 Mr. Jean-Charles Decaux
 Mr. Daniel Defin
 Mr. Guillaume Delachaux
 Mr. Christophe Delaunay
 Drs. J.-Bernard & Christiane
 Denis de Thiballier
 Mr. & Mrs. Frank Destribats
 Mr. Hervé Dijols
 Mr. Eric Draether
 Mrs. Gesa Droze-Siemensen
 Mr. & Mrs. Christophe Eberlé
 Mr. & Mrs. Franck Eburderie

Mrs. Alexandra El Khoury
 Mr. Victor Elvinger
 Mrs. Sandrine Essouong
 Mr. & Mrs. Michel Eydoux
 Mrs. Sophie Fresco-Turjeman
 Mr. Vincent Gaudel
 & Ms. Frédérique Hoschedé
 Mr. & Mrs. Robert Gerard
 Mrs. Helen Gerard
 Mr. & Mrs. Anthony Giustini
 Mr. & Mrs. Ghazi Gorban
 Mr. & Mrs. Jeremy Green
 Mrs. Fabienne Haas
 Mr. Hisham Harakat
 Mrs. Laetitia Hohenberg
 Mrs. Suzanne Hoyt
 Mr. & Mrs. Omer Javaid
 Mr. & Mrs. William Kelly
 Mr. Alain Kinsch
 Mrs. Fabienne Kiszelnik
 Mr. Kagetaka Koda
 & Mr. Alexandre Le
 Mr. & Mrs. Christian Labeyrie
 Mr. & Mrs. Marc Ladreit de
 Lacharrière
 Mr. & Mrs. Leonard Lauder
 Mrs. Gail Lavielle
 Mr. & Mrs. Jean-Yves Le Méner
 Ambassador Howard Leach
 & Mrs. Gretchen Leach
 Mrs. Helen Lee Bouygues
 Ms. Francine A. LeFrak
 & Mr. Rick Friedberg
 Mr. Harry Macklowe
 Mrs. Ann MacLachlan Zaleski
 Mr. Franck Mahé
 Mr. & Mrs. Pascal Manhès
 Mrs. Marie-Josée Maniglier
 Mrs. Elizabeth Matthews
 Countess Marielle de Mauléon-
 Narbonne de Nébias
 Mr. & Mrs. William McGurn
 Mr. & Mrs. Alain Meunier
 Mr. & Mrs. Bertrand Meunier
 Mr. Paris Mouratoglou
 Mr. & Mrs. Paul Mousel



Mr. Gerry Ohrstrom
 Mr. & Mrs. Jean-Marc Oury
 Mr. & Mrs. Alain Pancrazi
 Mr. & Mrs. Laurent Pétin
 Mr. Robert Peugeot
 Mr. & Mrs. Alain Pouyat
 Mrs. Diana Quasha
 Mr. Jean Raby
 Mr. Richard Roth
 Mr. et Mrs. Alexandre de Rothschild
 Mr. Luc-François Salvador
 Mrs. Sophie Schyler-Thierry
 Mr. & Mrs. Samuel Seymour
 Mr. & Mrs. Eric Sheinberg
 Mrs. Elizabeth Stribling
 Mr. Jacques Sulmon
 Mr. & Mrs. Xavier Thoumieux
 Mr. & Mrs. Jean-Marc Ueberecken
 Mr. Patrick Viscaino
 Mr. & Mrs. Brooks Wallin
 Ms. Claude Wasserstein
 Mr. and Mrs. Mark Yockey
 Mr. Frédéric Zimer
 CIN Company, Laurence
 & Jérémy Renou
 The Ronald & Jo Carole Lauder
 Foundation

BENEFACTORS' CIRCLE
(from \$5,000 to \$9,999)

Mr. Fabrice Aiach
 Mr. & Mrs. Francis Bailly
 Mr. Dominique Cerutti
 Mrs. Ellen Charles
 Mr. Zephir Claisse
 Mr. & Mrs. Gary Crum
 Ms. Jennifer Dalrymple
 & Mr. Luis Roth
 Dr. Alain Dana
 Dr. & Mrs. André-Philippe Davody
 Mr. & Mrs. Hervé Decalonne
 Mr. Jean-Jacques Dordain
 Mr. & Mrs. Jean-René Fourtou
 Mr. & Mrs. Jean-Marie Hennes
 Mr. Ian Hutton
 Mr. Stéphane Ifker
 Mr. & Mrs. Loïc de Kerviler
 Mr. & Mrs. Yves Le Guillou
 Mr. & Mrs. David MacNaughton
 Mr. & Mrs. Eric Malet
 Dr. Joseph Maouad
 Dr. Léone Meyer
 Mr. Frédéric Pollaud-Dulian
 Mrs. Louise de Rothschild
 Mr. & Mrs. Stéphane Roussel
 Dr. Joseph Salloum
 Mr. & Mrs. Alejandro
 Santo Domingo
 Mr. & Mrs. Mehmet Saydam
 Mrs. Marianne Schaffner-Flu
 Mr. & Mrs. Jean-Claude Schwab
 Prof. Robert Sigal
 Mr. François M. Simon
 Mrs. Nicole Solal-Bussière
 Ambassador & Mrs. Craig Stapleton
 Mr. Panayotis Taloumis
 Mr. Philippe Thiriet
 Mr. Erik Van Galen
 Mrs. Emilie Viaud
 Mr. Steven Sampson
 The Judy & Peter Blum Kovler
 Foundation

