THE BEST OF FRENCH AND AMERICAN MEDICINE

ANNUAL REPORT 2022

American Hospital of Paris
CONTENTS

FOREWORD P.3
Foreword by Stéphane Roussel
2022 in Review
Joint Interview

A TRANSFORMATION FULLY BACKED BY OUR GOVERNANCE TEAMS P.8
The C3, a New Tripartite Committee
Governance

GUARANTEEING MEDICAL EXCELLENCE P.12
Welcoming the Academic Community
Stepping Up Scientific and Medical Partnerships with the United States
Building Our Attractiveness
Guaranteeing Unparalleled Quality and Safety of Care

BUILDING THE AMERICAN HOSPITAL OF TOMORROW THROUGH AN ARCHITECTURAL OVERHAUL P.26

LE NOUVEL AMÉRICAIN, AN UNPRECEDENTED CAPITAL CAMPAIGN P.30
The Campaign
Honor Roll: Portrait of Maurice Greenberg, Chairman of The Starr Foundation

FUNDRAISING RESULTS P.34
Your Donations at Work
Don en Confiance Seal of Approval
Thank You for Your Support in 2022

MANAGEMENT RESULTS P.42

GOVERNANCE P.44
Members of the Board of Governors, the Medical Board, the Management Team and the American Hospital of Paris Foundation

A WORD FROM STÉPHANE ROUSSEL
CHAIRMAN OF THE BOARD OF GOVERNORS

There is no doubt about it, 2022 marked a turning point in the life of the American Hospital of Paris. After an unprecedented health crisis with disastrous financial repercussions, our Hospital has achieved a balanced budget once again and our investment levels are attaining new heights. We invested no less than 26 million euros in donations in 2022, including 24.7 million dedicated to the construction of our future flagship building. These investments will ensure the success of the many transformation projects underway aimed at guaranteeing excellent medical care to every patient.

We owe these outstanding results to you, our donors and benefactors, and to your unflagging generosity to our Hospital. Ever since the Covid-19 pandemic, your support has never waned, and together with all the teams at the American Hospital of Paris, I would like to express my sincere thanks. Your trust in us creates an inestimable bond that we constantly strive to nourish and strengthen.

Efforts to build, develop and transform the American Hospital of Paris have always been rooted in a philanthropic philosophy that is found nowhere else in France or Europe. More than ever before, we must wholeheartedly join forces today and in the coming months to bring Le Nouvel Américain to fruition. Thank you to each and every one of you for being a part of this new era for the American Hospital of Paris.

It guarantees that your generosity is put to proper and fair use, meeting your expectations while honoring your commitment to our Hospital. And it attests to our efficiency, integrity and objectivity, three values that are etched in our institution’s history.

Stéphane Roussel
2022 HIGHLIGHTS
EVENTS AND KEY FIGURES

"French Hospital Quality" designation
Visit from the United States Ambassador to France, Denise Campbell Bauer
Second annual Harvey Cushing Symposium, entitled "Covid, After the Storm?"
Renovation of the Maternity Unit
Framework agreement for academic cooperation with UVSQ and Weill Cornell Medical College
Installation of the new General Electric Revolution Apex PXTREAM2 CT Scanner
Renewal of accreditation by The Joint Commission
Opening of the new Medical Surgical Unit
Launch of Le Nouvel Americain 2018-2023 Capital Campaign
Fourth Medical Talent project, in Ivory Coast

CARE

34,112 hospitalization days (average of 5.4 days per stay)
6,319 inpatient hospitalizations
21,639 outpatient hospitalizations, including
12,578 chemotherapy and dialysis sessions
5,027 surgical procedures, including 175 robot-assisted procedures
12,736 interventional procedures (outside the operating suite)
723 births
180,810 consultations
81,597 medical imaging exams
7,587 check-ups

TEAMS

354 accredited physicians and surgeons
138 beds including
19 critical-care beds
819 employees, including
643 medical and nursing staff (79%)
176 logistical, administrative, continuing education, and support staff (21%)
66 volunteers, including
28 Governors
15 Honorary Governors
23 members of the Hospital’s Volunteer Team

CAPACITY

138 beds
19 critical-care beds
27 ambulatory-care rooms
12 dialysis stations and 7 ambulatory chemotherapy stations

GENEROSITY OF OUR DONORS

€16,802,739 total resources collected
3,875 donating members
92.4% allocated to our general missions and specific projects

OUR PATIENTS

74% French patients
74% International patients

APRIL
MARCH
MAY
JUNE
JULY
AUGUST
SEPTEMBER
OCTOBER
NOVEMBER
DECEMBER
The health crisis we weathered and its impact on the Hospital – particularly due to border closures – were unprecedented. Yet the American Hospital of Paris overcame the challenges and is well on its way to achieving a balanced budget once again. Our international patients are back, the number of hospital stays has reached a record high and we are seeing new growth. Thanks to a strong investment dynamic, we were able to pursue our ambitious medical and research projects, including our medical programs – the development of innovative new digital healthcare services and centers of expertise in urology, orthopedics, cardiology, breast cancer and maternity care – as well as architectural projects, with the launch of our new flagship building. We have also accelerated the process of opening our Hospital to the academic community.

Prof. Robert Sigal: Today we can confidently say that our transformation is fully underway. Thanks to support from our Governors and donors, all of our initiatives are moving forward at a good pace. This includes our medical programs – the development of innovative new digital healthcare services and centers of expertise in urology, orthopedics, cardiology, breast cancer and maternity care – as well as architectural projects, with the launch of our new flagship building. We have also accelerated the process of opening our Hospital to the academic community.

Dr. Riadh Caid Essebsi: That is great news for us and marks a turning point in the history of the American Hospital of Paris. Our institution is becoming a private teaching hospital thanks to an agreement signed with Université de Versailles Saint-Quentin-en-Yvelines and to the arrival of Professor Patrick Rozenberg, a French university professor practicing medicine at our Hospital. Prof. Rozenberg was recently appointed Chief of the Department of Women’s and Children’s Health.

Opening our Hospital to the academic community is an incredible opportunity for our doctors, teams and patients. It will enable us to welcome students and university professors practicing medicine, and to participate in research projects and the development of strong healthcare teams advocating medical innovation.

Stéphane Roussel: At the same time, we considerably stepped up our collaboration with NewYork-Presbyterian Hospital (NYPH) and two affiliate universities, Columbia University and Weill Cornell Medical College. As a result, we have increased the number of exchange programs for doctors and nurses, welcomed students to our Hospital and organized scientific seminars. We have initiated joint research programs and conducted several audits on medical practices. These close relationships help to build the expertise of our doctors and staff. For our patients, it’s a guarantee that they will always benefit from the best of French and American medicine at the American Hospital of Paris.

Dr. R. Caid Essebsi: What’s fantastic is that all of these initiatives reinforce the Hospital’s attractiveness for doctors and allied health professionals. Many doctors have joined us because they can see we are a dynamic hospital with dozens of projects underway. A hospital where patient relationships are personalized, where teamwork is expanding as we open our doors to the academic community, and where research projects with renowned partners in North America are possible. Amid a healthcare staffing crisis affecting all of France, our institution is clearly doing something right. With our high nurse-to-patient ratio, working conditions here are better than average. In addition, Hospital management has gone to great lengths to make these professions even more attractive, by improving quality of life at the workplace and increasing remuneration, for example.

Prof. R. Sigal: People are also excited about the launch of construction of our future flagship building, which represents an immediate and tangible commitment to the medicine of tomorrow. The building, which embodies our Hospital’s future, is a key initiative requiring an investment that is unprecedented in the Hospital’s history, entirely funded by our donors and benefactors. The building will house a new operating suite; the Check-Up Center, which will triple in size; the Wellness Center and a rehabilitation center. In addition to this building, to improve the patient experience we have begun to renovate and modernize much of our infrastructure, such as our Imaging Center, Medical Surgical Unit, hospital rooms and Maternity.

