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 **NYU** Langone Medical Center

550 First Avenue, New York, NY 10016

WWW.NYULMC.ORG

 **NYU** Langone Medical Center

2009 ANNUAL REPORT



It was a remarkable year.

Welcome to NYU Langone Medical Center

Simply put, 2009 was a remarkable year for our Medical Center — one that brought us measurably closer to our goal of being a truly world-class institution. Every facet of our mission is better and stronger than it was a year ago, from the steady advances in patient safety and quality to the exciting new frontiers in education to the huge strides we've made in pushing the boundaries of medicine and science through our research.

Today, a new energy is pulsing through our three hospitals — Tisch Hospital, the Hospital for Joint Diseases, and the Rusk Institute of Rehabilitation Medicine — our labs, and our classrooms, as well as through our business operations from finance to IT that keep NYU Langone running smoothly. We are extremely proud of the trajectory and the momentum that's been achieved, and equally proud that all outside indicators confirm the progress being made.

But this is only the beginning. We are moving forward with our plans to build a new clinical pavilion on our campus, made possible by an extraordinary gift from our longtime benefactor and trustee, Helen L. Kimmel. Once completed, and combined clinically and physically with our flagship Tisch Hospital, it will provide a state-of-the-art environment that will help take the quality and breadth of our care to even greater heights. Also on the drawing board is a new, equally state-of-the-art Neuroscience Institute thanks to a generous gift from the Druckenmiller Foundation, as well as a new research facility that will join our Skirball

As you review the accomplishments of 2009 from across our Medical Center, we believe that you will see why people believe so strongly in us.

Institute of Biomolecular Medicine and Joan and Joel Smilow Research Center as a focal point for both basic and translational research.

As you review the accomplishments of 2009 from across our Medical Center, we believe that you will see why people believe so strongly in us and why our donors continued to show such generous support for our work, despite the difficult economic climate.

NYU Langone Medical Center has a heritage of greatness that we are reinventing every day. We take deep pride in all that our exceptional faculty and staff have achieved on behalf of our patients, our students, our community, and the world beyond.

They prove, every day, that excellence is its own specialty. Ours.

Sincerely,



Kenneth G. Langone
Chairman, Board of Trustees



Robert I. Grossman, MD
Dean and Chief Executive Officer



Putting patients and their families at the center of all we do

In 2009 NYU Langone Medical Center enhanced quality, improved organizational efficiency, installed new state-of-the-art technology and expanded the scope of our clinical expertise — all to better serve our patients.

Our goal is to more effectively engage patients and their families in every step of care to ensure that they are treated with dignity and respect...

At NYU Langone Medical Center, our nurses anticipate patient needs, making call buttons virtually obsolete.



We established a new Patient-Centered Care Department that brings together under one umbrella a range of services including patient advocates, pastoral care, patient and family education, and integrative medicine. Our goal is to more effectively engage patients and their families in every step of care to ensure that they are treated with dignity and respect, to empower them through education, and to underscore that the patient always comes first.

We installed the region's most advanced gamma knife for neurosurgery, and were also the first in the Northeast to offer a CT scanner that can produce images 10x faster and with 90% less radiation than other scanners. Beginning this year, we also provided our patients with access to the newest robotic system for minimally invasive urological and gynecological surgeries.

We began the roll-out of an electronic medical record system that will make us the first in the New York area to apply the benefits of IT to patient care institution-wide, from the doctor's office to the hospital. At the heart of this system is *SmartChart*, a secure online portal that enables our patients to view their medical records and test results, schedule appointments, order prescription refills and confidentially e-mail their physicians.

We continued to strengthen the breadth and depth of our medical expertise with new chairs in the Departments of Neurosurgery, Obstetrics/Gynecology, Otolaryngology, Pediatrics, Psychiatry and Radiology, and we added close to 250 new faculty members in specialties ranging from pediatric cardiac surgery and post-traumatic stress syndrome to hematological malignancies and diabetes.

To bring our services closer to the patient, we opened new facilities where our patients live—in Queens, Williamsburg, Washington Heights, Westchester and Long Island—and established a Musculoskeletal Rehabilitation Network that offers quality outpatient therapy at 62 different community sites.

We also continued to enhance the safety, quality, responsiveness and efficiency of our care through a "Lean Six Sigma" workflow-improvement process that has significantly changed the way we do things. Whether we're simplifying the pre-admission process, or storing scissors on the wall instead of in drawers to facilitate safer, more efficient surgeries, the result is an overall improvement in the care we provide and the overall hospital experience.

