

ANNUAL REPORT

2023

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 its French and international patients.

Our global expertise combines the most innovative investigative technologies, state-of-the-art treatment techniques and individualized care, all within a single facility. This ensures our patients receive personalized treatments within minimal timeframes.

## QUALITY & PATIENT SATISFACTION

The American Hospital of Paris is the only civilian hospital in the world outside the United States to be 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. It leads among all other public and private facilities concurrently providing medical, surgical and obstetric services\*.

\* 2023 data on all patients hospitalized for more than 48 hours at the American Hospital of Paris who completed a questionnaire conducted by the French *Haute Autorité de Santé*.

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



A wind of optimism can be felt at the American Hospital.

With a record number of patient admissions and positive operating income, 2023 gives irrefutable proof of our renewed growth and financial health. But due credit must also be given to the tremendous success of our capital campaign. Enthusiasm for the biggest transformation ever undertaken by our Hospital was echoed in the unrivaled number of donations we received. Our donors and benefactors gave their support with one voice, and I am truly grateful for the generosity of all. These outstanding results made it possible to invest no less than 11 million euros in high value-added projects for our institution.

The American Hospital of Paris stepped up its architectural transformation with the renovation of patient rooms and the restructuring and modernization of the Medical Surgical Unit and Maternity. As for the future flagship building, also known as Building K, construction is progressing smoothly. The edifice will embody the undisputed excellence we deliver to our patients while reflecting our innovative, world-class medical treatments and services. Slated to open on schedule by mid-September 2025, Building K will

showcase the wide array of healthcare innovations taking place at our Hospital and spearhead our new growth strategy.

Our ongoing transformation is also medical, with the emergence of an unprecedented model based on a hybrid of academic-focused medicine and private medical practice. The strengthening of collaborations with our partner universities in France and in the United States and the arrival of University Professor-Hospital Practitioners in several of our top departments signal a true paradigm shift that has enabled our Hospital to become a leading player in medical research and education. A new era has begun at the American Hospital of Paris and I hope, as in 2023, that each one of you will be a part of it.

Thank you for your generosity and unfailing support.

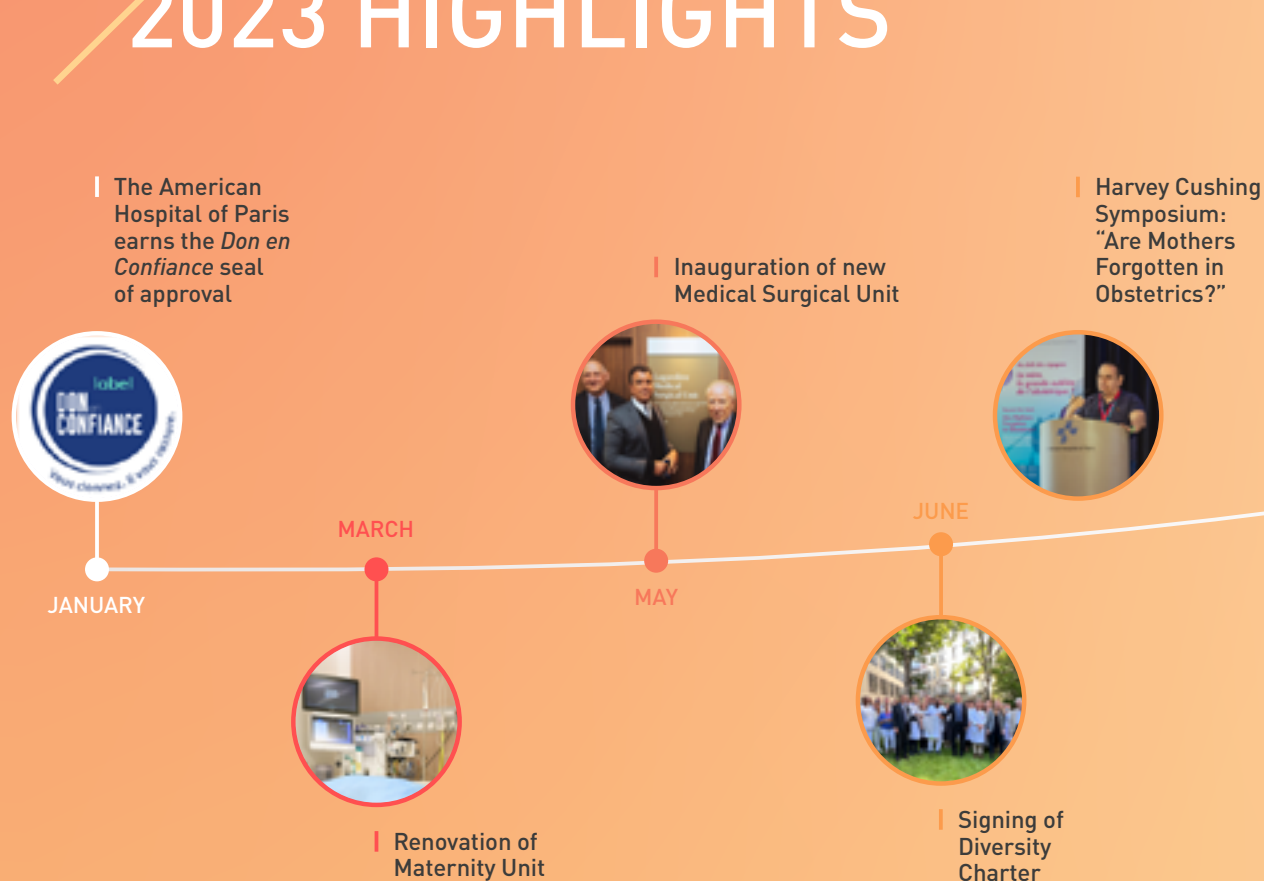
S. Roussel

Stéphane Roussel,  
Chairman of the Board of Governors





# 2023 HIGHLIGHTS



## CARE



**34,673**  
hospitalization days  
(average of 5.3 days  
per stay)



**15,471**  
patient admissions,  
including:  
**6,594** inpatient admissions  
**8,877** outpatient admissions  
(not including chemotherapy and dialysis sessions)