S. Roussel: The sheer scale of this project meant that we had to mobilize the American Hospital of Paris’s driving forces. The launch of our capital campaign – Le Nouvel Américain – was an extraordinary success bearing witness to the trust our donors place not only in our strategy but in our institution’s longevity and future. In 2022 alone, we raised 16.7 million euros, bringing to 83 million euros the total amount collected since 2018! We are extremely grateful for this outpouring of enthusiasm and would like to thank all of the donors who have contributed or plan to contribute to this project. Despite the fact that we receive no public funding, we have always been able to rely on the generosity of our donors to ensure our growth and development, and that is the true strength of our Hospital.
To ensure the future and growth of the American Hospital of Paris, our Governors, administrators and doctors work jointly in a spirit of cooperation and absolute trust. In 2017, our three governing bodies – the Board of Governors, the Management Team and the Medical Board – unanimously adopted a 2018-2023 development strategy, embodied today by the building of the Nouvel Américain, our New American Hospital. In 2022, a new governing committee, the C3, was created to oversee our Hospital’s transformation.

THE C3, A NEW TRIPARTITE COMMITTEE

Stéphane Roussel’s appointment as Chairman of the Board and Governors and his active involvement in our institution led to the creation of the C3. This new tripartite committee brings Governors, doctors from the Medical Board and Management Team members together for a weekly meeting. While strategic decisions are made by the Governors, the C3 is where operational decision-making takes place. Through this committee, shared priorities are defined and information is shared among the three governing bodies, at regular intervals. In addition to the permanent members, special guests from our medical staff and management are regularly invited to attend, depending on the topics being discussed. Decisions made by the C3 are submitted to the Board of Governors for approval. The C3 also addresses conflctual issues in order to rapidly propose effective solutions. This committee also creates an opportunity for long-term reflection on the future of the American Hospital of Paris with regard to overall strategy, medical excellence, projects involving our medical units, and the Hospital’s internal operations and structure.

THE BOARD OF GOVERNORS

Ensuring the longevity of the Hospital and the fulfillment of its missions, the Board of Governors is made up of thirty 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.

The main committees of the Board of Governors and their respective missions:

- The Executive and Finance Committee meets once a month. It oversees and approves the Hospital’s management, budget and investments. Chairman: Stéphane Roussel
- The Strategy Committee meets at least four times a year. It assesses and approves the Hospital’s strategic orientations. It presents the strategic plan for ratification by the Medical Board followed by the Board of Governors, and then oversees its implementation. Chairman: Stéphane Roussel
- The C3, a tripartite committee meeting once a week whose members include three Governors, five members of the Medical Board and five Management Team members. In charge of operational decisions, this committee defines common priorities and shares information among the three governing bodies (see p. 8).
- The Patient Care Committee meets six times a year, before the meeting of the Board of Governors. Its main purpose is to ensure the continuous improvement of quality, in particular regarding patient care and the optimal use of Hospital resources. Chairman: André Lienhart
- The Development Committee meets six times a year, before the meeting of the Board of Governors. It oversees policy concerning donations and bequests and works to raise funds from private sources. Chairman: Arnaud Lagardère
- The Nominating Committee is mainly responsible for appointing Governors (three-year terms) and identifying Governor candidates to be submitted to the Board prior to the General Meeting of Members of the American Hospital of Paris, held once a year in May. 2022 Chairperson: Anne Swardson
- The Ethics Committee ensures that our medical and institutional practices comply with the principles of medical ethics. It meets every two months. Chairperson: Catherine Paley-Vincent

C3 MEMBERS

GOVERNORS

Stéphane Roussel
Helen Lee Bouygues
Anne Duncan

PHYSICIANS

Dr. Riadh Caïd Essebsi
Prof. Thierry Carmoi
Dr. Christophe Chapon
Dr. Stéphane Romano
Prof. Mahasti Saghatian

ADMINISTRATION

Prof. Robert Sigal
Pascal Béhier
Prof. Gérard Friedlander
Barbara Mantz
Jean-Louis Sotton

by Our Governance Teams

As of January 2023
THE MANAGEMENT TEAM

The Management Team is in charge of developing the American Hospital of Paris strategic plans, which are 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 its development and implementation, 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’Île-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 (with priority given to Université Paris-Descartes, Université de Versailles Saint-Quentin-en-Yvelines, and NewYork-Presbyterian Hospital).

THE MEDICAL BOARD

The Medical Board’s 23 members include the Hospital’s unit heads and department chiefs, who represent all 354 practitioners. The Medical Board guarantees the highest level 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 our main medical disciplines). It 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 goals of the Hospital.

MEDICAL BOARD COMMITTEES AND THEIR RESPECTIVE CHAIRPERSONS

REGULATORY COMMITTEES

Food and Nutrition Liaison Committee
Dr. Edouard Karoubi

Committee Against Healthcare-Associated Infections (CLIN)
Dr. Benjamin Sellam

Transfusion and Blood Safety Committee [CSTH]
Prof. Thierry de Martel

Medication Committee
Prof. Laurent Quint

Pain Prevention Committee (CLUD)
Dr. Christian Le Marec

Surgery Committee
Dr. Naziha Khen Dunlop

COMMITTEES SPECIFIC TO THE AMERICAN HOSPITAL OF PARIS

Outpatient Surgery Committee
Dr. Ivan Goldstein

Outpatient Care Committee
Prof. Philippe Alla / Pr. Thierry Carmoi

Accreditation Committee
Prof. Philippe Alla

Patient Record Committee
Dr. Guillaume Foulon

Science and Technology Committee
Prof. Olivier Vignaux

Physician Fee Monitoring Committee
Prof. Gérard Friedlander
In 2022, the American Hospital of Paris initiated a major transformation of its business model, with the ultimate goal of being recognized as a private teaching hospital. Our institution aims to build a new business model based on the hybridization of academic-focused medicine and private medical practice within a private hospital. This transformation delivers a powerful message and will facilitate our participation in research and teaching projects, the development of strong healthcare teams, and our ability to welcome students and members of the academic community.

A FRAMEWORK AGREEMENT FOR ACADEMIC COOPERATION

The American Hospital of Paris and the Simone Veil medical school of Université de Versailles Saint-Quentin-en-Yvelines (UVSQ) signed a framework agreement for cooperation with Weill Cornell Medical College in the United States to strengthen the ties between hospitals and academia in France and the United States. The agreement translates a collective desire to collaborate on various teaching and research programs in order to enhance the expertise and experience of the three institutions’ respective teaching staff and students. We have chosen to develop an exchange program for medical and midwifery students, hospital professors and teachers, as well as to explore areas for joint cooperation in clinical research and medical innovation. Symposiums, classes and seminars will also be organized collaboratively.

The first tangible outcome of this agreement was the appointment of Professor Rozenberg to the Maternity Unit of the American Hospital of Paris. Professor Rozenberg is a university professor and practicing obstetrician-gynecologist. In collaboration with the attending physician, Professor Rozenberg organizes weekly course content for medical and midwifery students who work in the unit under their joint responsibility. Medical students on clinical rotation provide assistance to staff in obstetrics and in our multidisciplinary Fetal Medicine Unit. They benefit from simulation-based sessions with psychologists to acquire and develop soft skills, and learn about the mechanics and pathophysiology of childbirth through simulation sessions with manikins. Similarly, midwifery students are supervised and assessed by teaching midwives at the Hospital.

