

ANNUAL REPORT

2018

THE BEST  
OF FRENCH  
AND AMERICAN  
MEDICINE



American Hospital of Paris

# OUR MISSION

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

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

\*2018 and 2017 data for all patients hospitalized for more than 48 hours at the American Hospital of Paris and who answered a questionnaire administered by the *Haute Autorité de Santé*.



# CONTENTS

FOREWORD	
Message from the Chairman of the Board of Governors .....	P. 3
Highlights from 2018 .....	P. 4
<b>★ / MEDICAL EXCELLENCE, OUR PRIORITY</b>	
The Patient Experience at the Core of our Strategy .....	P. 6
Guaranteeing Medical Excellence .....	P. 8
Fostering Recognized Centers of Excellence .....	P. 10
Ensuring the Highest Quality and Safety of Care .....	P. 12
Highlights .....	P. 14
Strengthening our Ties with the United States .....	P. 16
<b>♥ / HIGH QUALITY PATIENT EXPERIENCE</b>	
Offering an Unparalleled Patient Experience .....	P. 18
Highlights .....	P. 20
Expanding Recognized Expertise in International Patient Care .....	P. 22
<b>✚ / UNITING THE HOSPITAL'S TALENTS</b>	
Our Committed Partner: Norbert Becker – Patient, Donor, and Governor .....	P. 24
Philanthropy in 2018 .....	P. 25
Thank You for Your Support .....	P. 26
The Board of Governors .....	P. 28
The Medical Board and the Management Team .....	P. 30
The American Hospital of Paris Foundation .....	P. 32
Financial Summary .....	P. 33
Proud of Our History: The American Hospital of Paris during World War I .....	P. 34

# MESSAGE FROM THE CHAIRMAN OF THE BOARD OF GOVERNORS



“Throughout its history, the American Hospital of Paris has evolved to keep pace with undisputable and unparalleled standards of medical excellence. This vision inspired our growth strategy – unanimously supported by the Board of Governors in 2017 – that is guiding our Hospital toward change that has already become tangible. In 2018, we leapt with both feet into a new era: one that will see the American Hospital of Paris figure among Europe’s top five international hospitals by 2022. As a result of the movement we launched, many projects have materialized in these last few months, including the construction of a state-of-the-art Imaging Center and the creation of centers of expertise in breast cancer care and women’s and children’s health.

**Our doctors’ involvement in our strategic transformations has been remarkable in every way. Today, all the teams at the American Hospital of Paris in charge of moving the Hospital forward – our Governors, doctors and administrators – are working together to reach a single, shared goal: guaranteeing that every patient’s experience is outstanding in all respects.**

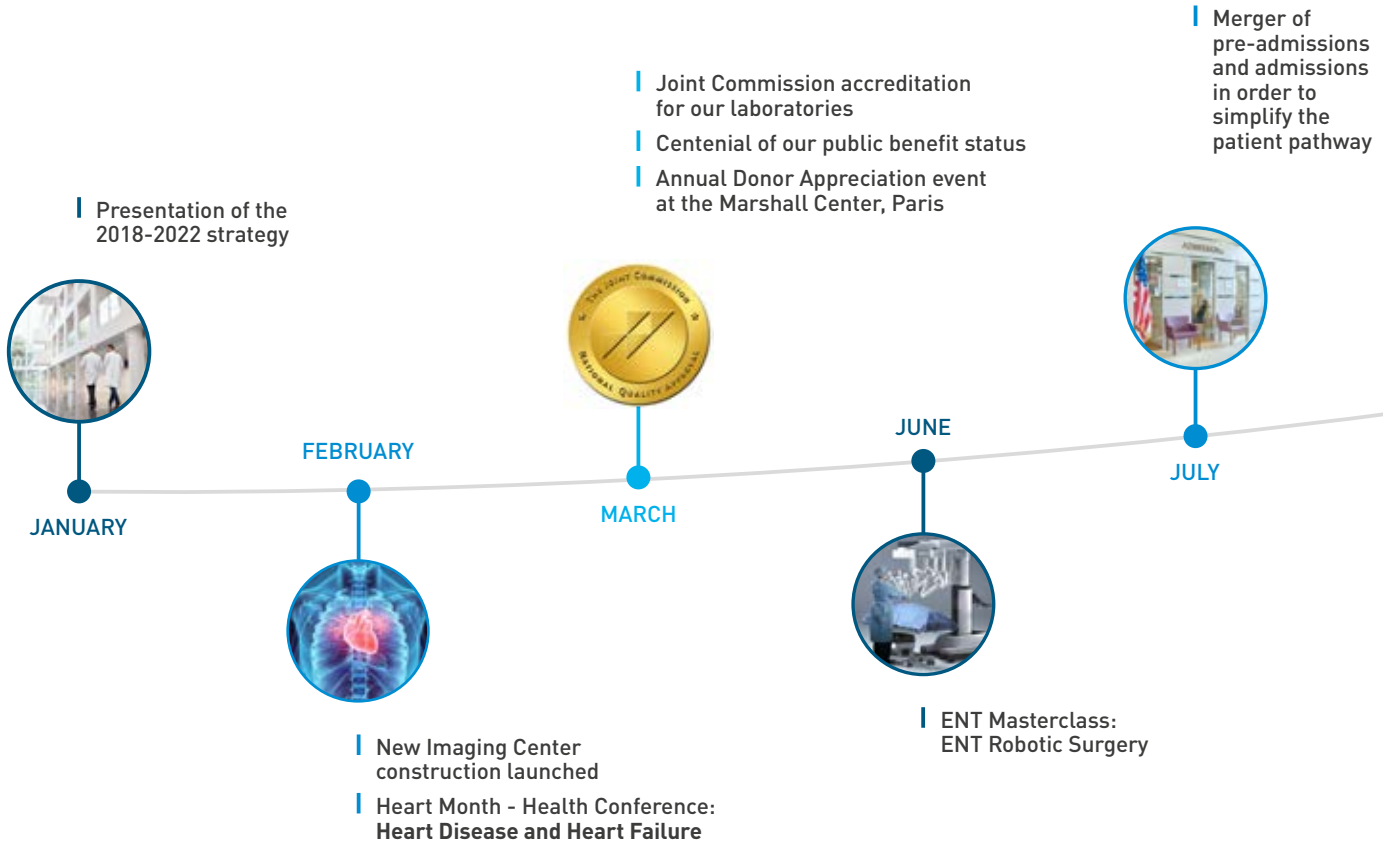
The building of the new American Hospital of Paris is taking shape every day under the supervision and with the full support of the Board of Governors. We have full confidence in Professor Robert Sigal, Chief Executive Officer, to guide our institution toward a future that we know will be bright and filled with success.

Throughout this journey, our Hospital’s greatest supporters remain, unreservedly, our benefactors and donors. I extend to them my deepest thanks. Their generosity is the cornerstone of the strength and longevity of our Hospital, which receives no public funding from France or the United States. Their continually renewed presence by our side is a testament to their unfailing support and shared desire to help build the future American Hospital of Paris, a hospital they can call their own.”

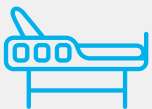
MARSHALL I. WAISS

# 2018 YEAR IN REVIEW

## HIGHLIGHTS & KEY FIGURES



### CARE



**38,741**  
hospitalization days  
(average of 5.5 days per stay)



**20,042**  
outpatient hospitalizations



**662**  
births



**178,225**  
consultations



**4,909**  
surgical procedures, including  
**238**  
robot-assisted procedures

**12,462**  
procedures performed in other operating facilities



**81,868**  
medical imaging exams



**7,577**  
check-ups

- | Medal Luncheon, Residence of the U.S. Ambassador to France, in honor of David T. McGovern
- | Installation of the 3D, full-field, digital breast tomosynthesis unit

- | Inauguration of the Interventional Cardiology Suite
- | National Healthcare Security and Safety Week



SEPTEMBER

OCTOBER



- | Pink October breast cancer screening awareness campaign
- | Changing the Future of Breast Cancer conference
- | International Infection Prevention Week
- | Biopariv': creation of public-private partnership between the laboratories of the American Hospital of Paris and the Centre Hospitalier Rives de Seine



NOVEMBER

DECEMBER



- | Unreserved COFRAC accreditation of our laboratories
- | Frontiers in the Clinical Management of Thyroid Diseases congress

## TEAMS

**324**  
accredited physicians and surgeons

**825**  
employees

including  
**657**  
medical and nursing staff (80%)

**168**  
logistical, administrative, continuing education and support staff (20%)

## CAPACITY



**145** beds, including  
**18** critical-care beds



**25** ambulatory care rooms



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

## GENEROSITY OF OUR DONORS

**€12,811,089**  
registered donations, pledges and legacies

**3,123**  
members



## OUR PATIENTS

**32%**  
International

**68%**  
France



---

# ★ / THE PATIENT EXPERIENCE AT THE CORE OF OUR STRATEGY

The growth strategy adopted by the American Hospital of Paris in 2017 is underpinned by an essentially medical perspective, in which excellence is the sole criterion. The two fundamental principles underlying the strategy are the Hospital's ability to ensure not only the best of French and American medical practices, but also the best patient experience.

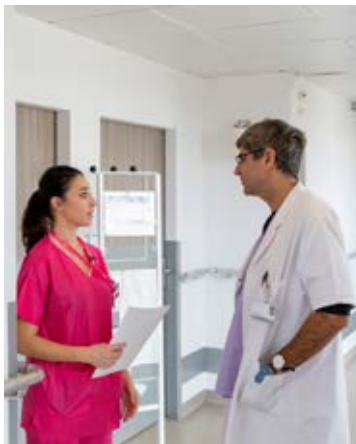
---



**Prof. Robert Sigal**, Chief Executive Officer  
**Dr. Riadh Caïd Essebsi**, President of the Medical Board

By investing in state-of-the-art equipment, importing exclusive treatments, recruiting prominent experts, strengthening the credentialing procedure for doctors, ensuring ultra-personalized, confidential patient reception and offering high-end hospitality services, the Hospital maintains a constant focus on providing premium care.