**5,313**  
surgical procedures

**12,989**  
interventional procedures (outside the operating suite)



**738**  
birth



**179,627**  
consultations



**82,276**  
medical imaging exams



**7,854**  
check-ups

## TEAMS

**351** accredited physicians and surgeons

**829** employees, including:

**641** medical and nursing staff (77%),

**188** logistical, administrative, continuing education and support staff (23%)

**64** volunteers, including:

**29** governors,  
**14** honorary governors  
**21** hospital volunteer

## GENEROSITY

**24,437,525 €**  
Total resources collected

**4,398**  
donor members

**94.5%**  
allocated to the Hospital's general missions

## CAPACITY



**138** beds,  
including:  
**19** in critical care



**27**  
ambulatory-care rooms



**12** dialysis stations and  
**7** ambulatory chemotherapy stations



# GOVERNANCE

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. These bodies work together to develop and implement the Hospital’s growth strategy and fulfill its mission.

## THE BOARD OF GOVERNORS

As the body that is responsible for steering and managing the American Hospital of Paris, the Board of Governors plays a key role in our institution’s continuity and longevity. It is composed of up to thirty prominent members of the international community (mainly American) who volunteer their time and experience to the American Hospital of Paris. The Governors – all of whom are donors – embody the Hospital’s political and strategic ambitions.

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

- The C3 tripartite committee meets once a week and is composed of members of the Board of Governors, the Medical Board and the Management Team. In charge of operational decisions, this committee defines common priorities and shares information among the three governing bodies.
  - The Executive Committee meets once a month. It oversees and approves the Hospital’s management, budget and investments. Chaired by: Stéphane Roussel
  - The Strategy Committee meets at least twice a year. It evaluates and approves the Hospital’s strategic orientations. It presents the strategic plan to the Medical Board and then to the Board
- of Governors for ratification, and then oversees its implementation. Chaired by: Stéphane Roussel.
  - The Patient Care Committee meets before each meeting of the Board of Governors. Its main purpose is to ensure the continuous improvement of quality, in particular with regard to the care delivered to patients and the optimal use of Hospital resources. Chaired by: André Lienhart
  - The Development Committee meets before each meeting of the Board of Governors. It oversees policy concerning donations and bequests and works to raise funds from private sources. Chaired by: Arnaud Lagardère.

- The Nominating Committee is mainly responsible for appointing new Governors for three-year terms. It also identifies Governor candidates to be submitted to the Board prior to the annual General Meeting of Members of the American Hospital of Paris. Chaired by: Stéphane Roussel.
- The Ethics Committee meets every two months. Its role is to ensure that our medical and institutional practices comply with the principles of medical ethics. Chaired by: Catherine Paley-Vincent

## MEMBERS OF THE BOARD OF GOVERNORS

<b>HONORARY CHAIR</b> <b>Denise Campbell Bauer</b> Ambassador of the United States to the French Republic and to the Principality of Monaco	<b>VICE CHAIRMAN</b> <b>Francis Bailly</b> Former Vice President, General Electric International Europe; Former Vice Chairman, European Executive Council; Former Chairman of the Board of Governors, American Hospital of Paris	<b>TREASURER</b> <b>Helen Lee Bouygues</b> President, LB Associés and Founder, Reboot Foundation; Former Partner, McKinsey RTS
<b>CHAIRMAN</b> <b>Stéphane Roussel</b> COO and Member of the Management Board, Vivendi	<b>HONORARY VICE CHAIR</b> <b>John F. Crawford</b> Senior Advisor, MP Conseil SAS; Retired Partner, Jones Day	<b>SECRETARY</b> <b>William D. Torchiana</b> Managing Partner, Sullivan & Cromwell LLP

<b>GOVERNORS</b> <b>Jean-Paul Agon</b> Chairman of the Board of Directors, L’Oréal	<b>Jean-Claude Gruffat</b> Managing Director, Weild & Co LLC, New York; Chairman, Competitive Enterprise Institute, Washington DC; Member of the Board, Atlas Network, Washington DC; Member, United Way Worldwide Leadership Council, Alexandria VA; Member of the Board, United Way of New York City; Member of the Board of Directors, American Hospital of Paris Foundation	<b>André Lienhart</b> Medical Mediator, Saint-Antoine Hospital
<b>Jeffrey G. Archambault</b> President, Jeff Archambault Consulting		<b>Alix De Nicolay</b> CEO, Helen Keller Europe
<b>Richard G. Asthalter</b> Senior Counsel, Sullivan & Cromwell		<b>Sophie Schyler-Thierry</b> Director of Development, Château Kirwan - Cantenac Margaux; Board Member, Les Amis de l’Opéra de Bordeaux; Board Member, Académie du Vin de Bordeaux; International Board member, the London Philharmonic Orchestra
<b>Norbert Becker</b> President, Paypal Europe; President, Lombard International Life Insurance;	<b>Iris Knobloch</b> President, WarnerMedia France, Germany, Benelux, Austria & Switzerland; President of the Cannes Film Festival	<b>Melinda Stege Arsouze</b> Partner, Gide Loyrette Nouel, LLP
<b>Jim Bittermann</b> Senior European Correspondent, CNN	<b>Christopher Kramme</b> Head of Growth Solutions, BNP Paribas	<b>Anne Swardson</b> Journalist, blogger, author, ex-Washington Post, Bloomberg
<b>John Brinitzer</b> Partner, Cleary Gottlieb Steen & Hamilton LLP	<b>Arnaud Lagardère</b> General and Managing Partner, Lagardère SCA	<b>Laurent Vieillevigne</b> Vice Chairman & Managing Director Investment Banking, Bank of America
<b>Jean-Yves Burel</b> Former Vice President, General Electric Healthcare International; Chairman of the Board, CCPSC de Saint-Cloud	<b>Gretchen C. Leach</b> President, Advisory Council of the American Hospital of Paris	<b>Philippe Villin</b> Banker
<b>Janine Kacou Diagou</b> Chairman of the Board, NSIA Banque Bénin; CEO, NSIA Group	<b>Susan Liautaud</b> Founder, Susan Liautaud & Associates Limited; Consultant in Ethics Matters; Chair of Council (the Board), London School of Economics and Political Science	<b>Marshall I. Wais</b> President, Marwais International; Former Chairman of the American Hospital of Paris
<b>Anne Duncan</b> Managing Director, Lumiu Limited; Vice President, International Women’s Forum		<b>Toshioki YODA</b> President, Mitsubishi France S.A.S.