In the United States, several medical and scientific partnerships have been initiated with Dr. Laura Riley, Chair of the Department of Obstetrics and Gynecology at Weill Cornell Medical College, and with Dr. Mary D’Alton, Chair of the Department of Obstetrics and Gynecology at Columbia University Irving Medical Center.

* Weill Cornell Medical College is an institution of higher learning affiliated with Cornell University in Ithaca, New York. Its campus comprises a medical school and medical research laboratory. Cornell University is listed 12th in the Shanghai ranking.

GUARANTEEING MEDICAL EXCELLENCE

Welcoming the Academic Community

A NEW ORGANIZATION OF CARE IN THE MATERNITY WARD

“My challenge at the American Hospital of Paris is to develop obstetrical practices that achieve the highest level of maternal safety. Changes in mortality patterns over the past 20 years have been closely linked to changes in pregnancy patterns. The average age and median weight of expectant mothers is higher and pregnancy complications such as diabetes and cardiovascular disease are more frequent. Around 15% of pregnant persons in France experience a high-risk pregnancy. Although, with very few exceptions, their fetuses are no longer at risk, France has a long way to go to reduce maternal mortality. The reason is probably due to the focus on reducing neonatal risks. In 2015, maternity hospitals in the U.S. began...
using a classification system for maternal care that focuses on two risk levels: neonatal risk and maternal risk. The American Hospital of Paris is fortunate to have the qualified personnel, medical expertise and comprehensive diagnostic and testing infrastructure needed to guarantee safe pregnancy journeys. Thanks to our ICU, operating rooms, interventional radiology room and state-of-the-art hybrid operating room, we can act very quickly and avoid having to transfer patients. By U.S. standards, our maternity ward ranks at maternal care level III, which is the highest. Our efforts throughout 2022 have paid off.

First, we completely restructured the ward because patient safety is closely linked to the organization of care. Working alone or in silos, with zero collaboration among practitioners and other health professionals, does not guarantee total safety. Protocols, procedures and checklists are necessary, and knowledge must be constantly updated. Our physicians and midwives now work as a team, sharing a common foundation and collaborating in a true spirit of partnership. Practices are harmonized and decision-making is multidisciplinary.

We’ve also introduced various delivery pathways. There still is the private OB/DYN follow-up pathway, but now we have a midwife and on-call physician option as well. This allows us to reach a broader patient base and adapt to changing expectations. Women want more control over childbirth and less medical intervention during delivery. Fathers, too, are taking on a new role in childbirth.

The yearend results are excellent, with a significant increase in the number of births. As our goal is to surpass 1,000 births a year, we have completely redesigned the ward structurally and architecturally. Two additional delivery rooms have been created and the 15 existing rooms have been renovated.

The challenge for 2023 will be to instill this team culture in all three components of the Department of Women’s and Children’s Health: the maternity ward, the Assisted Reproductive Technology (ART) Center and the Fetal Medicine Unit. Building bridges between medical specialties and promoting best practices, such as the sharing and review of patient records, is essential. Our aim is to support couples throughout their pregnancy journey, from their first steps in ART to childbirth and on to their pediatrics appointments. Designing our Department of Women’s and Children’s Health to cover care from conception to pediatrics will enable our patients to benefit from the cross-disciplinary expertise of a team knowledgeable about all their records. Given the growing lack of healthcare access in France, this is a real boon.

Professor Patrick Rozenberg, Head of the Department of Women’s and Children’s Health since 2023

PROFESSOR PATRICK ROZENBERG

Professor Patrick Rozenberg is an obstetrician and gynecologist, university professor and hospital practitioner. Qualified to conduct research since 2003, he has outstanding expertise in the fields of maternal and fetal health, gynecological ultrasound and at-risk pregnancy monitoring.

Professor Rozenberg has published more than one hundred articles in international reviews, contributed to major clinical trials, overseen the publication of two books and helped draft national clinical practice recommendations issued by the French College of Obstetricians and Gynecologists. As a director of clinical training, he shares his expertise with the school of midwifery at Poissy-Saint-Germain-en-Laye hospital and with medical students at Université de Versailles Saint-Quentin-en-Yvelines (UVSQ).

Professor Rozenberg was formerly the chairman of the Medical Commission at Poissy-Saint-Germain-en-Laye hospital. He joined the American Hospital of Paris in 2022 to head our Maternity Unit and was appointed Chief of the Department of Women’s and Children’s Health in 2023.

Through his ongoing research and teaching activities at the American Hospital of Paris, Professor Rozenberg is reinforcing our institution’s medical and scientific expertise.

Professor Rozenberg was formerly the chairman of the Medical Commission at Poissy-Saint-Germain-en-Laye hospital. He joined the American Hospital of Paris in 2022 to head our Maternity Unit and was appointed Chief of the Department of Women’s and Children’s Health in 2023.

Through his ongoing research and teaching activities at the American Hospital of Paris, Professor Rozenberg is reinforcing our institution’s medical and scientific expertise.

PROFESSOR ISRAËL NISAND

Professor Israël Nisand, an obstetrician-gynecologist, took the helm of the American Hospital of Paris Maternity Unit in 2021 at the instigation of Dr. François Jacquemard, then Chief of the Department of Women’s and Children’s Health, and of Dr. Amina Yamgnane, before playing an active role in the recruitment of Professor Rozenberg.

Since March 2022, Dr. Amina Yamgnane and Prof. Israël Nisand have been holding respectful maternity care seminars open to all maternity professionals throughout France. Each daylong seminar explores nine topics that include the difference between respectful and disrespectful maternity care; the right caregiver-patient distance; the anesthesiologist’s role in ensuring emotional safety; the medical consequences of disrespectful maternity care; and screening and management of pregnancy complications.

MATERNITY CARE WITH RESPECT

Since March 2022, Dr. Amina Yamgnane and Prof. Israël Nisand have been holding respectful maternity care seminars open to all maternity professionals throughout France. Each daylong seminar explores nine topics that include the difference between respectful and disrespectful maternity care; the right caregiver-patient distance; the anesthesiologist’s role in ensuring emotional safety; the medical consequences of disrespectful maternity care; and screening and management of pregnancy complications.
The American Hospital of Paris's dual identity compels us to guarantee the best in French and American medicine to our patients, every day. Thanks to support from the Florence Gould Foundation, our scientific and medical partnerships with the United States – particularly with our longtime partner NewYork-Presbyterian Hospital and its affiliate universities Columbia University and Weill Cornell Medical College – were back in full swing in 2022. Our aim is to give our patients access to exclusive, proven technologies, therapies and practices that are recognized in the United States by the highest scientific and medical authorities.

**INCREASING EXCHANGES WITH OUR PARTNERS**

After being interrupted during the Covid-19 pandemic, our travel and exchange programs with the United States resumed in 2022. Two delegations from the American Hospital of Paris, comprising doctors and members of the Board of Directors and Management Team, visited NewYork-Presbyterian Hospital, Weill Cornell Medicine and Columbia University Irving Medical Center. A number of collaborations were initiated in the fields of maternity, exploratory gastroenterology and plastic surgery. Management Team members also shared their knowledge and experience in different areas of management and human resources, such as recruiting doctors or retaining nursing staff.

**NEW COOPERATIVE PARTNERSHIPS**

In addition to the tripartite agreement signed between the American Hospital of Paris, the Simone Veil medical school of Université de Versailles-Saint-Quentin-en-Yvelines (UVSQ) and Weill Cornell Medical College, a new partnership was initiated with Brigham and Women’s Hospital in Boston.