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

CERCLE CHRISTIANE GUERLAIN 2021

In gratitude for your continued support

The American Hospital of Paris is proud to be able to count on nearly 3,500 donor members every year who support our growth and projects. A large number of them have demonstrated their confidence in us for many years. To thank them for their long-term solidarity and commitment, we are establishing the *Cercle Christiane Guerlain*, a donor circle named after a patron whose generosity remains unparalleled, and whose loyalty and commitment have left their mark on the history of our institution.

THIRTY YEARS OF LOYAL SUPPORT

| | | | |
|------------------------|--------------------------|---------------------------|----------------------|
| Pierre & Michèle Burgy | Jacques-Henri Gougenheim | Claude & Tuulikki Janssen | Marie-France Peltier |
|------------------------|--------------------------|---------------------------|----------------------|

TWENTY YEARS OF LOYAL SUPPORT

| | | | |
|--|--|--|--|
| Marie-Claire Boulay Bertrand Chardon Frédéric Da-Rocha Jérôme de Dax d'Axat Daniel Defin Bernard Fayet Patrick Georget | Patrick & Laure Jaïs Judith Judd James & Leah Lieber Gérard & Arlette Monnet Francis Papazian Pierre Pelabon Laurent & Cécile Piau | Patrice & Vonnyck de Place Alain Pompidou Eliane Scali Jean-Claude & Irène Schwab Stéphane Senlier | Albert & Claude Serra Casellas Van Kiem Vu Jean-Pierre & Marie-Claude Zurenger |
|--|--|--|--|

TEN YEARS OF LOYAL SUPPORT

| | | | |
|--|---|---|---|
| Christian Bardini Alain Baudin Norbert & Maria Becker Françoise Béhar Philippe & Monia Belaud-Rotureau Jacques & Irène Bénilan Philippe Calmon Victoire de Castellane Michel Castello Gérard & Nelly Chassagne Richard Chiu Djamal Chkaimi Léonard Cione Luc Cretaz | Zakiyatou Alioum Alain Decool Charles & Sylvie Dehelly Jean-Louis & Josiane Demousseau Jacques & Bernadette Denizet Raymond & Nicole Deromedi Eric & Pascale Desprez Monique Devogel René Garret Jean-Jacques de Granville Colin & Emmanuelle-Anne Gruia Serge Hermann | Michel Hiron Dominique Huynh Henri Jeantet Bruno & Nathalie Leclercq Jean Martineau Eric Mathey Laura Mattei Pierre Médecin Bernard & Danielle Monassier Philippe Montigny Walter Pinos Denise Pinos Jean-Jacques & Elisabeth Plaisance | Jean Poindfert Miriam Quintyn Alain Redon Bruno Ricci David Salkin Claudine Sarfati Lionel & Ariane Sauvage Jacques & Danielle Sebire Colette Seroussi Sylvia Spahija Philippe & Jasmine Starck Philippe Thuvien Philippe & Patricia Vertuaux |
|--|---|---|---|

FIVE YEARS OF LOYAL SUPPORT

| | | | |
|--|---|--|--|
| Jean-Luc & Véronique Allain Hélène Barillé Gérard & Michèle Bienaimé Gabrielle Bordat Jacqueline Bretteville Eloi Clerget Guy Gaudefroy Brigitte Gosselin Rubin | de Cervens Bernard Hivert Fabienne Kiszelnik Fernand & Maria Le Rachinel Bertrand Magras Frédéric Marron Rosa Milliet Eric & Véronique Nahmani | Roland & Christine Otto Jean-François Pasquier Alain & Michèle Pouyat Colette Robert Guy Roduron Elisabeth Santamaria Frédéric Seroussi Gilda Tapiero Jean-Claude Theron | Philippe Thiriet Panayotis Touliatos Jean & Marie-Josèphe Tourneix Alain Vignaud Alain & Sylvie Weill Evelyne Willems |
|--|---|--|--|



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 implement the Hospital's strategy in order to carry out our mission.