HONORARY GOVERNORS

<b>Francis Bailly</b> Former Vice President, General Electric International Europe; Former Vice Chairman, European Executive Council; Former Chairman of the American Hospital of Paris	<b>John F. Crawford</b> Senior Advisor, MP Conseil SAS; Retired Partner, Jones Day	<b>André Levy-Lang</b> Former Chairman of the Executive Board, Paribas, President & Founder, Institut Louis Bachelier & Fondation du Risque
<b>Eric Bourdais de Charbonnière</b> Former Chairman of the Advisory Board, Michelin	<b>Alexandra El Khoury</b> Member of the Board, ARSEP (Aide à la recherche sur la sclérose en plaques); Member, Advisory Council of the American Hospital of Paris	<b>William B. McGurn, III</b> Senior Counsel of Cleary, Gottlieb, Steen & Hamilton LLP
<b>Donna Chapman</b> President of Josey Oil Company, Houston (Texas); Co-Chair, American Hospital of Paris Foundation	<b>Jacques Favillier</b> Chairman, Mainsys Engineering SA, Brussels	<b>Jean-Philippe Montel</b> Former President & CEO, International Paper SA; Former Chairman of the American Hospital of Paris
<b>Bertrand Chardon</b> Notary	<b>Pierre Joly</b> Honorary President, French Academy of Medicine	<b>Gosuke Nakae</b> President, Alliance Strategy & Administration Japan CYFIRMA K.K.
<b>Richard Chiu</b> Chairman, Warwick Hotels and Resorts	<b>Anne de La Haye Jousselin</b> Vice President, Advisory Council of the American Hospital of Paris	<b>John H. Riggs*</b> Retired Partner of White & Case LLP; Former Chairma of the American Hospital of Paris

\* Deceased in August 2024

THE MANAGEMENT TEAM

The Management Team is in charge of defining the American Hospital of Paris’s strategic plans, which are then submitted, discussed and approved by the Board of Governors. It promotes and illustrates the implementation of this strategy to the various committees of the Board of Governors. The Hospital’s physicians are also closely involved in strategy development and implementation, in particular through continuous dialogue with the Medical Board. In addition to defining strategy, the Management Team plays a key role in communicating with supervisory bodies – most importantly the *Agence Régionale de Santé d’Île-de-France* and the French Ministry of Health – to promote the Hospital’s strategy and prepare applications for authorizations of equipment and clinical activities. Lastly, the Management Team defines and initiates partnerships with hospitals in the greater Paris region and abroad, in particular NewYork-Presbyterian Hospital.

<b>Prof. Robert Sigal</b> Chief Executive Officer	<b>Jérôme Deana</b> Chief Development & Communications Officer	<b>Félix Mamoudy</b> Director of Transformation and Innovation
<b>Pascal Béhier</b> Chief Financial Officer	<b>Hylde Dubarry</b> Director of Legal Affairs & Compliance	<b>Barbara Mantz</b> Director of Nursing
<b>Prof. Xavier Bohand</b> Director of Pharmacy and Laboratory	<b>Prof. Gérard Friedlander</b> Chief Medical Officer	<b>Jean-Louis Sotton</b> VP, Human Resources
<b>Julie Bouchara</b> Chief Operating Officer	<b>Samantha Leblanc</b> Director of Communications	<b>David Vogdt</b> Chief Commercial Officer
		<b>Céline Wasmer</b> Secretary General

THE MEDICAL BOARD

The Medical Board’s 23 members include our Unit Heads and Chiefs of Department, who represent the Hospital’s 351 practitioners. Across all of the Hospital’s departments, the Medical Board guarantees the highest level of professionalism, patient care and ethical practices. It has its own executive committee composed of nine of its members: the Chairman, the Vice-Chairman and seven practitioners from our main medical disciplines. This committee meets twice a month, alone or with the Management Team. Its role is to submit proposals to Hospital administration in order to reach a consensus while striving to protect the collective interest.

MEDICAL BOARD MEMBERS

<b>PRESIDENT</b> <b>Dr. Riadh Caïd Essebsi</b>	<b>Dr. François Haab</b> Surgery 2	<b>Dr. François Tarragano</b> Cardiovascular Disease
<b>VICE PRESIDENT</b> <b>Prof. Mahasti Saghatchian</b>	<b>Dr. Stéphane Romano</b> Surgery 1	<b>MEMBER APPOINTED BY THE BOARD OF GOVERNORS</b> <b>Dr. Christophe Chapon</b>
<b>EXECUTIVE VICE PRESIDENT REPRESENTING SURGERY</b> <b>Dr. Stéphane Romano</b>	<b>Prof. Patrick Rozenberg</b> Women’s & Children’s Health	<b>MEMBERS ELECTED BY THE FULL MEMBERS</b> <b>Dr. Gilles Boccara</b> <b>Dr. Richard Braun</b> <b>Dr. Stéphane Lasry</b> <b>Prof. Olivier Vignaux</b>
<b>GENERAL SECRETARY</b> <b>Prof. Jean-Luc Sarrazin</b>	<b>Prof. Jean-Luc Sarrazin</b> Medical Imaging	<b>PERMANENT MEMBERS</b> <b>Dr. Patrick Bui</b> <b>Dr. Guillaume Foulon</b>
<b>HEADS OF MEDICAL DEPARTMENTS</b> <b>Prof. Philippe Alla</b> Medicine 2	<b>Dr. Olivier Tuil</b> Anesthesiology & Critical Care	
<b>Prof. Thierry Carmoi</b> Medicine 1	<b>Prof. Lionel Védrine</b> Oncology	
<b>Dr. Mithridade Davarpanah</b> Head & Neck	<b>UNIT HEADS</b> <b>Dr. Antoine Hakimé</b> Interventional radiology	
<b>Dr. Romain Dufau</b> 24/7 Medical Surgical Unit	<b>Dr. Naziha Khen Dunlop</b> Operating Suite Management Committee Chair	
	<b>Prof. Laurent Quint</b> Internal Medicine	