Through this partnership, made possible in part thanks to BWH’s Chris Gilligan, MD, MBA, Associate Chief Medical Officer and pain-medicine physician, the orthopedics department of the American Hospital of Paris in 2023 began participating in BWH’s weekly virtual Grand Rounds and plans to host exchanges between residents and visiting professors, under the supervision of Dr. Stéphane Romano.

**MULTIDISCIPLINARY MASTERCLASSES**

On July 8 and 9, 2022, in collaboration with MEDIPATH and Ibex Medical Analytics, Professor Philippe Vielh, a cytopathologist at the American Hospital of Paris, organized a virtual seminar open to specialists from around the world. This masterclass, entitled “Multidisciplinary Masterclass: Bladder and Prostate Cancer,” was attended by French and American doctors and scientists, including Dr. Momin Siddiqui from Weill Cornell Medical College. Participants addressed various aspects of these diseases and the use of artificial intelligence for diagnostic and therapeutic purposes.

**SCIENTIFIC CONFERENCES: HARVEY CUSHING SYMPOSIUM**

The Harvey Cushing Symposium brings together leading scientists from French and American universities to explore a different key topic each year. On April 4, 2022, American and French experts gathered for “Covid, After the Storm?” to better understand and learn from the aftermath of the unprecedented Covid-19 health crisis. Attendees shared their views on the questions raised by the pandemic’s countless waves and surges on both sides of the Atlantic.

Samuel H. Selesnick, M.D., is Professor and Vice Chairman of the Department of Otolaryngology – Head and Neck Surgery, at Weill Cornell Medical College. He has been a Senior U.S. Medical Counselor to the American Hospital of Paris since 2014. In this capacity, he advises our Hospital’s management team and doctors on the best American medical practices and helps develop scientific and medical partnerships between our Hospital and North American hospitals and universities.
To ensure our patients benefit from leading experts, top specialists and the best staff available while meeting the objectives of our growth strategy, the American Hospital of Paris pursued an ambitious and dynamic recruiting policy in 2022. Although jobs in healthcare remained unfilled across France following the Covid pandemic, the American Hospital of Paris succeeded in remaining attractive, considerably limiting the impact of the staffing crisis on our patients.

**HIRING NEW EXPERTS**

To boost excellence within existing teams and appeal to new specialists in several medical disciplines, the American Hospital of Paris pursued its doctor recruitment program. 2022 saw the arrival of more than 25 physicians and surgeons, enabling us to offer new expertise to patients and reinforce our centers of excellence. Moreover, we redefined our recruitment specifications, with increasingly stringent criteria for new hires.

**Guaranteeing Medical Excellence**

Building Our Attractiveness

**Welcome to Our New Staff in 2022!**

**Doctor Audrey Stansal**

**Vascular Physician**

Dr. Stansal is a former attending physician in the Department of Vascular Medicine/Rare Vascular Diseases at Hôpital Européen Georges Pompidou, part of the Paris public hospital network (AP-HP). She holds a supplementary specialized medical degree (DESC) in vascular medicine and an inter-university degree in vascular ultrasonography and ultrasound techniques. Dr. Stansal worked for ten years in the Department of Vascular Medicine/Hypertension at Hôpital Saint-Joseph, in Paris, where she gained expertise in the treatment of chronic vascular wounds. She sits on the board of directors and the scientific council of the French College of Vascular Pathology (CFPV) and is a member of the Île-de-France regional commission for specialized medical degrees (DES) in vascular medicine. Dr. Stansal is a member of the editorial board of *Journal of Vascular Medicine* and has published several articles in international peer-reviewed medical journals.

**Doctor Myriam Delomenie**

**Breast Surgical Oncologist**

A surgical oncologist specializing in breast-cancer surgery, Dr. Delomenie joined the breast-surgery team at the American Hospital of Paris this year. Her expertise also includes post-surgical management of breast cancer, especially the determination of the best treatment options. Dr. Delomenie holds a supplementary specialized medical degree (DESC) in oncology with focus on the surgical treatment of cancers. She worked as a hospital practitioner in the Department of Gynecology and Breast Cancer Surgery at Hôpital Européen Georges Pompidou, and as an attending physician at Institut Curie’s Cancer Research and Treatment Centers. A frequent speaker at conferences (Gynécologie-obstétrique pratique, Société Francophone de Chirurgie Oncologique), Dr. Delomenie is also a proofreader for the academic journals *Journal of Gynecology Obstetrics and Human Reproduction* and *Reports*. She is a member of the scientific council of the French non-profit, Association Médecine pour Tous, and a member of Groupe Francophone de Chirurgie Robotique en Gynécologie (CRG).
**Professor Elie Chouillard**
**GI Surgeon**

Prof. Chouillard is a hospital surgeon and former head of the Department of General and Gastrointestinal Surgery at Poissy-Saint-Germain-en-Laye hospital. He also directed the Paris-Île-de-France Ouest Obesity Center (CSO) from 2012 to 2022. Prof. Chouillard specializes in minimally invasive surgery of the abdominal organs (hernias, incisional hernias, gallbladder, gastroesophageal reflux disease), bariatric surgery (obesity and metabolic surgery, recovery from complications of bariatric surgery) and surgical oncology (colon, small intestine, rectum, stomach, esophagus, liver, bile ducts, peritoneal carcinomatosis and large abdominal tumors). Prof. Chouillard is a member of the learned societies Société Française de Chirurgie Digestive, Société Française et Francophone de Chirurgie de l’Obésité et des Maladies Métaboliques, and European Association of Endoscopic Surgery. In the U.S., he is a member of the American Society of Metabolic and Bariatric Surgery and of the Society of American Gastrointestinal and Endoscopic Surgeons. He is an associate professor at several international universities, lectures in France and abroad and is the author of three books and over 150 papers published in international scientific journals.

**Doctor Philippe Collin**
**Orthopedic Surgeon**

A specialist in orthopedic conditions of the shoulder (instability, tendon ruptures, osteoarthritis), Dr. Collin trained with leading shoulder surgeons in France, Europe and the U.S. For 20 years, he was head of a unit specializing in the treatment of shoulder conditions at a private hospital in Rennes, France, which hosted numerous physicians-in-training and had a scientific research department. Dr. Collin has gained global acclaim for his communications and papers, which have been published in journals around the world (12 scientific articles published by the American Academy of Orthopaedic Surgeons and over 90 published articles). He was awarded the prize for best scientific paper at the International Congress of Shoulder and Elbow Surgery, held in Japan in 2013. Always striving to improve techniques in his field of medicine, in 2014 Dr. Collin became the world’s first surgeon to live stream a shoulder operation between France and Japan while wearing a Google Glass™ device. In 2020, he was also the first to use Microsoft’s HoloLens™ head-mounted display unit to simultaneously visualize a patient’s shoulder and a 3D representation of a prosthesis’s intended position during preoperative planning. In 2021, Dr. Collin was elected President of the European Society for Shoulder and Elbow Surgery (SECEC-ESSSE). He is also a corresponding member of American Shoulder and Elbow Surgeons and a former president of the Société française de l’épaule et du coude (SOFEC).