The results of our efforts have been quick to emerge. In 2018, for the second year in a row, the American Hospital of Paris ranked number-one in France in terms of patient satisfaction, ahead of all other public or private facilities providing medical, surgical and obstetric services.\* This success reflects the commitment of all teams to achieving a shared goal.



**Dr. Olivier Spatzierer**, gastroenterologist



**Dr. Luc Karsenty**, gastroenterologist

**Two of the key players in this change, Professor Robert Sigal, Chief Executive Officer, and Dr. Riadh Caïd Essebsi, President of the Medical Board, reflect on 2018.**

**Looking back, what are your thoughts on 2018?**

**Professor Robert Sigal:** With the new strategy adopted in 2017, ambitious investment goals were set. This year, we cut straight to the heart of the matter: all of the projects we implemented support our vision of the new American Hospital of Paris.

**Doctor Riadh Caïd Essebsi:** It is fantastic how the entire Hospital is working together. All teams and decision-making bodies – the Board of Governors, the Management Team, the Medical Board, the Quality Department and our doctors – are all moving in the same direction, with the same enthusiasm.

**Prof. R. S.:** And we also have our donors' support, which is proof we are heading in the right direction. This is a crucial point, since the American Hospital of Paris is a private, not-for-profit organization. Our strength relies on the generosity of our benefactors, who are also our patients.

**What were the top priorities in 2018, in your opinion?**

**Dr. R. C. E.:** Our efforts were to satisfy two imperatives: to retain our French patients by fully meeting their needs and expectations, while attracting new international patients to expand that patient base. We therefore had to attain undisputable excellence in every area of expertise.

**Prof. R. S.:** Above all, what we want is for all patients, wherever they may be from, to have an outstanding experience at the American Hospital of Paris. Naturally, I am referring to excellence in medical care, but also to excellent amenities, because combining both is key to successful healthcare. The American Hospital of Paris is one-of-a-kind, so our patients' experiences should be, too.

**What do you think is the best way to attain excellence?**

**Prof. R. S.:** To fully establish the Hospital's clinical legitimacy, we are working to become the best healthcare institution in certain strategic medical fields, such as oncology and women's and children's health. We are also positioning the American Hospital of Paris as a healthcare partner for our patients throughout their lives, not only at times when they are sick.

**Dr. R. C. E.:** Medical excellence is also achieved through modernization: by being connected and promoting ambulatory care, minimally invasive surgery, shorter hospital stays, personalized care pathways and, as Professor Sigal just mentioned, a holistic approach encompassing prevention, care and follow-up.

\*Based on data from 2018 and 2017 for all patients hospitalized for more than 48 hours at the American Hospital of Paris and who answered a questionnaire administered by the Haute Autorité de Santé.

# ★ GUARANTEEING MEDICAL EXCELLENCE

Patients at the American Hospital of Paris receive care that combines the best of French and American medicine. The Hospital's dual identity, French and American, is both a commitment to excellence and the safety of our patients. It has enabled the Hospital to be not only certified by France's *Haute Autorité de Santé*, but also accredited by The Joint Commission in the United States since 1954.

A significant proportion of the Hospital's investments serve to strengthen our ties with the United States. Our goal always remains to give our patients access to exclusive technologies and therapies being used in the United States, of which the relevance and effectiveness have been validated by the highest international scientific and medical bodies.

Although latest-generation technologies and therapies are central to the Hospital's strategy, so is the excellence of our physicians and nursing teams. By joining forces with top experts and highly skilled staff, the American Hospital of Paris is developing centers of expertise and excellence that will turn it into one of Europe's top five international hospitals.

Medical excellence does not only apply while the patient is hospitalized; it also concerns prevention and follow-up, via care pathways that go beyond the patient's acute phase of illness. The American Hospital of Paris is creating a new type of patient-doctor relationship, one that is long-term and that continues outside the boundaries of the Hospital.

**PHYSICIAN CREDENTIALING:  
A UNIQUE PROCEDURE IN EUROPE**  
**Dr. Mario di Palma, Chief Medical Officer, Jean-Yves Burel, Governor, and Dr. Stéphane Lasry, Chairman of the Credentialing Committee, explain the credentialing process.**

**Why have a physician credentialing system at the American Hospital of Paris?**

**Dr. Mario di Palma:** Credentialing was introduced at the American Hospital of Paris during the 1980s to validate the professional qualifications and skills of doctors at regular intervals. It is a unique system in France and Europe, but common practice in

the United States. Credentialing is a sign of quality and safety for patients, doctors and the Hospital.

**Jean-Yves Burel:** The Hospital quickly understood the importance of physician certification and recertification. It strengthens patient-doctor trust, further improves the medical excellence of practitioners, and bolsters the Hospital's international reputation.

**Dr. Stéphane Lasry:** Although it is quite *avant-garde* in France, the approach is very much in favor among the doctors at the American Hospital of Paris. They see it as an additional guarantee of quality.



**Dr. Stéphane Romano**, orthopedist



**Prof. Philippe Alla**, neurologist and **Prof. Jean-Luc Sarrazin**, radiologist





### What is the credentialing process?

**J-Y. B.:** It's a rigorous three-step system. First, the Credentialing Committee examines each doctor's file. Next, the Medical Practice Commission issues an opinion, and lastly the Board of Governors makes a final decision.

**Dr. M. d. P.:** Physicians are assessed when they join the Hospital and again every two years, after two intermediate evaluations. The assessment criteria are thorough and take into account both the doctors' backgrounds, as well as their complementary activities and the quality of their relationships with patients. To further raise the standard of excellence of our doctors, we recently updated the assessment criteria. We place greater emphasis on the updating of knowledge and skills, with reinforced monitoring of our physicians' continuous professional development and best practices, in line with French, European and American benchmarks.

**Dr. S. L.:** The code of medical ethics states that all physicians must "maintain and further their knowledge in compliance with their obligation of continuing professional development." Scientific innovations and advancements are frequent and fast-moving. For doctors and the Hospital alike, it is a critical priority to consistently deliver quality care at the leading edge of scientific progress. Therefore, regular certification of the updating of our knowledge and skills is an additional guarantee for patients. This takes on even greater importance as patient expectations continue to rise, particularly in terms of safety and quality of care.

*The Credentialing Committee is made up of doctors, members of the Board of Governors, and the Chief Medical Officer of the American Hospital of Paris.*

From left to right:  
**Dr. Gilles Boccara**,  
 Anaesthesiologist  
**Dr. Stéphane Lasry**,  
 Pulmonologist and Chairman  
 of the Committee  
**Prof. Philippe Alla**,  
 Neurologist  
**Dr. Mario di Palma**,  
 Chief Medical Officer  
**Mr. John Brintzer**,  
 Governor  
**Mr. David McGovern**,  
 Governor

*Not shown:*  
**Mr. Jean-Yves Burel**,  
 Governor  
**Dr. Stéphane Romano**,  
 Orthopedist

# ★ FOSTERING RECOGNIZED CENTERS OF EXCELLENCE

The American Hospital of Paris has undeniable assets that make it a healthcare institution of excellence. Building recognized centers of expertise is an essential step to becoming one of Europe's top five international hospitals.

## MATERNITY

BRINGING MEDICAL EXCELLENCE, SAFETY AND WELL-BEING TOGETHER IN OUR MATERNITY UNIT



**Dr. Amina Yamgnane, Chief of the Maternity Unit**

**In 2018, the Maternity Unit of the American Hospital of Paris saw numerous renovations and organizational changes. What priority initiatives were undertaken in order to attain a maximum level of safety for future and new mothers?**

**Dr. Amina Yamgnane:** A new delivery room was created in the labor and delivery suite where emergency cesarean sections can be performed in considerably less time. The second parent can be routinely present for the delivery, and mothers and babies can stay together. An obstetrician is on call 24/7, and an experienced pediatrician, specializing in neonatology, and an anesthesiologist are present for each birth. Equipped with all of the services and facilities needed for adult critical care, dialysis, surgery,

medical imaging, embolization, laboratory tests and blood transfusions, the American Hospital of Paris provides a high-security environment, Level IV under U.S standards.

### What other changes has the Maternity Unit undergone, beyond the labor and delivery suite?

**Dr. A. Y.:** Our Maternity Unit team also designed a process to ensure each patient's emotional security. It begins with an early prenatal visit with a midwife, where future parents can ask questions about pregnancy, giving birth and parenthood, discuss their expectations and needs, and create a birth plan to serve as a guide from that point on. That midwife will be the parents' "maternity coach" – a dedicated advisor who will guide the mother-to-be along her individual care pathway. Each birth plan is reviewed during a weekly, multidisciplinary staff meeting, which enables us to develop care strategies that satisfy the parents' medical and emotional needs. Naturally, we work closely with the Hospital's Assisted Reproductive Technology team and the Prenatal Diagnosis Center.

After having recruited a psychiatrist specializing in perinatal care, we will soon further expand our support for mothers-to-be during these nine months of major physical and psychological change. For example, our services will include sessions with a relaxation specialist, a midwife-acupuncturist and an osteopath. Lastly, we plan to continue caring for mothers and their babies after they leave the Maternity Unit and until the child's second birthday. This means that expectant parents can count on our dedicated support for a full 1,000 days.



## BREAST CANCER

CHANGING THE FUTURE OF BREAST CANCER: ACCESS TO THE LATEST INNOVATIONS AND A PERSONALIZED CARE PATHWAY

The American Hospital of Paris offers a range of innovative, personalized and holistic care for the prevention, screening, treatment and monitoring of breast cancer, putting the latest scientific advancements into practice for women's health.