MEDICAL BOARD COMMITTEES AND THEIR RESPECTIVE CHAIRPERSONS

<b>REGULATORY COMMITTEES</b> Food and Nutrition Liaison Committee <b>Dr. Edouard Karoubi</b>	Pain Prevention Committee (CLUD) <b>Dr. Christian Le Marec</b>	Accreditation Committee <b>Prof. Philippe Alla</b>
Committee Against Health Care-Associated Infections (CLIN) <b>Dr. Benjamin Sellam</b>	Surgery Committee <b>Dr. Naziha Khen Dunlop</b>	Patient Record Committee <b>Dr. Guillaume Foulon</b>
Transfusion and Blood Safety Committee (CSTH) <b>Prof. Thierry de Revel</b>	<b>COMMITTEES SPECIFIC TO THE AMERICAN HOSPITAL OF PARIS</b> Outpatient Surgery Committee <b>Dr. Ivan Goldstein</b>	Science and Technology Committee <b>Prof. Olivier Vignaux</b>
Medication Committee <b>Prof. Laurent Quint</b>	Outpatient Care Committee <b>Prof. Philippe Alla / Prof. Thierry Carmoi</b>	Physician Fee Monitoring Committee <b>Prof. Gérard Friedlander</b>

# MAJOR PROJECTS IN 2023

## BUILDING LE NOUVEL AMÉRICAIN

To address today's new health-related challenges, the American Hospital of Paris is reinventing itself through an unprecedented architectural transformation. This transformation was bolstered by the success of the largest capital campaign ever conducted by our institution.



## CONSTRUCTION OF THE FUTURE FLAGSHIP BUILDING, THE NERVE CENTER OF THE NEW AMERICAN HOSPITAL

In September 2023, the American Hospital of Paris launched the construction of the future flagship building, also known as Building K. This four-story, 108,000-square-foot (10,000-sq.-meter) edifice will

welcome its first patients by mid-September 2025. Symbolizing our Hospital's renewal and ability to adapt, it was designed by Jean-Michel Wilmotte to blend into its highly residential urban landscape while fully asserting the American Hospital's local presence and history. The building's world-class hospitality amenities reflect the medical excellence and unparalleled patient experience guaranteed by the New American Hospital. Housing new predictive, preventive and rehabilitation medicine units as well as operating rooms, lounge areas and patient services, it will be the heart and soul of the American Hospital of Paris.

Occupying the entire second floor of Building K, the new Check-Up Center will see its surface area triple in size. Using state-of-the-art screening and diagnostic technologies, it will offer personalized check-ups tailored to each individual's medical history. The comprehensive check-up pathway will include screening for risk factors, early diagnosis of medical conditions, preventive care, and remote patient monitoring to correct any anomalies detected. The center is expected to perform 13,000 health check-ups per year.

## 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 Department) was inaugurated on May 31, 2023. The unit was completely renovated to increase its capacity, while prioritizing personalized and confidential service for patients and their families, reduced wait times, improved flow and separate circulation paths for stretcher-bound and mobile patients. Open 24/7, the new Medical Surgical Unit ensures continuity of care, regardless of the illness and level of urgency.



## OPENING OF FIRST HYBRID OPERATING ROOM

Our new hybrid operating room, which opened in October 2023, is a multifunctional, high-tech facility housing traditional operating equipment as well as cutting-edge interventional radiology imaging and navigation systems, all on a single site. Here, doctors can perform a wide range of operations, including open surgeries, minimally invasive laparoscopic surgeries and image-guided endovascular procedures. The room meets today's rapidly evolving standards to reduce the length, risk of complications and recovery times associated with surgery. This new facility aligns with the excellence of our care pathways and our desire to guarantee that each patient benefits from the most recent technology.

## MODERNIZATION OF THE MATERNITY UNIT

The Maternity Unit has been completely redesigned and modernized to achieve the highest level of maternal safety as well as introduce a greater variety of delivery options. We aim to welcome a wider range of patients by offering solutions that live up to their new expectations. Mothers increasingly seek greater control over their childbirth experience by opting for limited medical intervention, and fathers have taken on a new role in the journey. To respond to the increase in the number of births in our Maternity, two new delivery rooms were added and the 15 existing rooms were renovated.







## PROMOTING MEDICAL EXCELLENCE

The New American Hospital of Paris is rooted in an investment strategy aimed at promoting our institution's medical excellence. By increasing our doctors' participation in clinical research and teaching activities, we are defining the contours of a new private hospital model based on a hybrid of academic-focused medicine and private medical practice.