**Barbara Mantz**
**Director of Nursing**

After earning a nursing degree in 1993 and a degree as a nurse anesthetist in 2000, Barbara Mantz pursued a career in management, becoming a senior health executive in a hospital with an ICU, a CCU, an operating suite and an emergency dispatch center. She also holds a master’s degree in health economics and a master’s degree in healthcare quality and risk management. The latter enabled her to become a quality assurance specialist for a variety of hospitals and sites and to participate in the development of public/private healthcare partnerships. Well aware of the challenges awaiting the American Hospital of Paris in the months and years ahead, Ms. Mantz will play an active role in identifying caregivers’ current expectations and the levers for attracting talent in order to promote recruitment and retention. Her roadmap focuses on HR issues, the training plan, quality and safety, and teamwork with physicians. Last but not least, she reminds us that patients are our number-one priority and that they are an integral part of a care pathway where doctors and nurses work together as a team.
The history of the American Hospital of Paris is closely tied to its accreditation by The Joint Commission, which requires that accredited organizations have a strong safety culture. For more than 70 years, our institution has been developing rigorous hospital and interventional procedures that guarantee safety for all patients. Special care is taken to avoid the risk of infection and errors in terms of medication, medical procedures and patient identification. By constantly evaluating the individual practices of our doctors and nurses, we work daily to implement a common, rigorous safety culture.

On October 10, 2022, the American Hospital of Paris organized its first speed interviewing event aimed at hiring hospital and OR nurses, midwives and medical secretaries. Over the course of a few hours, 30 candidates met with managers in our care units, laboratory, and nursing, imaging and consultation departments as well as with our human resources team. Candidates were also able to schedule their first interviews and tours of Hospital departments. This new recruiting method, which is increasingly preferred by candidates, offers the advantage of letting candidates visit the premises and meet healthcare providers working on site.

In September 2022, The Joint Commission renewed its full accreditation of the American Hospital of Paris. Since 1954, our Hospital has undergone regular voluntary audits by The Joint Commission, a United States-based accrediting organization, that contribute to our international renown. Renewed every three years, this accreditation results from a collective effort that honors the professionals of the American Hospital of Paris. With 1,800 evaluation criteria, the process bears witness to our extremely high standards in terms of safety of care. Accreditation involves an unannounced visit and investigations conducted by three experienced healthcare professionals, across all of the Hospital’s departments and sectors of activity.

In addition, thanks to the generosity of donors, a festive evening was organized before the summer to thank everyone for their dedication during the Covid crisis. Held at Paris’s legendary L’Olympia concert hall, more than 600 guests attended, including doctors, allied health professionals, administrative staff and service providers.

Accreditation by The Joint Commission complements our Level A certification by the Haute Autorité de Santé in France, and is an additional guarantee of the quality and safety of our care. This double accreditation perfectly illustrates the missions of the American Hospital of Paris, which is to offer patients the best of French and American medical practices. The American Hospital of Paris is the only civilian establishment in the world outside the United States to have received this level of recognition.
“FRENCH HOSPITAL QUALITY” DESIGNATION EARNED

Treating international patients is one of the undeniable strengths and a key growth area for the American Hospital of Paris. In 2022, foreign patients accounted for 26% of our patients, making our institution the leading international hospital in France. In recognition of this expertise, we were one of the first French healthcare establishments to earn the “French Hospital Quality” designation, the first quality process in France to evaluate care provided to international patients in French hospitals. Created by the non-profit organization French Healthcare in partnership with AFNOR Certification, this designation evaluates the entire patient journey, from the request for medical care to discharge.

FRENCH QUALITY INDICATORS

According to the Haute Autorité de Santé, for the fifth year in a row the American Hospital of Paris was France’s top-ranking healthcare establishment in terms of patient satisfaction. In addition, for all quality indicators, we scored in the top five among private and public institutions offering medical, surgical and obstetric healthcare services.

OF PATIENTS SATISFIED WITH THEIR INPATIENT HOSPITALIZATION (MORE THAN 48 HOURS)

79%

OF PATIENTS SATISFIED WITH THEIR OUTPATIENT SURGERY (SOURCE QUALISCOPE)

80%

ACTIONS TO IMPROVE THE QUALITY AND SAFETY OF CARE IN 2022

Infectious risk As in every year, our infectious risk prevention team conducted internal and nationwide audits, surveillance and trainings. A full report was sent to the Committee Against Healthcare-Associated Infections (CLIN). As soon as planning for the future flagship building began, support was also provided to our technical teams to increase the safety of care, in particular by defining the necessary prevention measures.

Medication management In 2017, the American Hospital of Paris began installing OMNICELL® automated dispensing cabinets. In compliance with French and American regulations, medications that look alike and sound alike (LASA) are listed and identified in the care units as high-risk drugs.

Patient records Since we began creating electronic patient records using the TrakCare software, the quality and risk management department has performed regular assessments to ensure patient records are kept up to date. Monthly analyses are conducted to ensure the quality of medical data. These analyses are supplemented by evaluations to comply with regulations aimed at particular aspects of patient care, such as transfusions, antibiotics and compression stockings.

Quality inside Visits targeting specific risks in operating suites as well as monthly audits on transversal topics enabled direct interaction with professionals. In the last trimester of 2022, monthly audits were carried out in part by the professionals themselves, in their own departments, in an effort to increase buy-in of the quality process.

Risk management is a fundamental principle that helps reinforce the quality and safety of patient care. The American Hospital of Paris has reiterated its goal of encouraging all professionals to report all adverse events. The new challenges for the years to come in terms of risk management arise from the new Haute Autorité de Santé certification, which has been expanded to include digital risk management and information system security, as well as environmental risks and the associated ecological impacts.

Nadia Heshmati,
Head of the Quality and Risk Management Department
Architectural design consistent with a modern city
The building was designed to blend into its highly residential urban landscape while fully asserting the American Hospital of Paris’s local presence and history. Its generous volumes, combined with interplays of light and transparency and upscale interior and exterior features, set it apart. The building’s L-shape, scale and materials harmoniously mirror the historic building, creating continuity between past and present. Through elegantly redesigned, airier and more functional spaces, its world-class hospitality amenities reflect the medical excellence and unparalleled patient experience guaranteed by Le Nouvel Américain.

Medical care in a soothing environment
The flagship building – the heart and soul of the American Hospital of Paris – will be dedicated to surgery and outpatient care. Access will be facilitated by valet parking and an underground parking garage. On the ground level, a vast lobby will ensure patients and visitors are welcomed under optimal conditions while creating an immediate feeling of peacefulness. In this welcoming atmosphere, patients will find the admissions department, the billing department, the Patient Managers’ office and our Concierge service. At the heart of the structure, a large tree-studded Grand Atrium captures natural light thanks to a series of cascading terraces that accompany patients and guests throughout their visit. This atrium, along with a tea room, a restaurant with menus concocted by chef Yannick Alléno, shops and lounge areas, will all help to create a feeling of leisurely well-being for patients, who are often prone to anxiety.
RENOVATION OF PATIENT ROOMS

48 patient rooms, each with a surface area of 236 square feet (22 square meters) have been renovated since 2020 under the guidance of Jean-Michel Wilmotte. Hospitalized patients now enjoy the benefits of unrivaled hospitality standards with regard to style, comfort, functionality and technological equipment.

MODERNIZATION OF THE MEDICAL SURGICAL UNIT

After nine months of work and the addition of 861 square feet (80 square meters), the new Medical Surgical Unit (Emergency Dept.) opened in October 2022. The unit was completely renovated to increase capacity while prioritizing personalized service and privacy for patients and their families, reduced wait times, improved flow and separate circulation paths for stretcher-bound and mobile patients. Patient flow is now based on the principle of continuous forward movement: from the moment patients arrive, they travel in one direction as they receive care, undergo examinations and are discharged. This significantly enhances their overall experience.

Open 24/7, the unit ensures continuity of care, regardless of the illness and level of urgency. Providing consultations and care, the unit is equipped with the cutting-edge diagnostic and testing technology needed to deliver treatments that go over and above traditional emergency medicine.
Building the future of the American Hospital of Paris and becoming one of Europe's top five hospitals is a challenge that requires the commitment of benefactors who want to be involved in the most ambitious project ever rolled out by our institution.