We began the roll-out of an electronic medical record system that will make us the first in the New York area to apply institution-wide the benefits of IT to patient care.

Top

twenty of America's Best Hospitals

RANKED BY U.S. NEWS & WORLD REPORT
FOR OVERALL EXCELLENCE

RECOGNIZED BY THE BEST, FOR BEING THE BEST:

- Gold Seal of Approval by The Joint Commission, reflecting our commitment to high-quality care
- Two-time Magnet Award recipient for nursing excellence
- 3-Year CARF accreditation for delivering high-quality patient-centered rehabilitation care and meeting national and international program standards
- #1 in New York and in the top 10 nationwide for rehabilitation medicine for the 20th consecutive year by *U.S. News & World Report*
- Top 10 for orthopaedics and neurology/neurosurgery by *U.S. News & World Report*
- Niagara Health Quality Coalition's New York State Hospital Report Card Honor Roll for patient safety and quality
- One of America's 10 Best Hospitals by *Becker's Hospital Review*



The Cancer Institute at NYU Langone Medical Center, an NCI-designated cancer center, provides personalized patient care that is both compassionate and state-of-the-art.

Taking research to a whole new level

In 2009 NYU Langone Medical Center received a significant grant from the National Institutes of Health to establish a Clinical and Translational Science Institute.

With this grant, we became part of a network of 46 existing Clinical and Translational Science centers based at academic medical centers around the country.

Breakthrough research at NYU Langone Medical Center, including work on a revolutionary melanoma vaccine, transforms the way disease is diagnosed, treated, and ultimately eradicated.



NYU Langone Medical Center was awarded a \$29.4 million grant from the National Institutes of Health (NIH) to establish a Clinical and Translational Science Institute (CTSI), in partnership with the New York City's Health and Hospitals Corporation. The funding will allow us to train medical researchers, to more rapidly advance science from the lab to the patient to the community, and to explore mechanisms of health disparities and develop evidence-based approaches targeted at their reduction. With this grant we became part of a network of 46 existing Clinical and Translational Science centers based at academic medical centers around the country.

We also continued to develop our six Centers of Excellence, all of which

are dedicated to addressing some of society's most pressing health problems: brain aging, multiple sclerosis, musculoskeletal disease, urologic disease, addiction, and cancers of the skin. By fostering collaboration across disciplines and between the clinical and basic sciences and by combining research with firsthand experiences with patients, we have been able to provide patients and families with new therapeutic options.

With over 4,000 articles published by our researchers during the year, we pushed the boundaries of science and medicine with discoveries that have the potential to change—and save—lives, including identifying a new risk factor for melanoma in younger women, uncovering a key gene in deadly inflammatory breast cancer,

discovering the underpinnings of how antibiotics work to make them more effective at lower doses, and understanding how tumor cells invade the brain in childhood cancers.

A generous gift from the Druckenmiller Foundation will allow us to create a new Neuroscience Institute that will build on our Medical Center's broad expertise in the field and propel advances in promoting brain health and treating diseases of the brain and nervous system.

2009 also witnessed the addition of sophisticated new research capabilities and enhancements to our IT infrastructure to support our scientists and help them thrive.

NEW & NOTABLE:

- Two NYU Langone Medical Center researchers were named Early Career Scientist investigators by the Howard Hughes Medical Institute, a prestigious designation that reflects strong endorsement of, and funding support for, their work
- Our scientists lead two of the 15 teams selected by the National Institutes of Health to conduct pilot demonstration projects on behalf of the Human Microbiome Project
- Our researchers published over 4,000 articles in such prominent journals as *Nature*, *Science*, *Cell*, *Molecular Cell*, *New England Journal of Medicine*, *Nature Immunology* and *Cancer Research*

One

million...