### BECOME A PRIVATE TEACHING HOSPITAL

Beyond the specific technical, financial and organizational aspects of the American Hospital of Paris's medical transformation, transitioning from our current model into a private teaching hospital requires a complete paradigm shift: We must bring doctors on board who are entirely dedicated to our Hospital and to our patients alone. Thanks to a framework agreement signed in 2023, the American Hospital of Paris is now an integral part of the Simone Veil medical school of Université de Versailles Saint-Quentin-en-Yvelines (UVSQ). Over the long term, this partnership will enable us to fill University Professor-Hospital Practitioner positions in our areas of excellence. The goal: To roll out innovative medical and research projects and reinforce our partnerships with NewYork-Presbyterian Hospital, Columbia University and Weill Cornell Medical College, in order to develop exclusive clinical treatments and services similar to those already available in cardiology, gastroenterology and orthopedics. In addition, by forging official ties with UVSQ and our U.S.-

based partners, we aim to increase peer-to-peer discussions and debates with a view to delivering the most accurate diagnoses and the most efficient care pathways to our patients.

### STRENGTHEN OUR AMERICAN PARTNERSHIPS

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 – are now back in full swing. 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. A number of collaborations have been initiated in the fields of maternity, exploratory gastroenterology and plastic surgery. Management Team members also share their knowledge and experience in different areas of management and human resources, such as recruiting doctors or retaining nursing staff.

Furthermore, a new partnership was initiated with Brigham and Women's Hospital, represented by Dr. Chris Gilligan, Associate Chief Medical Officer and pain medicine physician. Under the supervision of Dr. Stéphane Romano, in 2023 the orthopedics

department of the American Hospital of Paris benefitted from exchanges between residents, virtual medical trainings, conferences and visiting professors.

## NEW 2024-2028 STRATEGIC PLAN

The new 2024-2028 strategy, which has been ratified by the Board of Governors, the Medical Board and the committee for employee representation, centers on four priority areas. According to Chief Executive Officer Prof. Robert Sigal, it embodies *"a true cultural change: a transition from our current model into a private teaching hospital."* Above all, this transition will help us to maintain excellence of care to our patients and become a leading hospital in terms of innovation.



### BECOME THE BENCHMARK FOR PATIENT SATISFACTION IN FRANCE

Ensuring a positive patient experience is a top priority at the American Hospital of Paris. Thanks to strongly committed stakeholders and numerous targeted investments, our institution intends to remain number one in patient satisfaction in France.



### BOOST OUR ATTRACTIVENESS IN THE EYES OF WORKERS AND BECOME A MAGNET HOSPITAL FOR MEDICAL AND NURSING TEAMS

The Covid crisis exacerbated the difficulty of recruiting and retaining medical and nursing staff. Our goal, therefore, is to address this challenge and ensure the highest quality of care to patients by recruiting and retaining top experts in every field. In order to create a pool of young talent with strong employability in healthcare, we have created a program dedicated to youth from disadvantaged backgrounds.



### BECOME A RECOGNIZED PRIVATE TEACHING HOSPITAL

We have begun the process of opening our Hospital to the academic community, thereby creating an opportunity for all patients of the American Hospital of Paris to gain assured access to cutting-edge expertise and the most recent medical practices and techniques.



### BECOME A LEADING PLAYER IN INNOVATION, PARTICULARLY IN PREVENTIVE MEDICINE

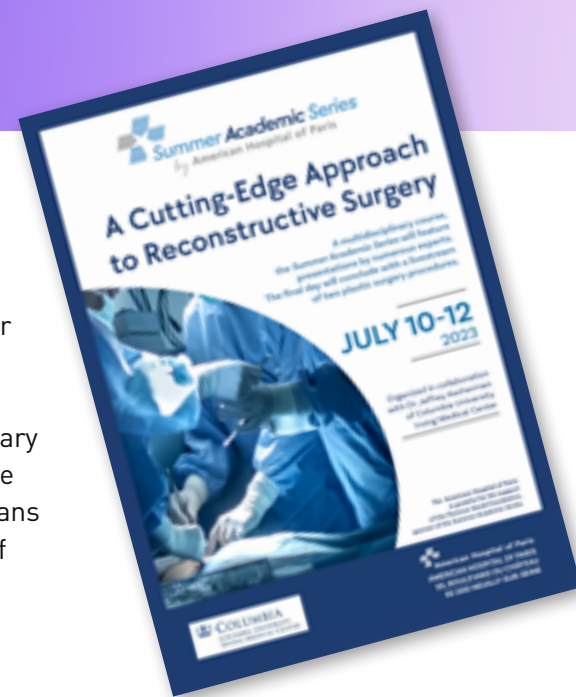
Over the past several years, the American Hospital of Paris has invested in a full range of prevention programs adapted to the different needs of its patients. We know that a solely curative approach is no longer sufficient to ensure optimal healthcare outcomes. Today, it has become critical to collaborate closely with the most promising innovators in healthcare and to instigate the development of innovative solutions that can be rolled out to directly benefit patients.



# NEWS BRIEFS

## SUMMER ACADEMIC SERIES

In partnership with Columbia University-Irving Medical Center and with support from the Florence Gould Foundation, the first Summer Academic Series took place at the American Hospital of Paris from July 10-12, 2023. This invitation-only seminar, "A Cutting-Edge Approach to Reconstructive Surgery," focused on the multidisciplinary aspects of reconstructive and plastic surgery. Over the course of the event, French and American medical students and resident physicians engaged with experts from both sides of the Atlantic for two days of training sessions and discussions. On the third day, they observed surgeries performed by Dr. Patrick Bui and Dr. Christophe Lepage, which were livestreamed from the operating suite.



## HARVEY CUSHING SYMPOSIUM: "ARE MOTHERS FORGOTTEN IN OBSTETRICS?"

Focusing mainly on the physical and mental aspects of maternal mortality and morbidity, the third Harvey Cushing Symposium was held on Monday, June 12, 2023, at the American Hospital of Paris auditorium. Open free of charge to 200 healthcare professionals thanks to support from the Florence Gould Foundation, this event provided an opportunity to compare the North American and French views of maternal safety and reflect on how care is organized in France. The symposium was held in partnership with the American universities Weill Cornell Medicine and Columbia University Irving Medical Center, with the French medical schools Université de Versailles Saint-Quentin-en-Yvelines and Université de Paris Cité, and with NewYork-Presbyterian Hospital and the French-American Foundation.