### THE WOMEN'S RISK INSTITUTE INAUGURATED IN THE FALL OF 2018

Through a comprehensive program, the Women's Risk Institute provides a personalized assessment of risks based on individual and family medical history. The evaluation includes a mammogram, DNA test, a consultation with a specialized breast oncologist and uses data provided by an artificial intelligence algorithm (MammoRisk™). After completion of the assessment, women with increased breast cancer risk will be given personalized advice regarding prevention, screening and surveillance, which may include lifestyle recommendations or referrals for genetic testing of hereditary cancers.

### A MULTIDISCIPLINARY APPROACH FROM DIAGNOSIS TO FOLLOW-UP

At the American Hospital of Paris, women have access to fast and comprehensive diagnoses thanks to state-of-the-art imaging, and pathology and laboratory resources for in-depth analyses of benign or cancerous breast tumors. This includes the Pristina mammography system and biopsy and anatomic pathology and molecular biology facilities, in collaboration with the Médipath and OncoDNA companies. Likewise, a team of recognized specialists in breast oncology, radiotherapy and support care provides care to women beyond cancer surgery and medication, via immediate or delayed breast reconstruction techniques.

### INNOVATION WITHIN ARM'S REACH

Genetic and biological tests also allow us to predict which treatments are likely to be most effective for each patient. The latest innovations, including new alternatives to traditional chemotherapy that target cancer cells more precisely while sparing healthy cells, are available to patients.

Lastly, a dedicated website gives the medical team permanent access to diagnostic and treatment information and soon, through the Wellness Lab, a support program for medical follow-up.

### THE CREATION OF THE WELLNESS LAB

Everyday quality of life is a key to better healing. The American Hospital of Paris is developing a range of supportive care (concurrent, complementary therapies such as mind-body methods, acupuncture, yoga, sophrology and exercise training) that will be offered free of charge for three months to each patient, thanks to the generosity of our donors.



**Dr. Mahasti Saghatian, Medical Oncologist, Head of the Hospital's Breast Unit and Women's Risk Institute**

*Breast cancer impacts women's lives and families worldwide in more ways than management of the disease itself. Prevention, early diagnosis, a holistic approach to therapy, and innovation are key to saving women from breast cancer and offering long-term health and quality of life. Advancements in genetic and molecular medicine, the digital revolution and patient-oriented healthcare have converged to radically change how medicine is perceived. No longer focused solely on treating disease, it has become predictive, preventive, personalized and participative. Cancer care is at a turning point in its history and the American Hospital of Paris is seizing this opportunity to offer its patients an innovative, integrated center of excellence dedicated to the care of breast cancer.*

### LATEST-GENERATION MAMMOGRAPHY

To bring the latest technological innovations to women, the American Hospital of Paris acquired a new 3D, full-field, digital breast tomosynthesis unit (Pristina of GE Healthcare). Breast tomosynthesis, or 3D mammography, is an unparalleled diagnostic tool that can identify abnormal images, detect previously "invisible" cancers and determine the precise location of abnormalities.



---

# ★ ENSURING THE HIGHEST QUALITY AND SAFETY OF CARE

At the American Hospital of Paris, we implement a stringent quality and safety of care policy that is patient centered, not only when it comes to medical treatment, but also in all of the services we provide.

---

For more than 60 years, the American Hospital of Paris has been accredited by the American Joint Commission and has set up procedures to implement best practices that guarantee patient safety. This applies in particular to hospital-specific risks, such as risk of infection or errors in medication, medical procedures or patient identification.

For the second year in a row, the American Hospital of Paris is France's top-ranking healthcare institution in terms of patient satisfaction, ahead of all other public or private facilities providing medical, surgical and obstetric services. Quality of care is patients' number-one expectation and therefore largely accounts for their satisfaction.

**Dr. Benjamin Sellam, anesthesiologist-intensivist and Chairman of the Committee Against Healthcare-Associated Infections (CLIN), and Tim Brienens, Secretary General, discuss quality and safety of care.**

**Tim Brienens:** The American Hospital of Paris is unique in that it is not only certified by the *Haute Autorité de Santé*, like all healthcare institutions in France, but also undergoes regular voluntary accreditation audits by The Joint Commission in the United States. We are the only civilian hospital in the world outside the U.S. to have earned this accreditation. With more than 1,400 evaluation criteria, this audit procedure bears witness to our



**Dr. Benjamin Sellam**, Chairman of the CLIN, and **Tim Brienens**, Secretary General

extremely high standards in terms of safety and quality in all of the Hospital's services and sectors of activity.

**Dr. Benjamin Sellam:** At the American Hospital of Paris, our continuous improvement of quality and safety of care is guided by an institutional policy defined jointly by our administrative and medical staff. Most program operations are managed by our Quality Department and our medical staff. The latter are particularly involved in developing initiatives to improve quality and safety of care. They fulfill this role in their daily work, which translates into concrete measures to improve our professional practices and guarantee patient satisfaction.

**T. B.:** Our quality and safety culture concerns the entire Hospital. Our quality improvement program is implemented on an ongoing basis

and is constantly updated with the results of internal audits – or mock surveys – and the lessons we learn from adverse event reports and patient complaints. We regularly verify the coordination of patient care, reception and pathways to ensure compliance with pre-defined performance levels. We take a “learn from our mistakes” approach: when adverse events are reported, we can analyze their underlying cause and reduce or eliminate any damaging effects on the patient by proposing an effective action plan that is evaluated over time.

**Dr. B. S.:** Risk management is an integral part of our quality program. For example, ad hoc committees work on topics such as medication safety, transfusion safety or the fight against healthcare-associated infections. The CLIN is in charge of prevention and vigilance in this last area. It works

closely with the operational hygiene team, which tracks actions aimed at monitoring infections and evaluating and improving hygiene practices through training and awareness programs designed specifically for professionals. The Committee includes members of our management team, administrative

staff, doctors, medical staff and volunteers. This multidisciplinary composition helps us identify areas for improvement, develop action plans and, most importantly, ensure that these plans are communicated, enforced and followed up with regular audits.

## INITIATIVES IN 2018 THAT ENHANCED THE QUALITY OF PATIENT CARE AND SAFETY

### CERTIFICATION / ACCREDITATION IN 2018

- Full accreditation of our laboratories by The Joint Commission in March 2018
- Mock audit to prepare for The Joint Commission's next visit

### SAFETY CULTURE

- High-reliability healthcare organization training for 343 healthcare staff
- Creation of the first information campaign on healthcare vigilance, as well as the role of long-term and temporary Healthcare Vigilance Officers
- Reinforced communications on quality and risk management. Publication of the quarterly newsletter, *Quality Link*, and several special editions, including four in the second half of 2018
- Quality and risk management program structure: creation of a better workflow for managing adverse events
- Project management training for project leads and co-leads

### RISK MANAGEMENT

- Creation of pharmaceutical consultations in oncology
- Creation of a pharmacy satellite in the B3 care unit for more efficient handling of changes to medication prescriptions during the day
- Drafting or updating of all risk maps – a total of 24 – to reinforce patient safety
- Drafting of an information sheet for hospitalized patients explaining MRI risks and the precautions that must be taken prior to this exam
- Half-day of training on infection prevention and control for 343 healthcare staff
- Hand hygiene campaign for patients during International Infection Prevention Week
- The Right Mask at the Right Time campaign for healthcare staff during National Healthcare Security and Safety Week (143 participants)
- Reinforced learning from mistakes through the analysis of root causes and morbidity and mortality reviews

### ENHANCED QUALITY OF PATIENT CARE

- Several Professional Practice Evaluations (PPE) on the disinfection of critical and semi-critical endoscopes
- Two PPEs on compliance with standard and supplementary precautions
- Drafting of an advisory reference document on respecting religious beliefs
- Appointment of pain management reference persons in each service and increased action by the Pain Management Committee (CLUD)
- New Mobile Support Team initiatives for improved pain management and end-of-life care
- Creation of a "Ethics and Critical Care" working group

## FRENCH QUALITY INDICATORS

According to the *Haute Autorité de Santé*, which oversees the National Patient Satisfaction Indicator in France (e-Satis), the American Hospital of Paris is France's top-ranking healthcare institution in terms of patient satisfaction for the second year in a row, ahead of all other public or private facilities providing medical, surgical and obstetric services\*.

**82%**  
Patient Satisfaction



AREA	AMERICAN HOSPITAL OF PARIS	NATIONAL AVERAGE
Reception	81.9%	73.4%
Care provided by physicians/surgeons	85.6%	80.5%
Care provided by nurses/nurse's aides	85.5%	81.1%
Meals	80.3%	58.1%
Room	84.9%	71.7%

# ★ HIGHLIGHTS

## BIOPARIV'

The American Hospital of Paris' clinical laboratory created a public-private partnership with the *Centre Hospitalier Rives de Seine* laboratory on October 29, 2018. In order to consistently improve the quality of lab results, the cooperation ensures each lab's longevity and expanded access to technology. Technical activities, now split between the two sites, continue to meet the strict quality standards defined by French and American health authorities.



## ACCREDITATION OF OUR LABORATORIES BY THE JOINT COMMISSION

Following the visit of a surveyor from March 14-16, 2018, which was followed up with an action plan devised by our laboratory team, the American Hospital of Paris laboratories were accredited by The Joint Commission. The accreditation has been in effect since March 17, 2018 and is valid for two years.



## ELECTRONIC MEDICAL RECORDS

The American Hospital of Paris chose the TrakCare® electronic medical record system to streamline information and more effectively meet requirements regarding the quality, reliability and security of medical data used throughout the Hospital. TrakCare®'s many functionalities help our nursing staff save considerable time that can now be devoted to caring for patients. In 2018, we configured the new system, which has been in operation since the beginning of 2019.