THE NUMBER OF RHEUMATOID ARTHRITIS AND CROHN'S DISEASE PATIENTS WHO HAVE BENEFITED FROM ANTIBODY RESEARCH AT NYU LANGONE MEDICAL CENTER

BY THE NUMBERS:

1,034

TOTAL NUMBER of awards

545,000

NET SQUARE FEET OF SPACE devoted to basic and clinical research

569

TOTAL NUMBER of U.S. patents issued to NYULMC

\$201

MILLION IN TOTAL FUNDING

\$61

MILLION IN FEDERAL STIMULUS GRANTS AND CONTRACTS obligated under the American Reinvestment and Recovery Act

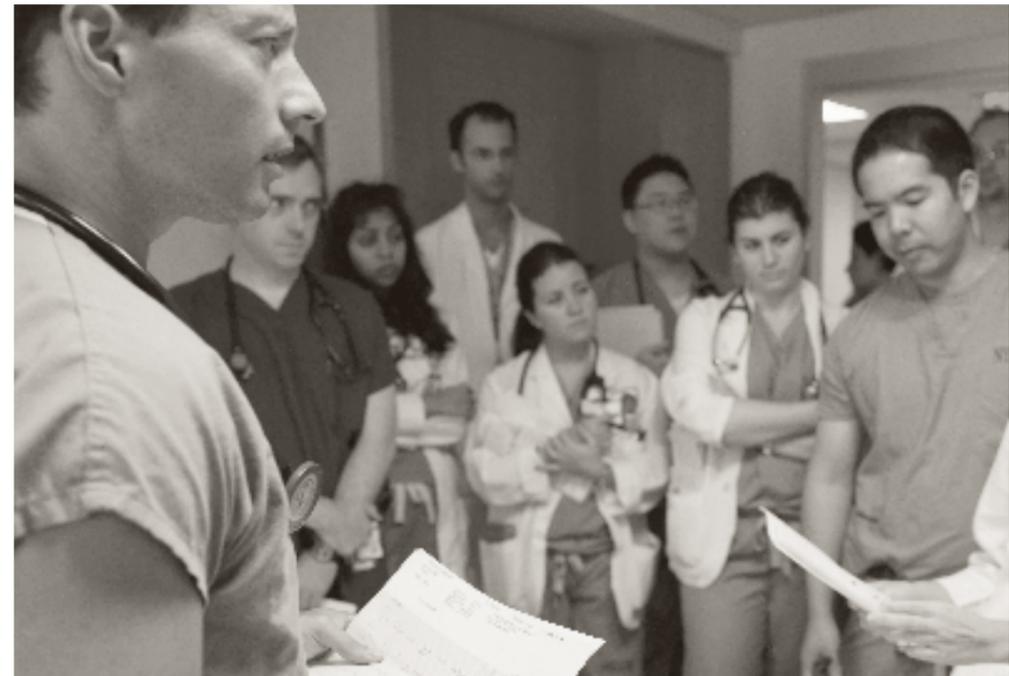


Supported by an environment that fosters collaboration and intellectual exchange, our passionate researchers make remarkable discoveries and take them from the lab bench to the bedside every day.

Reinventing medical education

In 2009 NYU Langone Medical Center implemented an innovative spiral curriculum, developed revolutionary learning tools and launched a leadership diversity initiative.

As one of the nation's preeminent academic institutions, the NYU School of Medicine has trained thousands of physician-scientists who have helped to shape medical history and enrich the lives of countless people.



This year we launched a new way of learning that combines the basic sciences with direct patient care beginning the very first week of medical school. Our Curriculum for the 21st Century, or C21, takes students from the classroom to patients to virtual 3D operating suites and back again, constantly reinforcing their understanding both of the biological underpinnings of disease and its consequences on human life. A spiral learning process based on patient-centered disease “pillars,” such as diabetes, colon cancer, or atherosclerosis, links the classroom, inpatient, outpatient and community experience across the full continuum

of medical education and leverages technology through the use of unique online learning tools every step of the way.

We established a Leadership Diversity Initiative to develop our Medical Center's next generation of physician leaders, to ensure the institution reflects the people it serves — a factor now known to be crucial to providing culturally sensitive care, to conducting research that addresses the full spectrum of health issues, and to attracting more minority medical students and residents.

Our academic leadership is not confined by the physical boundaries of our medical school, however,

Our Leadership Diversity Initiative, launched in 2009, is designed to develop our Medical Center's next generation of physician leaders, so the institution better reflects the people it serves.

and in 2009 we began to market commercially our Web Initiative for Surgical Education (WISE-MD), an educational program using advanced computer graphics and video designed to enhance the teaching of surgical skills to medical students, residents, nurses and allied health workers, created in collaboration with the American College of Surgeons and the Association for Surgical Education in partnership with Dartmouth Medical School. By the end of the year, 36 medical schools across the country were using WISE-MD.