## CREATION OF THE "PREVENTION AND INNOVATION AWARD"



Leveraging its expertise in prevention, the American Hospital of Paris has created an award designed to promote one or more digital solutions focusing on prevention in healthcare. With this award, introduced in September 2023, our institution aims to cultivate groundbreaking solutions in preventive medicine, guarantee patient access to novel solutions, in particular via our Check-Up Center, and boost the Hospital's attractiveness. Out of 75 projects submitted by startups, three finalists were selected in December. A total budget of €100,000 was granted to help cover the costs of implementing their winning proposals. The three startups benefit from personalized support provided by a Hospital mentor and the relevant operational teams. In September 2024, up to two of these startups were given the opportunity to roll out and test their innovation on our patients.

## AHPMED, THE APP DESIGNED FOR DOCTORS AT THE AMERICAN HOSPITAL OF PARIS

Led by Félix Mamoudy, Director of Transformation and Innovation at the American Hospital of Paris, a consortium of private companies and industrial leaders worked in close collaboration with the Hospital to develop an exclusive digital solution to simplify medical care. AHPMED enables our doctors to quickly enter data in a patient record, schedule surgeries, code medical records and even work with other practitioners on clinical cases, using only their mobile phone. Initially used in the orthopedic surgery and breast surgery departments, the application became available to all Hospital surgeons and operators in June 2024. Through comprehensive information management, AHPMED enables doctors to take control of clinical documentation, thereby boosting medical, administrative and financial efficiency – and, ultimately, patient satisfaction.



By allowing healthcare providers to focus on the essential, AHPMED guarantees more efficient care, better patient relationships and more personalized human support.



## MEDICINE DAY HOSPITAL OPENS

The Medicine Day Hospital, located on the third floor of the Hospital, has six comfortable patient rooms, a treatment room and a medical office. Patients are admitted for treatments that require specific hospital products or monitoring in a hospital setting. The department also offers all-day assessments in endocrinology (diabetes, thyroid, parathyroid, insulin pump), geriatrics (undernourishment, cognitive impairment), neurology (lumbar puncture, post-stroke evaluation, cognitive impairment, epilepsy, headaches) and allergy testing in children and adults.



## TRANSFORMATION AND RENOVATION OF THE OUTPATIENT SURGERY UNIT

A preoperative space has been created in the Outpatient Surgery Unit designed to receive patients on their arrival in the department. Seven private salons allow patients to prepare for their procedure, assisted by our healthcare staff. Patients' personal effects are stored in safe lockers, which follow them throughout their patient journey and until their return to their room after leaving the post-anesthesia care unit.

## MAURICE R. GREENBERG HONORED AT MEDAL LUNCHEON

The traditional Medal Luncheon was held on June 20, 2023, at the residence of the United States Ambassador to France, Denise Campbell Bauer. Attended by about one hundred French and North American benefactors, the event honored one of the Hospital's dearest friends and most fervent supporters for more than three decades: Maurice R. Greenberg, Chairman of the Starr Foundation, who was awarded the American Hospital of Paris Medal of Honor. Thanks to support received from the Starr Foundation since 1989, the Hospital has been able to build an international conference center, renovate several services, including our intensive care and emergency departments, and step up its scientific and medical



collaboration with its American partners NewYork-Presbyterian Hospital, Columbia and Weill Cornell. In November 2022, the Starr Foundation announced a new major gift of 10 million dollars earmarked for the construction of our future flagship building.



## DIVERSITY CHARTER SIGNED ON MAY 31, 2023

The diversity charter embodies the American Hospital of Paris's proactive approach to inclusion in the workplace. Guided by the French nonprofit *Les entreprises pour la Cité*, it comprises six commitments designed to help organizations roll out targeted actions and make progress through innovative practices. Beyond the management of human resources, diversity flows into every activity of an organization by bringing together all of its members and partners. By using inclusive management that respects individual differences as a tool to build cohesion and wellness at work, diversity drives performance at both the financial and social level. The diversity charter promotes unity by urging all professionals at the American

Hospital of Paris to become involved and bring their individual ecosystems to bear in order to contribute to the overall well-being of the organization.

## PROMOTING DIVERSITY, EQUITY AND INCLUSION

The American Hospital of Paris has chosen to join the global movement in favor of Diversity, Equity and Inclusion (DEI), which has also been incorporated into the standards of The Joint Commission. To meet those standards, the American Hospital of Paris has created several working groups aimed at developing and implementing DEI programs across all of our Hospital's departments and sectors of activity.

## QUALITY OF LIFE AT WORK: INITIATIVES APPLAUDED BY OUR TEAMS

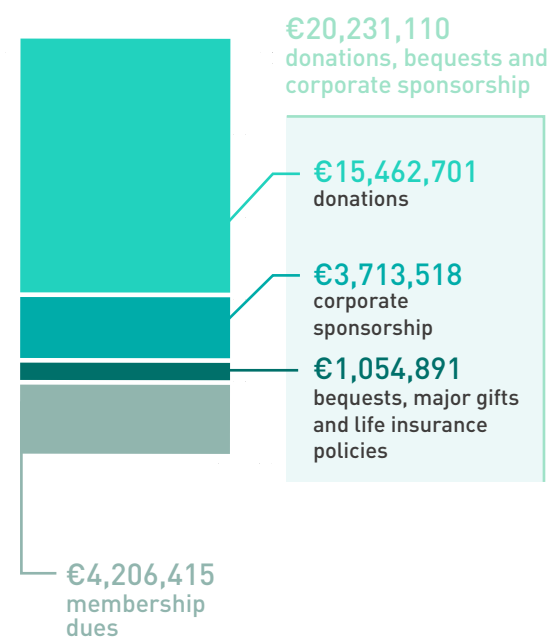
Following the signing of a collective bargaining agreement in 2022, several initiatives aimed at enhancing quality of life at work were carried out in 2023. Five indoor and outdoor spaces dedicated to relaxation were created, featuring massage chairs, sofas and a foosball table. Mindfulness sessions are held once or twice a week, and head and shoulder

massages are also available. All staff are treated to a free meal once a month, informal snacks are held regularly in the staff cafeteria, and complimentary fruit baskets are distributed. Mini-concerts, organized in partnership with the nonprofit Live Music Now, are held on a regular basis in the various care units. All of these actions are made possible thanks to the generosity of donors, who care about the well-being of the teams at the American Hospital of Paris.