## NEW INTERVENTIONAL CARDIOLOGY SUITE

Entirely financed through the generosity of our donors, our Interventional Cardiology Suite welcomed its first patients on October 23, 2018. In this new space, equipped with a latest-

generation Philips angiography table producing high-precision images in real time, doctors can perform complex, minimally invasive procedures while ensuring optimal patient safety.



## A MORE EFFICIENT OPERATING SUITE

In 2018, an action plan was developed to enhance operating suite performance and better manage its activities. The Operating Suite Committee, chaired by Dr. Christophe Lepage and Dr. Olivier Tuil, worked alongside the administrative team to set up common governance for the suite and the other operating structures, rethinking the scheduling process and day-to-day regulation. Thanks to their efforts, at the beginning of 2019, surgeons' schedules were adjusted to ensure optimal use and coordination of the suite. This in turn has improved the quality and safety of patient care, as human resources and specific skills are now aligned with scheduling requirements.

## SERENITY AND WOMEN'S RISK INSTITUTE ASSESSMENTS: TWO NEW SERVICES AT OUR CHECK-UP CENTER

For more than 25 years, the Check-up Center at the American Hospital of Paris has been providing men and women with personalized prevention advice and support to keep them healthy. To better meet their needs, the American Hospital of Paris launched two new health assessments in 2018: Serenity, designed for persons aged 70 and above, and the Women's Risk Institute, offering innovative and unprecedented breast cancer risk prediction and prevention.

The Serenity assessment was specifically designed to screen for and prevent potential fragilities and diseases caused by aging. Inspired by our General Medical Assessment and Cardiovascular Assessment, Serenity includes four consultations with specialists over one day and enables patients to undergo sensory, physical, cardiovascular, cognitive and nutritional exams and receive personalized recommendations to facilitate the aging process.

In the summer of 2018, the American Hospital of Paris Check-up Center also launched an unprecedented personalized breast cancer monitoring and prevention program. Based on a consultation, comprehensive testing including a mammogram with a standardized breast density evaluation, DNA extraction from a saliva sample, and personal and family data and the MammoRisk™ artificial intelligence algorithm, the Women's Risk Institute determines each woman's personal risk of developing breast cancer over the coming years. Women benefit from very early customized screening and a prevention regimen that corresponds to their risk factors. If necessary, they are referred to a specialist for a genetic consultation.



1



2



3



4



5



6

1-3 Various steps of the Serenity assessment  
4-6 Patient pathway at the Women's Risk Institute

---

# ★ STRENGTHENING OUR TIES WITH THE UNITED STATES

Because medical excellence is based primarily on the continuous sharing of expertise, the American Hospital of Paris is further expanding exchange programs with the United States.



## PROMOTING SHARING BETWEEN DOCTORS

Within our areas of expertise (oncology, women's and children's health, cardiology), our priority is to share best practices. After an initial audit phase, several AHP doctors were welcomed in New York by their American counterparts. In addition, Professor Samuel Selesnick of Weill Cornell Medical College was appointed Senior U.S. Medical Counselor. He plays a key role in the development of medical and scientific exchange between the American Hospital of Paris and our New York partners.

## IMPORTING NURSING BEST PRACTICES

Whatever the area of expertise, the American Hospital of Paris has a duty to ensure that our patients receive the highest level of care. We have instituted study trips devoted to nursing care, with four to six nurses participating each year. For nurses, it is an opportunity to observe the practices in American hospitals, assess their effectiveness and bring back those most relevant to the Hospital.

Meeting at NewYork-Presbyterian Hospital.  
From left to right:

**Prof. Robert Sigal,**  
Chief Executive Officer of the American  
Hospital of Paris

**Prof. Augustine M.K. Choi,**  
MD, Dean of Weill Cornell Medical College

**Prof. Gérard Friedlander,**  
Dean of the Faculty of Medicine, Paris  
Descartes (Paris V)

**Prof. Samuel H. Selesnick,**  
Professor of Otolaryngology in Neurological  
Surgery at WCM and Senior U.S. Medical  
Counselor of the American Hospital of Paris

**Prof. Madelon Finkel,**  
PhD, Director of the Office of Global Health  
Education at Weill Cornell Medical College

**Prof. Arnold Munnich,**  
Pediatrician, Geneticist and Founder of  
*Institut Imagine*; Strategic Health Advisor  
at the American Hospital of Paris

Thanks to our partnership with NewYork-Presbyterian Hospital and Columbia University and Weill Cornell medical schools, patients have the benefit of exclusive technologies and therapies recognized across the Atlantic and endorsed by the highest international scientific and medical bodies. The American Hospital of Paris thus offers an approach based on the best of French and American medicine.





NewYork-  
Presbyterian Hospital

### DRAWING ON A NETWORK OF AMERICAN DOCTORS

For several years, we have welcomed fourth-year students from Weill Cornell Medical College (and soon from Columbia University) to the American Hospital of Paris for four- to six-week training programs. By educating these future doctors about French culture and medical practices, the American Hospital of Paris aspires to assemble a high-level network of doctors in the United States who are familiar with the needs of our patient base.



### INCREASING ADMINISTRATIVE EXCHANGES

Cooperation between the American Hospital of Paris and NewYork-Presbyterian Hospital is not only medical: administrative exchanges ensure that we have high-level expertise in varied areas, such as developing telemedicine, our international patient base, and the quality and safety of healthcare.

### ATTRACTING MORE INTERNATIONAL PATIENTS

Our international patient base is a major avenue of growth for the American Hospital of Paris, which has significant experience in this area. With international patients accounting for 32% of all patients in 2018, the American Hospital of Paris is the undisputed leader in France. Today, our efforts are focused on growth, with the aim of doubling our international patient base. In a fast-developing medical tourism market, the needs of patients and payers converge. They include medical excellence, responsiveness, quality of care, and simplified administrative processes within a clear and transparent financial framework.

Each year, the American Hospital of Paris welcomes patients representing 110 different nationalities (see p. 22-23). Specialized international services allow us to assist American, African, Arab, European, Japanese, Chinese, Korean and Russian patients throughout their stay, many in their native language. They receive care that is personalized and adapted to their needs and expectations.

The dual French and American identity and accreditation of the American Hospital of Paris, as well as our excellent medical and healthcare teams, are essential aspects of our appeal to international patients.



---

# ♥ OFFERING AN UNPARALLELED PATIENT EXPERIENCE

Guaranteeing the best possible patient experience is one of the priorities of the American Hospital of Paris' 2018-2022 strategy. It is essential that patients have an incomparable experience at our Hospital.

---

Beyond our indisputably excellent medical care, the American Hospital of Paris has to differentiate itself with respect to the overall accompaniment and hospitality we offer.

At the American Hospital of Paris, we ensure that each patient receives personalized care, as they are monitored by a senior referring physician, available 24/7, who creates and streamlines the patient's individual treatment plan. In addition, our first healthcare coordinators have been put in place in maternity and oncology to support patients throughout their care pathway, and more will join them over the next few years. The patient experience also depends on access to the latest technology and maintaining and improving the excellence of non-medical services such as in-person and telephone reception, room accommodations, and catering. In 2018, we began this shift toward a "premium" experience.



## BUILDING THE AMERICAN HOSPITAL OF PARIS OF TOMORROW

In 2018, the American Hospital of Paris began its architectural transformation. To offer innovative care pathways and integrate leading-edge technology into our healthcare services, the Hospital redesigned its functional organization to reflect an upscale setting different from the traditional hospital environment. Patient experience was central to this plan. While certain transformations have begun or are in the final stage, in 2018 we laid the groundwork for the major renovations and construction to come.

- By the end of 2019, a new 1,400 sq.m. building will accommodate all cross-sectional imaging and nuclear medicine. The new Medical Imaging Center will house two CT scanners, two MRIs and one latest-generation PET scanner. This space will significantly increase the diagnostic capacity of the American Hospital of Paris.
- Internal restructuring has been launched to improve the patient's hospitalization experience. Forty-eight rooms, along with offices and dedicated consultation spaces, will be renovated. In 2018, we built a new delivery room, equipped to handle emergency cesarean sections, and a new Interventional Cardiology Suite.

With these newly reorganized, high-quality, more expansive and functional spaces, the American Hospital of Paris will welcome and develop new activities, supporting our ambition to grow and provide a broader range of healthcare services to patients. To help ensure that all construction and renovation plans are patient-centered, professionals from multiple specializations, especially the healthcare sector, were consulted.

## INTERVIEW WITH STÉPHANE STÉPANIAN, VP OF OPERATIONS.

**In 2018, the American Hospital of Paris began its transformation pursuant to the 2018-2022 strategy. What is happening with non-medical services?**

**Stéphane Stépanian:** Comfortable rooms and spaces, high-quality meals, a smooth medical-administrative process, and outstanding patient reception also contribute to shaping the best possible patient experience. To ensure such an experience, which is a strategic priority for us, the American Hospital of Paris chose to neutralize elements associated with hospitals and blend its structure into an environment inspired by the design of high-end hotels.

**Have there been tangible changes to how patients are welcomed?**

**S. S.:** The first contact with Hospital staff, in person or over the phone, is especially important, so we reorganized how telephone calls were being handled and provided more training to staff members who welcome or come into contact with patients. Simplifying and making the medical-administrative process smoother was a priority this year. We completely overhauled the way it is organized. We also wanted to personalize each patient's welcome, so we increased the staff working in our international patient center, who provide services such as translation, the coordination of medical exams and assistance with administrative and financial formalities. International patients now have a single point of contact who facilitates their admission and care at the Hospital. Because we want to offer our patients the best service, making their experience unique, we are also considering extending these services to all of our patients.

These initiatives clearly support the strategy of the American Hospital of Paris, as we aim to become one of Europe's top five international hospitals.