THE BOARD OF GOVERNORS

The Board of Governors is made up of forty prominent members of the international community (American, French, Japanese, and others). The Governors – who are also business executives, bankers, diplomats, and lawyers – volunteer their time and experience to the American Hospital of Paris. They bear the moral and fiduciary responsibility of the Hospital and are among our most generous donors.

As of 31.12.2021

CHAIRMAN

Mr. Stéphane Roussel
COO and Member of the Management Board of Vivendi

VICE CHAIRMAN

Mr. John F. Crawford
Senior Advisor of MP Conseil SAS;
Retired Partner of Jones Day

TREASURER

Mrs. Helen Lee-Bouygues
President of LB Associés
and Founder of Reboot Foundation;
Former Partner McKinsey RTS

VICE CHAIRMAN

Mr. Francis Bailly
Former Vice President of General Electric International Europe;
Former Vice Chairman of European Executive Council

SECRETARY

Mr. William Torchiana
Managing Partner of Sullivan & Cromwell LLP

GOVERNORS

Mr. Jeffrey Archambault
Mr. Richard Asthalter
Mr. Norbert Becker
Mr. Jim Bittermann
Mr. John D. Brinitzer
Mr. Jean-Yves Burel
Mr. Bertrand Chardon
Mr. Richard Chiu

Prof. Jean-Paul Chodkiewicz
Mrs. Janine Kacou Diagou
Mrs. Anne Duncan
Mrs. Alexandra El Khoury
Mr. Koichi Fujisawa
Mr. Jean-Claude Gruffat
Mrs. Iris Knobloch
Mr. Christopher Kramme
Mr. Arnaud Lagardère

Mrs. Gretchen C. Leach
Mrs. Susan Liautaud
Mrs. Alix de Nicolay
Mrs. Sophie Schyler-Thierry
Mrs. Melinda Stege-Arsouze
Mrs. Anne Swardson
Mr. Philippe Villin
Mr. Marshall I. Wais

HONORARY GOVERNORS

Mr. Francis Bailly
Mr. Eric Bourdais de Charbonnière
Mrs. Donna Chapman
Mr. Jacques Favillier
Mr. Pierre Joly
Mr. Takemasa Koyama
Mrs. Anne de La Haye Jouselin

Mr. André Levy-Lang
Mr. Jean-Louis Masurel
Mr. William B. McGurn, III
Mr. Robert K. Meahl
Mr. Jean-Philippe Montel
Mr. John H. Riggs
Mr. Erik A.D. Van Galen



THE MEDICAL BOARD

The Medical Board's 23 members include the Hospital's Unit Heads and Department Chiefs, who represent all 363 practitioners. The Medical Board guarantees the highest level of professionalism, patient care and ethical practices across all Hospital departments.

As of 31.12.2021

PRESIDENT

Dr. Riadh Caïd Essebsi

VICE PRESIDENT

Prof. Mahasti Saghatchian

EXECUTIVE VICE PRESIDENT REPRESENTING SURGERY

Dr. Stéphane Romano

SECRETARY GENERAL

Prof. Jean-Luc Sarrazin

HEADS OF MEDICAL DEPARTMENTS

Prof. Philippe Alla
Medicine 2

Prof. Thierry Carmoi
Medicine 1

Dr. Christophe Chapon
Anaesthesiology & Critical Care
(temporary replacement)

Dr. Mithridade Davarpanah
Head & Neck

Dr. Romain Dufau
24/7 Medical Surgical Unit

Dr. François Haab
Surgery 2

Dr. François Jacquemard
Women's & Children's Health

Dr. Stéphane Romano
Surgery 1

Prof. Jean-Luc Sarrazin
Medical Imaging

Prof. Lionel Védrine
Oncology

UNIT HEADS

Dr. Christophe Lepage
Plastic Surgery & Breast Surgery

Prof. Laurent Quint
Internal Medicine

Dr. François Tarragano
Cardiovascular Disease

MEMBER APPOINTED BY THE BOARD OF GOVERNORS

Dr. Christophe Chapon
24/7 Emergency Care Center

MEMBERS ELECTED BY THE FULL MEMBERS

Dr. Gilles Boccara

Dr. Richard Braun

Dr. Stéphane Lasry

Prof. Olivier Vignaux

PERMANENT MEMBERS

Dr. Patrick Bui

Dr. Guillaume Foulon

Dr. Thierry Guenoun

Dr. Camille Ozil

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. The Management Team is in charge of developing the American Hospital of Paris's strategic plans, which are submitted, discussed and approved by the Board of Governors.