# FUNDRAISING RESULTS

**€24,437,525**  
Funds collected



**4,398 ACTIVE MEMBERS**

**82.5% MEMBERSHIP RENEWAL RATE**

**€4,206,415 COLLECTED**

Funds collected from the public (dues, donations and bequests) as of December 31, 2023, reached a record total of €24,437,525. We owe these results to the overwhelming response to our capital campaign, *Le Nouvel Américain 2018-2023*, whose goal was to fund major medical and architectural projects at the American Hospital of Paris and enable our institution to become a leading private teaching hospital.

## CONTINUED GROWTH OF MEMBERSHIP PROGRAM

As of December 31, 2023, the Membership Program of the American Hospital of Paris had 4,398 active members, up 12% from 2022. A record-breaking 1,203 new members joined the program and 82.5% of members renewed their membership in 2023, illustrating their loyalty and deep connection to our institution. As a result, total membership revenues reached €4,206,415 in 2023, a significant year-on-year increase of 11%.



*Le Nouvel Américain* campaign closing gala at the Louis Vuitton Foundation, January 2024

## UNPRECEDENTED SUCCESS OF LE NOUVEL AMÉRICAIN 2018-2023 CAPITAL CAMPAIGN

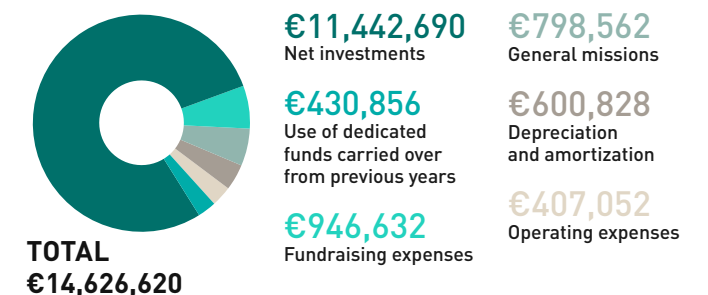
€16.7 million in major gifts and bequests was collected from private individuals, foundations and corporate sponsors in this final year of the campaign. This success enabled our institution to reach its target of €100 million in donations and bequests, set by our Governors at the beginning of the campaign.

With €100.7 million raised in six years, *Le Nouvel Américain* was the largest capital campaign in the history of the American Hospital of Paris. This achievement bears witness to the unfailing support of our donors and their wholehearted approval of the American Hospital of Paris's vision of the future and development strategy.

## BEQUEST REVENUES ON THE RISE

For the year ending on December 31, 2023, the American Hospital of Paris received a total of €1,054,891 in bequests, a significant increase from 2022.

## USE OF FUNDS



**LE NOUVEL AMÉRICAIN**  
THE CAMPAIGN FOR THE AMERICAN HOSPITAL OF PARIS 2018-2023



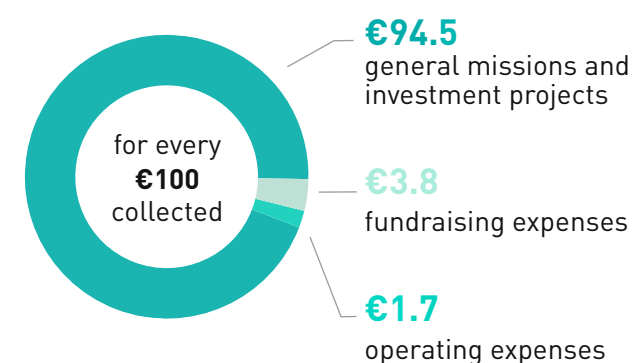
## STRICT BUDGET MANAGEMENT

Fundraising and operating expenses totaled €1,353,684 in 2023, representing 5.5% 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 94.5% 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 €946,632 and represented 3.8% of funds raised.

Operating expenses relating to payroll and development office expenses as well as operational, extraordinary and financial expenditure totaled €407,052, accounting for 1.7% of the funds collected in 2023.

### USE OF FUNDS



## INVESTMENTS MADE IN 2023

Donations and bequests are used to fund investments made by the American Hospital of Paris in the following four areas: construction projects and building renovation; acquisition of cutting-edge medical equipment; research and innovation programs; initiatives to improve quality of life for our nursing staff and patients. In 2023, €11.8 million in donations was invested in major projects for the Hospital's future, including €8.5 million for the construction of the future flagship building and €2 million for the modernization of the Medical Surgical Unit.

72% of the investments made in 2023 were dedicated to the flagship building – the star project of the *Le Nouvel Américain 2018-2023* capital campaign and a symbol of our Hospital's renewal. By September 2025, this new four-story, 108,000-square-foot (10,000-sq.-meter) edifice will house our Hospital's new predictive, preventive and rehabilitation medicine units as well as ultramodern operating suites.

In addition, €2 million in donations was used to expand and modernize the Medical Surgical Unit. In all, €4.4 million in donations was allocated to the complete renovation of the department. Lastly, €870,000 in donations was used to finance the construction and equipment of the new hybrid operating room. This multifunctional facility houses traditional operating equipment as well as cutting-edge interventional radiology imaging and navigation systems. It enables doctors to perform a wide range of operations, including open surgeries, minimally invasive laparoscopic surgeries and image-guided endovascular procedures.

General missions are projects that received earmarked contributions not given to the Hospital through the capital campaign. Investments include the acquisition of medical equipment and initiatives to enhance the well-being of nurses and administrative staff.