**Why develop the patient experience concept, and how does this concept translate into concrete change?**

**S. S.:** Hospitals are becoming more competitive, in France and throughout Europe. What differentiates our institution is excellent medical care combined with excellent amenities. A hospital stay is stressful in many ways, so we need to change the paradigm by ensuring the patient's well-being in a comfortable environment. In practice, we are achieving this with rooms that are more modern, inviting and functional, designed by an internationally renowned architect, and equipped with digital innovations and smart automation systems. We have also updated our culinary options for patients and visitors alike, in all of the Hospital's dining areas. A MICHELIN three-star chef now creates the dinner menu served to hospitalized patients

and the lunch menu for ambulatory patients. Our goal is to extend this service to every meal served during a patient's stay. Lastly, patients will soon have access to concierge services.

But an outstanding patient experience is not only about comfort. It also means providing access to ever more effective, cutting-edge technologies. Thanks to a proactive investment policy, in 2018 the American Hospital of Paris acquired new biomedical equipment, including a scanner, a mammography machine and a latest-generation interventional radiology room.



The construction site of our Medical Imaging Center

---

# ♥ HIGHLIGHTS

---



## PRE-ADMISSIONS AND ADMISSIONS MERGED

To optimize the registration process for hospitalized patients, pre-admissions and admissions have been combined into one department. The admissions procedure is a necessary step for every hospitalized patient. It can be completed in advance so that on the first day of hospitalization, patients do not have to worry about paperwork and can head directly to their room upon arrival.

---

## NEW CALL CENTER

In order to better greet, guide and inform patients, all phone calls – including the scheduling of appointments – are gradually being transferred to the Hospital's main phone reception. This new arrangement allow secretaries working in the Outpatient Department and diagnostic units to be more available to welcome patients arriving for an appointment and for calls to the Hospital to be answered more promptly.

## REDESIGN OF THE PATIENT INFORMATION SERVICE

When a patient needs to be hospitalized, our Patient Information Service is in charge of preparing their financial estimates, based on the medical data provided by the doctors. This service has been organized into three teams. Each one caters to the different needs of patients and expectant mothers, depending on various factors, including nationality and insurance coverage.



The Patient Information Service has been reorganized to welcome and inform French and international patients, including future mothers

## 48 FULLY RENOVATED ROOMS

To offer patients ever greater safety and comfort, the Hospital is renovating 48 rooms in building B. In October 2018, we inaugurated one room and one suite designed by leading architect, Jean-Michel Wilmotte, featuring new furniture, improved thermal insulation and ultra-modern equipment. Renovations will continue until mid-2020.



## NEW DINING OPTIONS BY CHEF YANNICK ALLÉNO

In 2018, the American Hospital of Paris updated its meal offerings for hospitalized and ambulatory patients, as well as in all the dining areas of the Hospital. MICHELIN three-star-chef, Yannick Alléno, has designed well-balanced gourmet *“Terroir Parisien”* dishes approved by the Hospital’s dietitians. The dishes are served to hospitalized patients every evening and at lunchtime to ambulatory patients. Guests may also enjoy *“Terroir Parisien”* options at the Hospital’s *Parenthèse* restaurant.



## NEW MEDICAL IMAGING CENTER

A new Imaging Center, of which construction began in January 2018, will double the Hospital’s diagnostic capacity by the end of 2019. Located under the Hospital’s garden and covering a surface area of 1,400 square meters, the new Imaging Center will be accessible from the current main lobby and from the 24/7 Medical Surgical Unit. To ensure patient access to premium medical services, the new center will centralize in one location world-class cross-sectional imaging technology (two CT scanners, two MRI machines and a new PET scanner) and advanced medical expertise.

---

# EXPANDING RECOGNIZED EXPERTISE IN INTERNATIONAL PATIENT CARE

Providing care for international patients is an essential part of the American Hospital's DNA and culture. It is also an important avenue of growth toward achieving our ambition of becoming one of Europe's top five international hospitals by 2022.



**Olivier Bosc,**  
VP Finance  
and Commercial  
Development

---

## INTERVIEW WITH OLIVIER BOSCO, VP FINANCE AND COMMERCIAL DEVELOPMENT

**In 2018, approximately 32% of the American Hospital's patients were international. How do you account for this particularity?**

**Olivier Bosc:** The American Hospital of Paris was founded by Americans in 1906 to provide care to their fellow citizens. This international dimension is a core element of our Hospital's DNA and remains central to our culture today. Our governing structure, the majority of whose members must be American citizens according to our by-laws, and the cultural diversity of our medical and nursing teams, are unique in France.

Treating international patients is an integral part of our strategy. International patient needs for medical cooperation and treatment are constantly increasing. For instance, Africa is currently experiencing an unprecedented demographic and health transition. In the Middle East, the prevalence of non-communicable diseases including heart disease, stroke and diabetes is on the rise, exacerbated by lifestyle changes such as inactivity, poor diet, hypertension and smoking.

In Eastern Europe and Russia, gaining access to oncology treatment remains challenging for local populations.

In this context, the American Hospital of Paris aims to become one of Europe's top five international hospitals by 2022.

**The American Hospital of Paris has undeniable assets and recognized expertise in providing care to international patients. What actions did you take in 2018 to reinforce this strength and increase this patient base?**

**O.B.:** The needs of patients and payers converge. They encompass the ideas of "cure" and "care": medical excellence, quality and safety of care, clear administrative and financial information, and simplified medical-administrative processes, as well as personalized support, communication in the patient's native language, and increased confidentiality and security. Bearing this in mind, 2018 was dedicated to the fundamentals. We reviewed our fee schedule, reorganized the international team and reinforced medical-administrative processes involving patient care. All core processes were reviewed in order to improve their quality, readability and longevity. At the same time, we conducted a stringent analysis of our existing partnerships. We signed agreements with new partners, including one with the United Arab Emirates concerning the medical treatment of Emirati nationals.

**To become one of Europe's top five international hospitals by 2022, what are the priorities for the coming year?**

**O.B.:** In 2019, we must accelerate our efforts in the following key areas:

- International positioning of our medical services, including women's health, oncology, and preventive medicine;



Partnership agreement signed with the United Arab Emirates on November, 21, 2018.

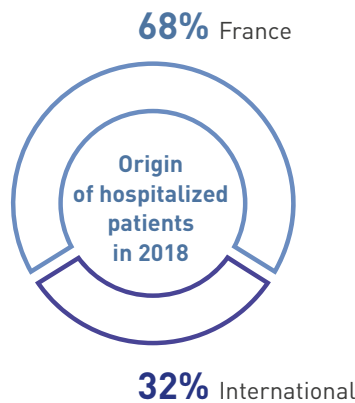
- New medical cooperation partnerships, particularly in Africa, to improve patient care at the local level;
- Stronger relationships with insurance partners;
- Continuous improvement of international patient care by expanding our offer of non-medical concierge services.

**PARTNERSHIP AGREEMENT WITH THE UNITED ARAB EMIRATES**

On November 21, 2018, the American Hospital of Paris signed an agreement with the United Arab Emirates Ministry of Health to facilitate the provision of care to Emirati patients. It defines the conditions in which the Hospital will provide diagnostics, treatments and services to this important partner.

**THE AMERICAN HOSPITAL OF PARIS JOINS THE NON-PROFIT ORGANIZATION FRENCH HEALTHCARE**

Professor Robert Sigal is heading a focus group on international patients within French Healthcare, a non-profit organization founded in 2017 under the auspices of the French Ministry of Foreign Affairs. The group's role is to promote French medical expertise among international patients, offer a framework that will ensure patient satisfaction and quality of care throughout their stay, and develop the reach and influence of French hospitals.



---

# + OUR COMMITTED PARTNER

---



Norbert Becker

## NORBERT BECKER – PATIENT, DONOR AND GOVERNOR

“I walked through the doors of the American Hospital of Paris for the first time in 2014. I had a tumor in my kidney. Dr. Roland Chiche saw me, operated on me and made me well again. A short time later, Dr. François Tarragano also saved my life. My experience both times, not only with the doctors, but also the entire care team working with them, was wonderful. My bond with the American Hospital of Paris grew stronger when Dr. Tarragano told me about the creation of a new Interventional Cardiology Suite. I had no hesitations: I knew that the high-tech equipment acquired for this suite would be essential to the quality of his work. So I became not only a patient, but a donor. **Health is the most precious asset a person has: if we have the means to do the best for our health, then we should.**”

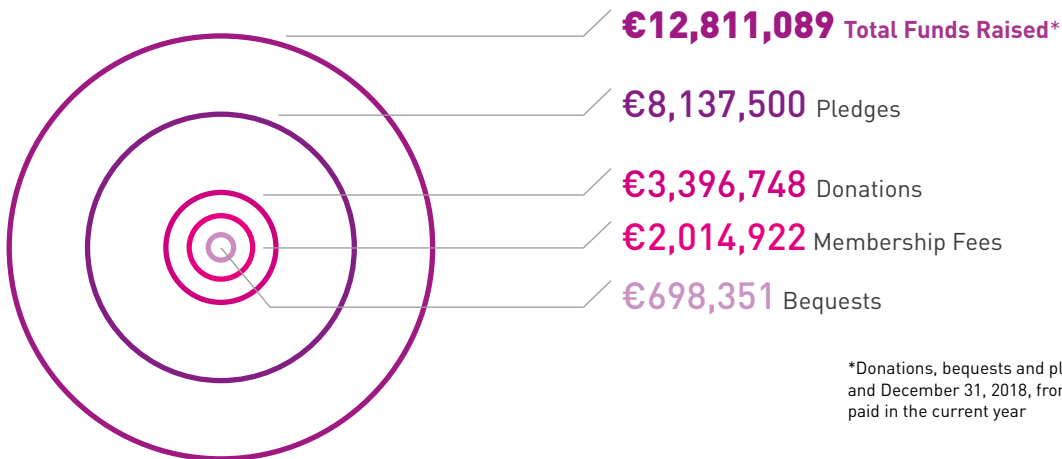
The American Hospital of Paris is one of the best hospitals in Paris. Its international reputation is outstanding. For a private entity like the Hospital, raising the funds required for each year’s investments is a real challenge. By becoming a Governor, I wanted to go a step further and rise to this challenge by getting involved financially and personally, putting my professional skills and network to work for the American Hospital of Paris. It is a way to give back what the community has given to me. Supporting investment projects under the direction of a highly skilled management team embodied by Professor Sigal is a true opportunity. Today, the progress made, the medical professionals we have recruited, and our investments in technology and equipment are pushing me to continue along this path. The construction of a new building obliges us to meet two goals: financing construction and ensuring the implementation of all other development projects. This is an exceptional challenge. If we succeed in winning these battles, it will be thanks to the hard work of the Development Committee and staff and the wonderful teams at the American Hospital of Paris.”