As a not-for-profit institution, the American Hospital of Paris receives no public funding and has no shareholders. Driven by a vision of excellence and a strong spirit of innovation while remaining true to a philanthropic tradition unique in France, the American Hospital of Paris continues to grow and modernize thanks solely to the support of its patients and donors.

The American Hospital of Paris has always aimed to provide the very best healthcare for our patients. With the launch of this unprecedented capital campaign, fully dedicated to medical excellence and innovation, our institution is embarking on a new era. It is here and now that the future, our future, begins. Welcome to Le Nouvel Américain.

Stéphane Roussel, Chairman of the Board of Governors

I am proud and honored to serve as Chairman of the Campaign Committee. The strength of Le Nouvel Américain lies in its strategic alliance of visionary medicine and innovative management, unique in the French healthcare sector. It is a reflection of the Hospital's indisputable – and thrilling! – pursuit of excellence. I know that, together, we will succeed in building the future of the Hospital we all care about.

Arnaud Lagardère, Chairman of the Campaign Committee

CAMPAIGN COMMITTEE MEMBERS

CHAIRMAN
Arnaud Lagardère, Chief Executive Officer of Lagardère S.A

AMBASSADORS
Norbert Becker, Vice-Chairman of the Board of Directors, Quilvest Wealth Management
Kyril Courboin, Managing Director, J.P. Morgan France

Iris Knobloch, President, Cannes Film Festival
Helen Lee Bouygues, Chief Executive Officer, LB Associés & Founder of Reboot Foundation
Stéphane Roussel, Chairman of the Board of Governors, American Hospital of Paris – Chairman, Vivendi Foundation
Laurent Vieillevigne, Vice Chairman & Managing Director, Investment Banking, Bank of America

AN UNPRECEDENTED CAMPAIGN

To complete its architectural transformation and promote medical excellence, the American Hospital of Paris must invest 150 million euros over the coming years. By conducting a major capital campaign called Le Nouvel Américain, our institution firmly committed to raising two-thirds of that amount (100 million euros) by the end of 2023.

Since 2018, a dedicated French-American Campaign Committee comprising esteemed figures from the business world has been tackling that challenge, which is unprecedented in the history of our institution. At the end of 2022, the Committee, chaired by Arnaud Lagardère, had already collected more than 83 million euros in gifts from our French and foreign benefactors. These results offer tangible proof of our progress on the path toward success.
HONOR ROLL

Maurice Greenberg, Chairman of The Starr Foundation and Chairman and Chief Executive Officer of Starr Insurance

From his time as a young man in the military, Maurice Greenberg set himself a code of conduct – to serve – which has acted as a compass for his choices in life and philanthropy. The word encapsulates his undying ties of friendship with France and the American Hospital of Paris. At barely 19 years of age, he took part in the Allied landings in Normandy on D-Day and then spent several months in combat in France before participating in the liberation of the Dachau concentration camp in Germany. Maurice Greenberg never cut his ties with France and has always regarded it as his duty to support the institutions that helped American soldiers.

Mr. Greenberg currently serves as Chairman and CEO of Starr Insurance, a global insurance and investment organization. He retired as Chairman and CEO of American International Group (AIG) in March 2005. Under his nearly 40 years of leadership, AIG grew from an initial market value of $300 million to $180 billion, becoming the largest insurance company in the world. As Chairman of The Starr Foundation, he has expanded the foundation’s activities around the world, including in France, and lent his support to the American Hospital of Paris. In this way, Maurice Greenberg became one of our Hospital’s most faithful friends.

Under his leadership, The Starr Foundation has been among our most generous benefactors, through good times and bad, for over 34 years. In 1989, The Starr Foundation invested in the establishment of a pain clinic. A few years later, it funded the opening of a new intensive care unit and a hemodialysis program. Thanks to The Starr Foundation and its Chairman, a magnificent international medical and scientific conference center was also opened. Named after the Foundation, it welcomes, among other events, the Franco-American Harvey Cushing Symposium. The Foundation’s grants following the horrific terrorist attacks in November 2015 were a gesture of support to the people of Paris and a tribute, as Americans, to their French allies. The aim was to help the Hospital in disaster-readiness planning by training staff to be prepared to treat a large number of injured victims.

It was also thanks to The Starr Foundation that the American Hospital of Paris was able to multiply its scientific and medical exchanges with its American partners: NewYork-Presbyterian, Columbia University, and especially Weill Cornell. More recently, The Starr Foundation contributed to the renovation of the 24/7 Medical Surgical Unit. With the launch of our campaign for Le Nouvel Américain, Maurice Greenberg showed his commitment to our Hospital once again, by donating $10 million to the construction of our flagship building.

“The American Hospital of Paris is unique: the hospital treated more than 100,000 Allied servicemen during both World Wars. As I myself was proud to serve during the Second World War and Korean War, throughout my career I have supported those institutions that cared for our soldiers, institutions like the American Hospital. Today I am especially proud that The Starr Foundation has facilitated closer collaborations between the American Hospital of Paris and Weill Cornell Medical College, by helping to establish exchange programs for the medical teams in France and North America. We are now building the future together, with the construction of the new flagship building, which in two years’ time will house predictive and preventive medicine, rehabilitation, and two ultramodern operating rooms.”

Maurice Greenberg, Chairman of The Starr Foundation
FUNDRAISING RESULTS

OFFICIAL LAUNCH OF LE NOUVEL AMÉRICAIN

One of the highlights of 2022 was the official launch of our capital campaign, Le Nouvel Américain, at a gala in New York. The success and enthusiasm generated since the campaign began in 2018 endured in 2022. €11,519,186 in funds was collected from benefactors and corporate sponsors, in addition to €11,894,832 in multi-year donation pledges.

The goal of this campaign, the most ambitious in the Hospital’s history, is to raise €100 million by the end of 2023 to finance the Hospital’s future key projects, including the construction of two emblematic buildings: the new Imaging Center, now completed, and the future flagship building designed by Jean-Michel Wilmotte.

Funds collected from the public (dues, donations and bequests) as of December 31, 2022 reached an exceptional total of €16,802,739. We owe these results to the overwhelming response to our capital campaign, Le Nouvel Américain. Launched in 2022, the campaign will fund major medical and architectural projects at the American Hospital of Paris, including the future flagship building.

STONG MEMBERSHIP PROGRAM GROWTH

As of December 31, 2022, the Membership Program of the American Hospital of Paris had 3,875 active members, up 13% from 2021. A record 1,088 new members joined the program and 84% of members renewed their membership in 2022, illustrating their loyalty and deep connection to our institution. As a result, total membership revenues reached €3,363,619 for 2022, a significant year-on-year increase of 19%.

BEQUEST REVENUES ON THE RISE

For the year ending on December 31, 2022, the American Hospital of Paris received a total of €217,845 in bequests, a 42% increase from 2021.
YOUR DONATIONS AT WORK

In 2022, €26.6M in donations, including €8.5M in dedicated funds carried over from previous years, were invested in major projects for the Hospital’s future. That includes €24.7M for the construction of the future flagship building alone, and €1.8M for the modernization of the Medical Surgical Unit.

Thanks to the outstanding success of our capital campaign, close to €25M was invested in 2022 for the construction of our future flagship building, which is underway. By September 2025, this four-story, 108,000-square-foot (10,000-sq.-meter) edifice will house our Hospital’s predictive, preventive and rehabilitation medicine units as well as ultramodern operating suites.

In addition, €1.8M in donations was used to expand and modernize the Medical Surgical Unit. In all, €3.5M in donations was allocated to the complete renovation of the department.

In October, after more than nine months of renovation, the medical teams and allied health professionals began working in their new environment, which offers unrivaled levels of service, privacy and comfort to patients.