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

After conducting a one-year in-depth review of our institution's practices and operations, *Don en Confiance* gave its seal of approval to the American Hospital of Paris in January 2023. *Don en Confiance* is a watch-dog organization for nonprofits and foundations that receive donations from the general public.

Valid for three years, this designation guarantees that our Hospital meets the eligibility criteria of *Don en Confiance* and aligns with its four main values: respect for donors, transparency, efficiency, and integrity & 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 our donors have placed in us since 1906." Stéphane Roussel, Chairman of the Board of Governors of the American Hospital of Paris.





THANK YOU FOR YOUR SUPPORT

The American Hospital of Paris and our North American Foundation thank all of our donors for their outstanding support in 2023.

MAJOR DONORS  
(\$25,000€ AND MORE)

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Alain Ziegler

The American Hospital of Paris pays tribute to its generous testators,  
Mr. Norbert Baillen & Ms. Bernadette Glomeau, who both passed away in 2023.

CERCLE CHRISTIANE GUERLAIN 2023

In gratitude for your steadfast support

The American Hospital of Paris proudly counts on nearly 4,400 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 have created the *Cercle Christiane Guerlain*, a donor group 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

Jean-Louis Geosits	Véronique Tarayre
Bruno Patou	Georges-Henry Willard

20 YEARS OF LOYAL SUPPORT

Albert & Ginette Béliphante	Liliane Cordier Béatrice Doré	Françoise Herbemont Jean-Louis & Danielle	Jean-Manuel & Stéphane Richier
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10 YEARS OF LOYAL SUPPORT

René & Françoise Arabeyre	Didier Brun Véronique Bui Quan	Nicolas Gaultier Danièle Haran	Bernard Spitz & Isabelle Lebret
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5 YEARS OF LOYAL SUPPORT

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The American Hospital of Paris respects the wishes of our donors who prefer to remain anonymous



# MANAGEMENT RESULTS

## SIMPLIFIED BALANCE SHEET

### Net assets (in thousands of euros)

Fixed assets	80,221
Current assets	143,230
Currency translation adjustments	304
<b>Total assets</b>	<b>223,755</b>

### Liabilities (in thousands of euros)

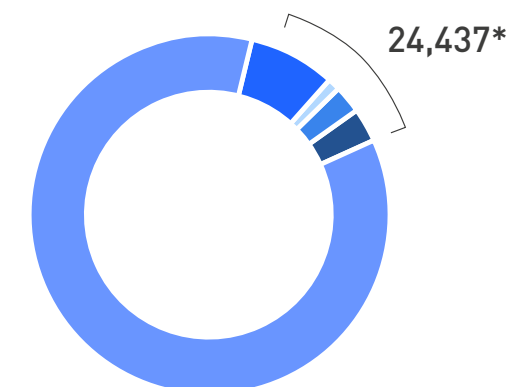
Equity	113,235
Surplus portion for the period	6,067
Dedicated funds	36,588
Provisions	10,768
Debt	62,459
Currency translation adjustments	705
<b>Total liabilities</b>	<b>223,755</b>

The balance sheet shows stable gross fixed assets of €241 million (€80.2 million net). This figure reflects the value of the American Hospital of Paris's assets. Current assets rose as a result of an increase in revenue and the high level of cash.

Equity climbed by 6% compared to 2022, thanks to a €6.2 million surplus in 2023. €38.6 million in dedicated funds were earmarked for the construction of the future flagship building, which is currently underway.

At €10.8 million, provisions for risk are stable compared to 2022. Debt fell sharply from €73 million to €62 million, owing to a significant drop in the amounts owed to suppliers.

### Operating revenue (in thousands of euros)



SALE OF GOODS AND SERVICES REVENUE

152,354

\*FUNDS COLLECTED

15,463

donations

1,055

bequests, major gifts and life insurance policies

3,713

corporate sponsorship

4,206

membership dues

Total

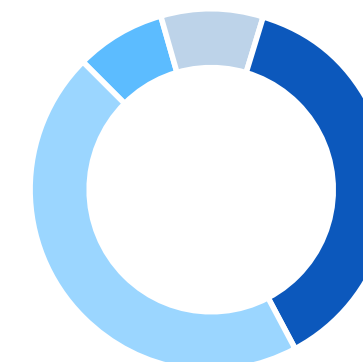
176,791

2023 stands out for its 15,471 patient admissions – the highest number ever registered by the American Hospital of Paris over a one-year period. That is 623 more admissions than in 2022, which was already a record-breaking year. This sharp rise in hospital activity led to a significant increase in revenue, which rose by 6% to €152,354,148.

2023 also set a record in terms of donations and bequests received which, combined, totaled €24,437,525. These unprecedented figures can be largely attributed to donors' outstanding response to our capital campaign, *Le Nouvel Américain*.

As a result, operating revenue rose by 10% compared to the previous year, to reach €176,791,673.

### Operating expenses (in thousands of euros)



77,306

purchase of goods and external expenses

15,520

amortization and depreciation

64,292

wages, social security contributions and taxes

13,472

other expenses

Total

170,590

A strong surge in activity led to higher operating expenses, which totaled €170,590,533. This increase can be attributed to the rising cost of certain drugs and to additional payroll expenses.

The American Hospital of Paris generated €6,201,140 in operating income in 2023.

### Surplus or deficit (in thousands of euros)

Operating income	6,201
Financial income	137
Ordinary income (loss)	6,338
Extraordinary revenue	- 271
<b>Surplus or deficit</b>	<b>6,067</b>



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Stéphane Roussel

**EDITOR IN-CHIEF**

Prof. Robert Sigal

**MANAGING EDITOR**

Jérôme Deana

**SENIOR EDITORS**

Véronique Cottat  
Geneviève David, Gris Orage

**TRANSLATION**

Andrea Thélohan,  
Anne Swardson,  
Meg Hammer

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AHP  
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**American Hospital of Paris**

The American Hospital of Paris  
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