Norbert Becker  
during the  
inauguration  
of the Interventional  
Cardiology Suite





## GENEROSITY



\*Donations, bequests and pledges registered between January 1 and December 31, 2018, from which are deducted donation pledges paid in the current year

### PHILANTHROPY IN 2018

Donations and membership fees collected totaled **€5,411,670** on December 31, 2018, a 15% increase over the previous year. This growth was driven by the successful campaign to fund the renovation of the Interventional Cardiology Suite and the launch of the American Hospital of Paris' 2018-2022 capital campaign. For this ambitious initiative, called *Le Nouvel Américain*, we aim to raise €70 million in donations, pledges and bequests by 2022, mainly for the construction of two emblematic new structures: the Imaging Center and the flagship building of the American Hospital of Paris, designed by Jean-Michel Wilmotte.

As of December 31, 2018, a total of **€8,137,500** in multi-year donation pledges had been made to the campaign.

Membership fees collected rose 3% from 2017 to reach **€2,014,922**.

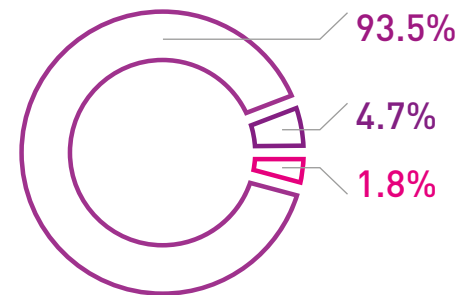
The membership program welcomed **544 new members**, up 30% from the previous year. The exceptionally high renewal rate in 2018 – a record **82.8%** – demonstrates our members' deep attachment to and trust in the American Hospital of Paris.



**3,123** active members  
**544** new members  
 (up 30% from 2017)  
**82.8%**  
 renewal rate

Lastly, the American Hospital of Paris received a total of **€689,351** in bequests from two sources: a life insurance policy from Michelle Saurel and the remainder of the Hélène Bugat-Pujol bequest from 2017.

Strict management of our operating and fundraising costs enables the American Hospital of Paris to allocate **93.5%** of our resources to the improvement of our facilities, equipment and programs.



### USE OF FUNDS

Equipment, facilities & programs  
**€12,024,550 = 93.5%**

Operating expenses  
**€560,636 = 4.7%**

Fundraising expenses  
**€225,903 = 1.8%**

### INVESTMENTS MADE IN 2018

Thanks to the generous support of our donors, the Hospital was able to invest **€12.17 million** in 2018, mainly in the construction of our new Medical Imaging Center, which will be operational at the end of 2019, the renovation of the Building B rooms designed by architect Jean-Michel Wilmotte, and the acquisition of a new Revolution Frontier scanner and Pristina mammogram system by GE. Donors also fully funded the acquisition of a new piece of latest-generation equipment, Allura by Philips, and the renovation of the Interventional Cardiology Suite.

### OUR VOLUNTEERS

With dedication and commitment to our mission, the American Hospital of Paris' 24 volunteers donate their time and energy to help our patients throughout their stay at the Hospital.

# + THANK YOU FOR YOUR SUPPORT

The American Hospital of Paris and our Foundation thank all of our donors for their generous support in 2018.



Mr. David McGovern was the honoree at our annual Medal Luncheon on September 27, 2018. From left to right: **Mr. Marshall Wais**, Chairman of the Board of Governors, The Honorable **Jamie McCourt**, U.S. Ambassador to France, and **Mr. David McGovern**.

## MAJOR DONORS

*(\$25,000 and more)*

Mr. & Mrs. Walter W. Allen  
Mr. & Mrs. Norbert Becker  
Mrs. Helen Lee Bouygues  
Mr. Jean Busnot  
Mrs. Donna Pearson Chapman  
Mr. Michel David-Weill  
Mrs. Linda Louise Emmet  
Mrs. Aline Foriel-Destezet  
Mr. Philippe Foriel-Destezet  
Mrs. Helen Faure  
The Honorable Howard H. Leach &  
Mrs. Gretchen Leach  
Mr. & Mrs. Bernard Liautaud  
Mr. & Mrs. George Lowy  
Mr. & Mrs. Pascal Manhès  
Mr. & Mrs. Christian Rolloy  
Mrs. Alison Shapiro  
Mr. & Mrs. Eric Sheinberg  
Mrs. Elizabeth F. Stribling  
Mr. William D. Torchiana  
Mr. Philippe Villin  
Mr. & Mrs. Marshall I. Wais

Mr. & Mrs. Mark Yockey  
The Florence Gould Foundation  
Richard Lounsbery Foundation  
The Starr Foundation  
Stavros Niarchos Foundation

## AMBASSADORS' CIRCLE

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

Mr. & Mrs. François Akle  
Mr. Jean-Marie Alexandre  
Mrs. Marie-Thérèse Bertini  
Mrs. Gabrielle Bordat  
Mr. John Brinitzer  
Mr. & Mrs. William G. Brown  
Mr. & Mrs. Jean-Yves Burel  
Mrs. Anne Chanu de Gourdon  
Mr. Richard Chiu  
Mr. & Mrs. Léon Cligman  
Mr. & Mrs. Denis Coleman  
Mr. & Mrs. Stuyvesant Comfort  
Mr. John Crawford  
Mr. Stephan Cromback  
Comtesse Marielle Mercier  
de Mauléon-Narbonne

Mr. Daniel Defin  
Mr. Guillaume-Georges Delachaux  
dit Gay  
Mr. Jack Delaunay  
Mr. & Mrs. Jean-Bernard Denis  
de Thiballier  
Mr. & Mrs. Paul Desmarais, Jr.  
Mr. & Mrs. Franck Eburderie  
Mr. & Mrs. Christian Flamarion  
Mr. & Mrs. Jean-Claude Forestier  
Mr. & Mrs. Francis Fouquet  
Mr. Rick Friedberg &  
Mrs. Francine Le Frak  
Mr. Vincent Gaudel &  
Mrs. Frédérique Hoschedé  
Mr. & Mrs. Robert Gerard  
Mr. Anthony Giustini  
Mr. Jean-Claude Gruffat  
Mr. Daniel Herbemont  
Mrs. Sharon H. Jacquet  
Mr. & Mrs. Jassim Jaidah  
Mrs. Fabienne Kizselnik  
Mr. & Mrs. Christian Labeyrie  
Mr. & Mrs. Marc Ladreit de Lacharrière  
Mr. & Mrs. André Levy-Lang

Donor Appreciation Event, March 19, 2018,  
at the Marshall Center, Paris



Mrs. Ann MacLachlan Zaleski  
Mr. & Mrs. Claude Mailaender  
Mrs. Jocelyn Martin  
Mr. & Mrs. Jean-Louis Masurel  
Mr. David T. McGovern  
Mr. Marc-Henry Menard  
Mr. & Mrs. Denis Mevel  
Mr. & Mrs. Pierre Molinier  
Mr. & Mrs. Paul Mousel  
Mr. Gerry Ohrstrom  
Mrs. Kitty Resor  
Mr. Pierre James Scali  
Mrs. Sophie Schyler-Thierry  
Mr. Jacques Sulmon  
Mr. Panayotis Taloumis  
Mr. Xavier Thoumieux &  
Mrs. Christine Ullmann-Thoumieux  
Mrs. Claude Wasserstein  
Mr. Youssef Yassin Yabeh  
The Heidi Paoli Fund

Medal Luncheon, September 27, 2018,  
Residence of the Ambassador  
of the United States to France



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

Mr. & Mrs. Francis Bailly  
Mr. & Mrs. Jacques Bénilan  
Mr. & Mrs. Michel Besson  
Mr. James Bittermann  
Mr. Olivier Bosc  
Mr. Jean-Marc Bruel  
Mrs. Virgine Conti  
Mrs. Jennifer Dalrymple &  
Mr. Luis Roth  
Mr. & Mrs. Edward Dey  
Mr. Bruno Dupety  
Mr. Jean-Marie Fabre  
Dr. Jean-Emmanuel Filmont  
Mr. Gorban Ghazi  
Mr. Josh Harris  
Mr. Iain Hutton  
Mr. Yves Le Guillou  
Mrs. Marie-Josée Maniglier  
Dr. Joseph Maouad  
Mrs. Dominique Marlin  
Mrs. Christiane Morellec  
Mr. Richard O'Connell

Mr. & Mrs. Jean-Marc Oury  
Mr. Gilbert Samson  
Mr. & Mrs. Samuel Seymour  
Mrs. Anne Swardson  
Mr. & Mrs. Albert Uderzo  
Mr. Brooks Wallin  
The Nivin and Duncan MacMillan  
Foundation