Earmarked contributions not given to Hospital through the capital campaign supported such investments as the acquisition of medical equipment and initiatives to enhance the well-being of nurses and administrative staff.

YOUR DONATIONS AT WORK

Operating expenses relating to payroll and development office expenses as well as operational, exceptional and financial expenditure totaled €382,487, accounting for 2.3% of the funds collected in 2022.

THE AMERICAN HOSPITAL OF PARIS EARNS DON EN CONFIANCE SEAL OF APPROVAL

Valid for three years, this designation guarantees that our Hospital meets the eligibility criteria of Don en Confiance and aligns with its main values – respect for donors, transparency, efficiency, integrity and objectivity.

“We are honored and proud to receive the Don en Confiance seal of approval. This designation is a tremendous acknowledgement of the values of excellence, transparency and integrity embodied by the teams of the American Hospital of Paris. For our donors, it provides additional assurance that their donations are properly managed and their wishes fully honored. This seal of approval will only reinforce our strong bonds of friendship and the trust they have placed in us since 1906.”

Stéphane Roussel, Chairman of the Board of Governors of the American Hospital of Paris

STRICT BUDGET MANAGEMENT

Fundraising and operating expenses totaled €1,271,991 in 2022, representing 7.6% of all donations and bequests received in the year. Strict cost management, rendered more efficient by increased digitalization of the fundraising process, made it possible to allocate 92.4% of collected funds to our general missions and investment projects.

Fundraising expenses, which include appeals for donations (specific fundraising campaigns, donor prospecting, loyalty building initiatives and the publication of the newsletter L’Américain) totaled €889,504 and represented 5.3% of funds raised.

USE OF FUNDS

Valid for three years, this designation guarantees that our Hospital meets the eligibility criteria of Don en Confiance and aligns with its main values – respect for donors, transparency, efficiency, integrity and objectivity.

“We are honored and proud to receive the Don en Confiance seal of approval. This designation is a tremendous acknowledgement of the values of excellence, transparency and integrity embodied by the teams of the American Hospital of Paris. For our donors, it provides additional assurance that their donations are properly managed and their wishes fully honored. This seal of approval will only reinforce our strong bonds of friendship and the trust they have placed in us since 1906.”

Stéphane Roussel, Chairman of the Board of Governors of the American Hospital of Paris

THE AMERICAN HOSPITAL OF PARIS EARNS DON EN CONFIANCE SEAL OF APPROVAL

At the start of 2022, the American Hospital of Paris applied to earn the Don en Confiance seal of approval, awarded by the French watchdog organization Comité de la Charte. After a one-year in-depth review of our institution’s practices and operations, the American Hospital of Paris received the Don en Confiance seal of approval in January 2023.

STRICT BUDGET MANAGEMENT

Fundraising and operating expenses totaled €1,271,991 in 2022, representing 7.6% of all donations and bequests received in the year. Strict cost management, rendered more efficient by increased digitalization of the fundraising process, made it possible to allocate 92.4% of collected funds to our general missions and investment projects.

Fundraising expenses, which include appeals for donations (specific fundraising campaigns, donor prospecting, loyalty building initiatives and the publication of the newsletter L’Américain) totaled €889,504 and represented 5.3% of funds raised.

USE OF FUNDS

Valid for three years, this designation guarantees that our Hospital meets the eligibility criteria of Don en Confiance and aligns with its main values – respect for donors, transparency, efficiency, integrity and objectivity.

“We are honored and proud to receive the Don en Confiance seal of approval. This designation is a tremendous acknowledgement of the values of excellence, transparency and integrity embodied by the teams of the American Hospital of Paris. For our donors, it provides additional assurance that their donations are properly managed and their wishes fully honored. This seal of approval will only reinforce our strong bonds of friendship and the trust they have placed in us since 1906.”

Stéphane Roussel, Chairman of the Board of Governors of the American Hospital of Paris

THE AMERICAN HOSPITAL OF PARIS EARNS DON EN CONFIANCE SEAL OF APPROVAL

At the start of 2022, the American Hospital of Paris applied to earn the Don en Confiance seal of approval, awarded by the French watchdog organization Comité de la Charte. After a one-year in-depth review of our institution’s practices and operations, the American Hospital of Paris received the Don en Confiance seal of approval in January 2023.

STRICT BUDGET MANAGEMENT

Fundraising and operating expenses totaled €1,271,991 in 2022, representing 7.6% of all donations and bequests received in the year. Strict cost management, rendered more efficient by increased digitalization of the fundraising process, made it possible to allocate 92.4% of collected funds to our general missions and investment projects.

Fundraising expenses, which include appeals for donations (specific fundraising campaigns, donor prospecting, loyalty building initiatives and the publication of the newsletter L’Américain) totaled €889,504 and represented 5.3% of funds raised.

USE OF FUNDS

Valid for three years, this designation guarantees that our Hospital meets the eligibility criteria of Don en Confiance and aligns with its main values – respect for donors, transparency, efficiency, integrity and objectivity.

“We are honored and proud to receive the Don en Confiance seal of approval. This designation is a tremendous acknowledgement of the values of excellence, transparency and integrity embodied by the teams of the American Hospital of Paris. For our donors, it provides additional assurance that their donations are properly managed and their wishes fully honored. This seal of approval will only reinforce our strong bonds of friendship and the trust they have placed in us since 1906.”

Stéphane Roussel, Chairman of the Board of Governors of the American Hospital of Paris

THE AMERICAN HOSPITAL OF PARIS EARNS DON EN CONFIANCE SEAL OF APPROVAL

At the start of 2022, the American Hospital of Paris applied to earn the Don en Confiance seal of approval, awarded by the French watchdog organization Comité de la Charte. After a one-year in-depth review of our institution’s practices and operations, the American Hospital of Paris received the Don en Confiance seal of approval in January 2023.
The American Hospital of Paris and our North American Foundation thank all of our donors for their outstanding support in 2022 and beyond.

**Generosity**

The American Hospital of Paris and our North American Foundation thank all of our donors for their outstanding support in 2022 and beyond.

**Major Donors**

($25,000 and More)

Bertrand Meunier
Katherine McCormick
Agatha & Stephen Luczo
& Gretchen C. Leach
Ambassadeur Howard H. Leach
& Sylvia Fine Kaye
Françoise Bettencourt Meyers
& Israel Englander
Claude Wasserstein
Laurent & Anne-Marie Vacherot
Béatrice Stern
Fondation Danny Kaye
& Sylvie Fine Kaye
Norbert & Maria Becker
Françoise Bettencourt Meyers
& Jean-Pierre Meyers
Michael W. Bühler
Ting Tsung & Wei Fong Chao
Ziegler Family Foundation
Sylvie & Alain Weill
& Israel Englander

**Generosity**

The American Hospital of Paris pays tribute to its generous testators, who prefer to remain anonymous.

We respect the wishes of our donors who prefer to remain anonymous.
## CERCLE CHRISTIANE GUERLAIN 2022

In gratitude for your continued support

The American Hospital of Paris is proud to be able to count on nearly 3,900 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.