As of 31.12.2021

Prof. Robert Sigal
CEO

Pascal Béhier
Director of Finance

Prof. Xavier Bohand
Head of Pharmacy
and Biology Laboratory

Olivier Bosc
VP Finance & Commercial
Development

Julie Bouchara
VP Operations

Jérôme Deana
Chief Development
& Communications Officer

Christel Deschamps
Director of Nursing

Hylida Dubarry
Director of Legal Affairs & Compliance

Prof. Gérard Friedlander
Medical Executive Director

Samantha Leblanc
Director of Communications

Félix Mamoudy
Director of Transformation
and Innovation

Jean-Louis Sotton
VP Human Resources

Céline Wasmer
Secretary General





FINANCIAL SUMMARY

After being deeply impacted by the Covid 19 health crisis for two years, the financial situation of the American Hospital of Paris improved significantly in 2021.

2021 Financial Results

| | |
|---|-------------------------------|
| Operating revenues | €137 228 002 |
| Operating expenses including depreciation & amortization | -€140 955 655 -€13 502 637 |
| Financial income | -€443 239 |
| Extraordinary revenue | -€153 485 |
| Total net revenues | - €4 017 407 |

Strong growth in outpatient services combined with a new pricing policy that is particularly attractive for French patients allowed the Hospital to achieve a record-breaking 14,645 hospital stays. Our diagnostic and testing facilities reached their highest levels in terms of performance and number of tests performed: +40% for MRI, +5% for CT scans and +21% for PET scans compared to 2020.

As a result, total revenue reached €137.2M, up €9.7M compared to 2020.

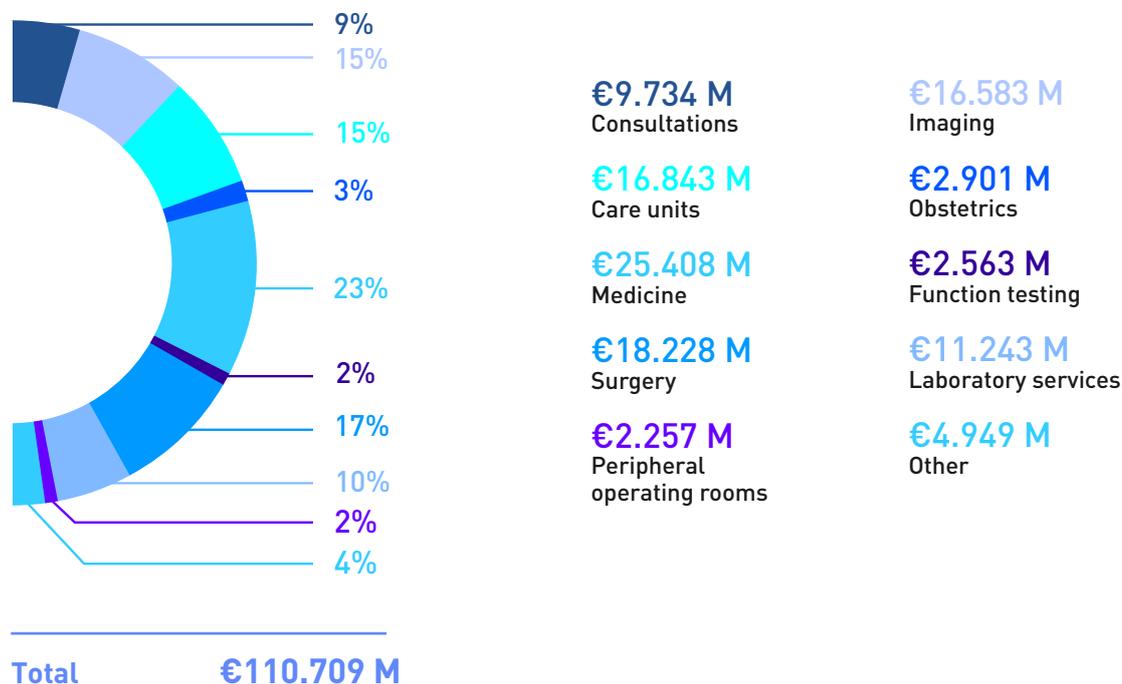
Thanks to a plan to reduce all expenses, operating expenses dropped by €2M from the previous year, to €141M.

At the end of 2021, the American Hospital of Paris's operating deficit was significantly lower than in 2020, with losses totaling €4M versus €15.6M in 2020.



2021 REVENUE BY ACTIVITY

(EXCLUDING DONATIONS)



2021 BREAKDOWN OF EXPENSES

(EXCLUDING DONATIONS)