**GIFT IN KIND**

Mr. Frank C. Ginsberg

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

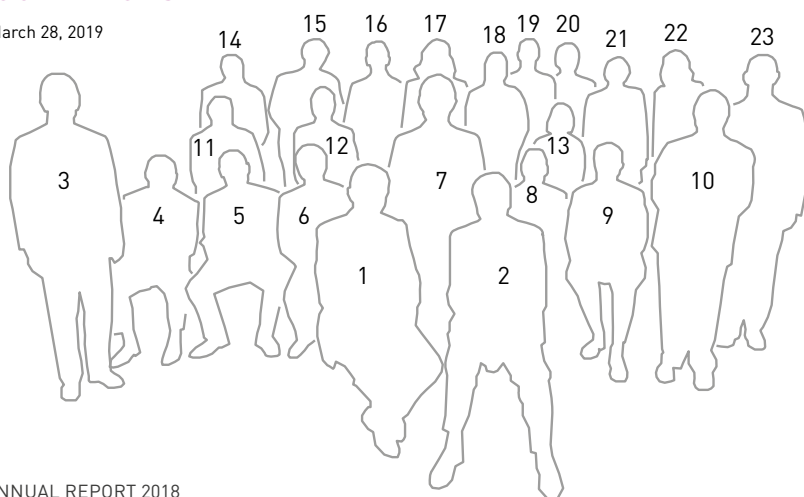
# + UNITING THE HOSPITAL'S TALENT

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



## THE BOARD OF GOVERNORS

As of March 28, 2019



- 1 • Mr. Francis Bailly
- 2 • Mr. Jean-Philippe Montel
- 3 • Prof. Robert Sigal, *Chief Executive Officer*
- 4 • Mr. Jean-Yves Burel
- 5 • Mr. John F. Crawford
- 6 • Mr. Richard Chiu
- 7 • Mr. Marshall I. Wais
- 8 • Mr. Erik A.D. Van Galen
- 9 • Mr. Bertrand Chardon
- 10 • Mr. William B. McGurn, III
- 11 • Mr. Eric Bourdais de Charbonnière
- 12 • Mr. Fumito Kobayashi
- 13 • Mrs. Anne Swardson
- 14 • Prof. Jean-Paul Chodkiewicz
- 15 • Mr. Jim Bittermann
- 16 • Mr. Jeffrey Archambault
- 17 • Mrs. Anne de La Haye Jusselin
- 18 • Mrs. Helen Lee Bouygues
- 19 • Mr. William Torchiana
- 20 • Mr. Jacques Favillier
- 21 • Mr. André Lévy-Lang
- 22 • Mrs. Anne Duncan
- 23 • Mr. John D. Brintzer

**The Board of Governors is made up of thirty prominent members of the international community (American, French, and others). They act in accordance with the policies and strategy of the American Hospital of Paris.**

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**

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

**HONORARY PRESIDENT**

**The Honorable Jamie D. McCourt**  
Ambassador of the United States of America to France

**PRESIDENT**

**Mr. Marshall I. Wais**  
President of Marwais International

**VICE PRESIDENT**

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

**VICE PRESIDENT**

**Mr. Jean-Philippe Montel**  
Former President / CEO of International Paper SA

**VICE PRESIDENT**

**Mr. Francis Bailly**  
Former Vice President, General Electric International Europe  
Vice Chairman European Executive Council

**SECRETARY**

**Mr. William Torchiana**  
Managing Partner, Sullivan & Cromwell LLP

**GOVERNORS**

**Mr. Jeffrey Archambault**  
President, Jeff Archambault Consulting

**Mr. Richard Asthalter**  
Senior Council at Sullivan & Cromwell

**Mr. Norbert Becker**  
President, PayPal Europe

**Mr. Jim Bittermann**  
Senior European Correspondent, CNN

**Mr. John D. Brintzer**  
Partner, Cleary Gottlieb Steen & Hamilton LLP

**Mr. Jean-Yves Burel**  
Former Vice President, General Electric Healthcare International;  
President of the Advisory Board of the *Centre Clinique de la Porte de Saint-Cloud*;  
President of companies

**Mr. Bertrand Chardon**  
Notary

**Mr. Richard Chiu**  
President, Warwick Hotels and Resorts

**Prof. Jean-Paul Chodkiewicz**  
Former Professor, Neurosurgeon

**Mrs. Anne Duncan**  
Managing Director, Lumiu Limited  
Global Director, International Women's Forum

**Mrs. Alexandra El Khoury**  
Member of ARSEP Board of Directors

**Mr. Jacques Favillier**  
Former Chairman of Buyway Personal Finance, Brussels

**Mr. Jean-Claude Gruffat**  
Managing Director Galileo Global Securities LLC New York; Member of the Board of United Way Worldwide, Alexandria VA; Member of the Board of the Competitive Enterprise Institute, Washington DC  
Chairman of the International Friends of Aix Opera Festival; Member of the Board of United Way of New York City; President of the Board of Directors of the American Hospital of Paris Foundation

**Mrs. Iris Knobloch**  
President, Warner Bros. Entertainment France

**Mr. Fumito Kobayashi**  
Managing Director, Head of France, MUFG Bank, Ltd.

**Mrs. Gretchen C. Leach**  
President of the Advisory Council of the American Hospital of Paris; Trustee and Patron, San Francisco Museum of Modern Art; Member of the Board of Choate Rosemary Hall

**Mrs. Helen Lee Bouygues**  
President, LB Associés;  
Former Partner McKinsey RTS

**Mr. André Lévy-Lang**  
Former Chairman of the Executive Board of Paribas; Vice Chairman of the Supervisory Board of Rothschild & Co.

**Mrs. Susan Liautaud**  
Founder, Susan Liautaud & Associates Limited  
Consultant in Ethics Matters

**Mr. William B. McGurn, III**  
Senior Counsel of Cleary, Gottlieb, Steen & Hamilton LLP

**Mrs. Alix de Nicolay**  
Managing Director, Helen Keller International Europe

**Mr. John Riggs**  
Retired Partner of White & Case LLP

**Mrs. Sophie Schyler-Thierry**  
Director Development & Communications of Château Kirwan – Cantenac Margaux; Member of the Board of Directors of the Amis de l'Opéra de Bordeaux; Trustee of American Friends of the Paris Opera and Ballet

**Mrs. Anne Swardson**  
Senior Editor, Bloomberg News

**Mr. Philippe Villin**  
Banker

**HONORARY GOVERNORS**

**Mr. Eric Bourdais de Charbonnière**  
Former Chairman of the Advisory Board of Michelin

**Mrs. Donna Chapman**  
President of Josey Oil Company, Houston (Texas)  
Chairman of the American Hospital of Paris Foundation

**Mr. Bruno Durieux**  
Associate Professor at the *Institut d'Etudes Politiques*; Former Minister of Health; Former Minister of Foreign Trade; Special Representative to the Minister of Defense; President & CEO of *Défense Conseil International*; President of the *Comité National des Conseillers du Commerce Extérieur de la France*

**Mr. Michel d'Halluin\***  
Honorary Chairman of Arthur D. Little France

**Mr. Pierre Joly**  
Honorary President of the *Académie Nationale de Médecine*

**Mr. Takemasa Koyama**  
Retired President, Sumitomo Ocean Development & Engineering, Japan

**Mrs. Anne de La Haye Joussetin**  
Vice-President of the Advisory Council of the American Hospital of Paris

**Mr. Jean-Louis Masurel**  
President of Arcos Investissement

**Mr. David T. McGovern**  
Retired Partner of Shearman & Sterling

**Mr. Robert K. Meahl**  
Former Chairman of the American Hospital of Paris Foundation; Former Senior Managing Director – General Sekiyu – K.K.; Director of the American Hospital of Paris Foundation

**Mr. Erik A.D. Van Galen**  
Retired President Europe of the Budd Company and Boyden France

**Mr. Frederick Zimmer**  
Former CEO of Source Perrier SA and Former Chairman of Perrier Group of America

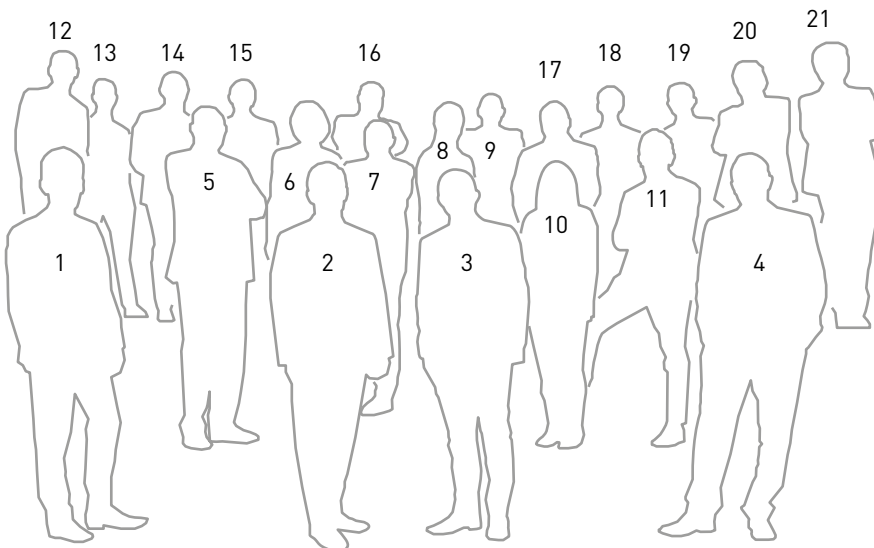
\*Deceased on April 29, 2019



## THE MEDICAL BOARD AND MANAGEMENT TEAM

Members of the Executive Committee of the Medical Board and of the Management Team, on May 15, 2019.