### 30 YEARS OF LOYAL SUPPORT

<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>François &amp; Catherine Akle</td>
<td>Pierre &amp; Jeanine Edeline</td>
<td>Marie-Josée Maniglier</td>
</tr>
<tr>
<td>Patrick Bouffette</td>
<td>Jean-Claude Guez</td>
<td></td>
</tr>
</tbody>
</table>

### 20 YEARS OF LOYAL SUPPORT

<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pierre Balme</td>
<td>Patrice Denis</td>
<td>François Plouvier</td>
</tr>
<tr>
<td>Françoise &amp; Bernard Bô</td>
<td>Geneviève Levet</td>
<td>Jean-Jacques Ricaud</td>
</tr>
<tr>
<td>Pascal &amp; Nathalie Brouard</td>
<td>Richard O’Connell</td>
<td>Alain Van Honacker</td>
</tr>
</tbody>
</table>

### 10 YEARS OF LOYAL SUPPORT

<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Judith Allen</td>
<td>Florence Castel</td>
<td>Philippe Kohl</td>
</tr>
<tr>
<td>David &amp; Andrea Allen</td>
<td>Lionel Champeaud</td>
<td>Simone Markus</td>
</tr>
<tr>
<td>Jean-François Astruc</td>
<td>Fabien Claude</td>
<td>Nicole &amp; Jacques Mollière</td>
</tr>
<tr>
<td>Alain Belletête</td>
<td>Marc &amp; Danielle Crisafi</td>
<td>Jean-Luc Pottier du Fayet de</td>
</tr>
<tr>
<td>John Caspersen</td>
<td>Dominique Defize</td>
<td>Latour</td>
</tr>
<tr>
<td>Henri &amp; Michèle Cassin</td>
<td>Jean-François Hamann</td>
<td>Karin Riahi</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Monique Simon-Thomas</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Henriette Steinberg</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Dominique Michel &amp; Corinne</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Thomas</td>
</tr>
</tbody>
</table>

### 5 YEARS OF LOYAL SUPPORT

<table>
<thead>
<tr>
<th>Name</th>
<th>Name</th>
<th>Name</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Xavier Bohand</td>
<td>Jean-Paul Echegut</td>
<td>Guy &amp; Claudine Peiroles</td>
<td>Agnès Touchet-Chazal</td>
</tr>
<tr>
<td>Marianne Cordier</td>
<td>Jean Follot</td>
<td>Christian &amp; Bénédicté Perret</td>
<td>Isabelle Weill &amp; Paul Dardel</td>
</tr>
<tr>
<td>Thierry Courmont</td>
<td>Michel Grandjean</td>
<td>Alix Repelin</td>
<td>Manuel &amp; Marie-Inès Worcel</td>
</tr>
<tr>
<td>Patrick Cupillard</td>
<td>Serge Gravel</td>
<td>Folker Rohlich</td>
<td></td>
</tr>
<tr>
<td>Guillaume Dard &amp; Catherine Cornemililot</td>
<td>Didier &amp; Joëlle Levonnais</td>
<td>Léon Salto</td>
<td></td>
</tr>
<tr>
<td>Jack &amp; Denise Delaunay</td>
<td>Ann MacLachlan Zaleski</td>
<td>Federico Spinola</td>
<td></td>
</tr>
<tr>
<td>Sylvie Drecq</td>
<td>Arnaud &amp; Geneviève</td>
<td>Anne Swardson &amp; Charles</td>
<td></td>
</tr>
<tr>
<td>Jose Luis &amp; Carmen</td>
<td>Manas</td>
<td>Trueheart</td>
<td></td>
</tr>
<tr>
<td>Duran</td>
<td>Thierry Marembert</td>
<td>Panayotis Taloumis</td>
<td></td>
</tr>
<tr>
<td>Franck &amp; Isabelle</td>
<td>Denis &amp; Marine Mevel</td>
<td>Philippe Tassin-Zanin</td>
<td></td>
</tr>
<tr>
<td>Eburderie</td>
<td>Françoise Moreau</td>
<td>Donald &amp; Annie Thompson</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Christiane Morellec</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

The balance sheet shows gross fixed assets of €231M (€80.6M net), which reflects the value of the American Hospital of Paris’s assets.

The level of cash, which was exceptionally high in 2021, returned to a normal level in 2022 at €58M following the reimbursement of government-backed loans.

The €27M in dedicated funds corresponds to donations earmarked for the construction of the future flagship building.

Debt has fallen sharply, from €109M to €73M, following the reimbursement of government-backed loans.

2022 stands out for the record number of hospital stays (14,872 stays) and the gradual return of international patients (+30%), which resulted in a sharp increase in revenue, up 15% at €143,426,637. Including donations, which also increased, operating revenue totaled €160,229,376, up 17% from 2021.

Operating expenses climbed slightly (+3%) to reach €146,332,542, owing to higher payroll expenses (impact of the government-backed “Ségur” healthcare agreements and investment program, increase in number of employees) and the higher cost of medical supplies and medications.

Donations included, the American Hospital of Paris generated €21,791,841 in revenue in 2022, compared to a deficit of €4,017,892 in 2021.
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 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.

Prof. Robert Sigal  
Chief Executive Officer

Pascal Béhier  
Director of Finance

Prof. Xavier Bohand  
Head of Pharmacy and Biology Laboratory

Julie Bouchara  
VP Operations

Prof. Robert Sigal  
Chief Executive Officer

Pascal Béhier  
Director of Finance

Prof. Xavier Bohand  
Head of Pharmacy and Biology Laboratory

Julie Bouchara  
VP Operations

THE MEDICAL BOARD

The Medical Board’s 23 members include the Hospital’s Unit Heads and Department Chiefs, who represent all 354 practitioners. The Medical Board guarantees the highest level of professionalism, patient care and ethical practices across all Hospital departments.

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

Dr. Stéphane Romano  
Surgery I

Prof. Jean-Luc Sarrazin  
Medical Imaging

Dr. Olivier Tulli  
Anesthesiology & Critical Care

Prof. Lionel Védrine  
Oncology

UNIT HEADS

Dr. Antoine Hakimé  
Interventional radiology

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

MEMBERS ELECTED  
BY THE FULL MEMBERS

Dr. Gilles Bozcara  
Dr. Richard Braun  
Dr. Stéphane Lasry  
Prof. Olivier Vignaux

PERMANENT MEMBERS

Dr. Patrick Bui  
Dr. Guillaume Foulon

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 to 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.

BOARD OF DIRECTORS

EXECUTIVE COMMITTEE  
AND OFFICERS

Donna Chapman  
Chairman

Mark Yockey  
President

Rick Friedberg  
Vice-Chairman

Jean-Claude Gruffat  
Vice-Chairman

Frank Ginsberg  
Vice-Président et Trésorier

Elisabeth Matthews  
Secrétaire

Sharon H. Jacquet

DIRECTORS

Violaine Bernbach  
Camilla Blaffer  
Alex Bongrain  
Hélène Comfort  
Princess Firyal al-Muhammad  
Suzanne Hoyt  
Gail Lavielle  
Hon. Howard H. Leach  
Katherine T. McCormick  
Robert K. Meahl  
Lavinia Middleton, M.D.  
Gerry Ohstrom  
Laura Pels  
Jeffrey Rosen  
Sophie Schyler-Thierry  
Susan Sheinberg  
Beatrice Stern  
Elizabeth Stribling  
Claude Wasserstein  
Meredith Woo

HONORARY  
DIRECTORS

Ellen M. Charles  
Barry S. Friedberg  
Gretchen C. Leach  
Charlotte Moss  
Hon. Craig R. Stapleton  
Dorothy Walker Stapleton  
Lynn Wyatt

PUBLISHED BY

The American Hospital of Paris  
Direction de la Communication  
63, boulevard Victor Hugo  
92202 NEUILLY CEDEX

MANAGING EDITORS

Véronique Cottat  
Geneviève David  
Gris Orage

TRANSLATION

Andrea Thélohan,  
Anne Swardson,  
Lauren Clanet,  
Meg Hammer

PHOTOS

AHP  
Karp Production  
Romuald Meigneux Sipa  
Wilmotte Associés Architectes

All rights reserved