- 1 • Olivier Bosc
- 2 • Prof. Robert Sigal
- 3 • Dr. Riadh Caïd Essebsi
- 4 • Olivier Bucamp
- 5 • Dr. François Jacquemard
- 6 • Isabelle Roujou de Boubée
- 7 • Stéphane Stépanian
- 8 • Samantha Leblanc
- 9 • Prof. Jean-Luc Sarrazin
- 10 • Christel Deschamps
- 11 • Dr. Christophe Chapon
- 12 • Jérôme Deana
- 13 • Tim Brienen
- 14 • Jean-Louis Sotton
- 15 • Dr. Laurent Quint
- 16 • Dr. Olivier Tuil
- 17 • Dr. Frédéric Chiche
- 18 • Dr. Mario di Palma
- 19 • Prof. Lionel Védrine
- 20 • Dr. Mithridate Davarpanah
- 21 • Dr. Stéphane Romano



## THE MEDICAL BOARD

The Medical Board's 24 members include the Hospital's Unit Heads and Department Chiefs, who represent all 324 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 the main medical fields – see photo). 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

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

\*Committees unique to the Hospital

## MEMBERS OF THE MEDICAL BOARD

As of December 31, 2018

### PRESIDENT

**Dr. Riadh Caïd Essebsi**

### VICE PRESIDENT

**Dr. Frédéric Chiche**

### HEADS OF MEDICAL DEPARTMENTS

**Dr. Patrick Bui**

Plastic Surgery & Dermatology

**Dr. Christophe Chapon**

24/7 Medical Surgical Unit

**Dr. Mithridade Davarpanah**

Head & Neck

**Dr. José Hobeika**

Digestive Disease

**Dr. François Jacquemard**

Women's & Children's Health

**Dr. Stéphane Lasry**

Lung Pathology

**Dr. Stéphane Romano**

Orthopedics, Rheumatology & Physical Rehabilitation

**Prof. Jean-Luc Sarrazin**

Medical Imaging

**Prof. Hervé Taillia**

Medicine

**Dr. François Tarragano**

Cardiovascular Disease

**Dr. Olivier Tuil**

Anesthesiology & Critical Care

**Prof. Lionel Védrine**

Oncology

### UNIT HEADS

**Dr. Michel Charbit**

Gastroenterology & Hepatology

**Dr. Olivier Philippe**

Pediatrics

**Dr. Patrick Aïdan**

ENT

### MEMBER APPOINTED BY THE BOARD OF GOVERNORS

**Dr. Stéphane de Corbière**

### MEMBERS ELECTED BY THE FULL MEMBERS

**Dr. Gilles Boccara**

**Dr. Richard Braun**

**Dr. Laurent Quint**

**Prof. Olivier Vignaux**

### PERMANENT MEMBERS

**Dr. Luc Karsenty**

**Dr. Christophe Lepage**

## 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 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 (as a priority with Université Paris-Descartes and NewYork-Presbyterian Hospital).

## MEMBERS OF THE MANAGEMENT TEAM

**Prof. Robert Sigal**

CEO

**Olivier Bosc**

VP Finance and Commercial Development

**Tim Brien**

Secretary General

**Olivier Bucamp**

Director of Computer Information Systems

**Jérôme Deana**

Chief Development & Communications Officer

**Christel Deschamps**

Director of Nursing

**Samantha Leblanc**

Director of Communications

**Dr. Mario di Palma**

Chief Medical Officer

**Isabelle Roujou de Boubée**

Director of Legal Affairs and Compliance

**Jean-Louis Sotton**

VP Human Resources

**Stéphane Stépanian**

VP Operations

## 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.

In 2018, Donna Chapman was chosen as the Chairman and Jean-Claude Gruffat as the President of the Board of Directors.

The Foundation's work is essential to maintaining close ties between the American Hospital of Paris and NewYork-Presbyterian Hospital, Columbia University's medical school and Weill Cornell Medical College.



Mrs. Donna Chapman  
& Mr. Jean-Claude Gruffat

## THE BOARD OF DIRECTORS

On December 31, 2018

### EXECUTIVE COMMITTEE

#### CHAIRMAN

Mrs. Donna Chapman

#### PRESIDENT

Mr. Jean-Claude Gruffat

#### VICE CHAIRMAN

Mr. Rick Friedberg

#### VICE PRESIDENT & TREASURER

Mr. Frank C. Ginsberg

Mrs. Sharon H. Jacquet

### DIRECTORS

Mrs. Violaine Bernbach

Mrs. Camilla Blaffer

Mr. Alex Bongrain

Mrs. Barbara Cirkva Schumacher

Mrs. Hélène Comfort

Mr. Michel David-Weill

Mr. Henry P. Davison, II

Mr. Robert A. Day

Princess Firyal al-Muhammad

Mrs. Suzanne Hoyt

The Honorable Howard H. Leach

Mr. George T. Lowy\*

Mrs. Katherine T. McCormick

Mr. Robert K. Meahl

Mr. Gerry Ohrstrom

Mrs. Laura Pels

Mrs. Katherine Resor

Mr. Jeffrey Rosen

Mrs. Sophie Schyler-Thierry

Mrs. Susan Sheinberg

Mrs. Elizabeth Stribling

Mrs. Claude Wasserstein

Mr. Mark L. Yockey

### HONORARY DIRECTORS

Mrs. Ellen Mr. Charles

Mr. Barry S. Friedberg

Mrs. Gretchen C. Leach

Mrs. Charlotte Moss

The Honorable Felix G. Rohatyn

The Honorable Craig R. Stapleton

Mrs. Dorothy Walker Stapleton

Mrs. Lynn Wyatt

\* Deceased on July 4, 2019



# + FINANCIAL RESULTS

In 2018, revenue from operations rose approximately 0.8% from 2017, to €117.7 million.

This growth was driven by several activities, such as ambulatory care (up 2.4%), imaging (between 2% and 5% growth, depending on the type of equipment) and check-ups (up 4%). Conventional hospitalization saw a 1.3% fall in activity, mainly due to a decline in the number of stays.

Given this data, management continued to streamline expenses, which have generally remained stable year-over-year. For the first time since 2015, budgeted targets were met, even though they included a loss from operations. This loss was reduced by over 30% compared to 2017.

## REVENUE FROM OPERATIONS (2018)

Total operating revenue	€117,773 K
Total operating expenses	€117,071 K
Operational cash flow	€9,291 K
Depreciation & amortization	€12,033 K
Net revenue from operations	- €2,230 K



Hospitalizations	€55,585 K	46.2%
Surgery	€16,459 K	13.7%
Laboratory services	€14,126 K	11.7%
Function tests	€2,062 K	1.7%
Interventional angiography	€3,831 K	3.2%
Imaging	€16,555 K	13.8%
Other hospital activities	€11,643 K	9.7%



Payroll	€57,805 K	49.4%
Medical supplies	€20,195 K	17.3%
Hospitality	€8,151 K	7.0%
Maintenance	€6,254 K	5.3%
Administrative expenses	€6,468 K	5.5%
Industrial fluids	€1,322 K	1.1%
Others	€4,843 K	4.1%
Leases & rentals	€2,124 K	4.1%
Marketing & Communication	€732 K	10.3%
Service fees	€1,986 K	10.3%
Depreciation and amortization	€12,033 K	10.3%

---

# + THE AMERICAN HOSPITAL OF PARIS DURING WORLD WAR I

Proud of our history: 2018 gave us an opportunity to immerse ourselves in the rich yet little known history of our institution.

---

As soon as France entered the war on August 4, 1914, our Governors offered the Hospital's services to the French authorities. American solidarity and generosity launched into action and enabled the Hospital to quickly organize an ambulance service that was fully run by American volunteers (physicians, surgeons, nurses and drivers). This service brought assistance to more than 10,000 Allied soldiers. A nearby school, the *Lycée Pasteur* of Neuilly-sur-Seine, was transformed into a temporary hospital and served as a base for the ambulance service.

To thank the Hospital for services rendered to France, the *Conseil d'État* published a decree on March 19, 1918, stating: "The American Hospital of Paris is an institution of recognized

public benefit." A second decree, signed by Raymond Poincaré, authorized the Hospital to receive donations and bequests under French law.

## ARMISTICE CENTENNIAL

Throughout the month of November, the American Hospital of Paris paid tribute to the heroes of the Great War with an exhibit of photographs from that era in the main entrance. The Hospital also partnered with the City Hall of Neuilly to celebrate the Armistice Centennial. A film, *The American in Paris*, documenting the Hospital's remarkable involvement during the war, was shown at the Hospital on November 8 and in a movie theater, *Le Village* de Neuilly, on November 13, 2018.

## The American Hospital of Paris thanks the many French and American donors who made this project possible:

- The Hon. Howard H. Leach & Mrs. Gretchen Leach
- The Hon. Craig R. Stapleton & Mrs. Dorothy Stapleton
- The Hon. Jane D. Hartley & Mr. Ralph Schlosstein
- Mrs. Donna Pearson Chapman
- Mr. John Crawford
- Mr. & Mrs. Michel David-Weill
- Mr. & Mrs. Peter O'Neill
- American Society of the French Legion of Honor
- Carnegie Corporation of New York
- FedEx Corporation
- The Achelis & Bodman Foundation, in honor of Ambassador Walter J.P. Curley
- *La Fondation des Gueules Cassées*
- The United States World War One Centennial Commission and General Elrick Irastorza
- National Philanthropic Trust
- The Zilkha Foundation, Inc.



In honor of our heroes  
from World War One



**PUBLISHED BY**

American Hospital of Paris  
Institutional Communication  
63, boulevard Victor Hugo  
92202 NEUILLY CEDEX

**PUBLICATION DIRECTOR**

Marshall I. Wais

**EDITOR-IN-CHIEF**

Prof. Robert Sigal

**MANAGING EDITORS**

Jérôme Deana  
Samantha Leblanc

**EDITORIAL COMMITTEE**

Véronique Cottat  
Geneviève David, Gris Orage  
Alexis Ray

**PHOTOS**

AHP  
Frédéric Albert  
Dr. Frédéric Chiche  
Thomas Lang  
Caroline Moreau

All rights reserved

**DESIGN**

Houltonsmets

**PRINT**

Rivaton & Cie  
Printed on PEFC environmentally  
responsible paper

**PRINT RUN**

5,000 copies

**PUBLICATION DATE**

July 2019