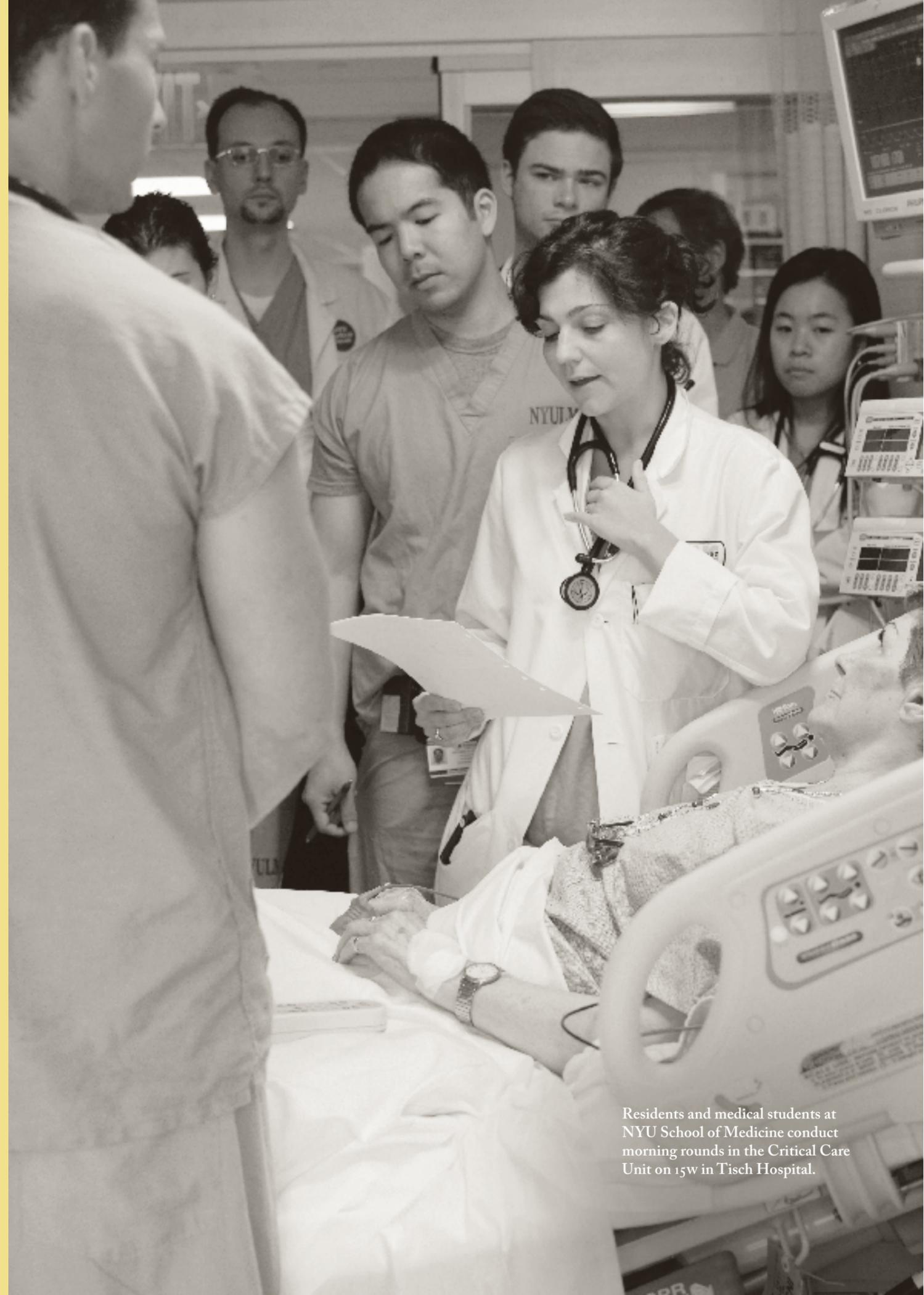
Our
21st

Century Curriculum

TAKES STUDENTS FROM THE CLASSROOM TO PATIENTS
TO VIRTUAL 3D OPERATING SUITES AND BACK AGAIN

WE ARE CHANGING THE FACE OF MEDICAL EDUCATION:

- Our "Curriculum for the 21st Century" completely changes the way we educate future doctors, with a new curriculum, new methods of delivering educational content and novel means for assessing knowledge, skills and professionalism
- A new "virtual microscope" was developed that eliminates the need for traditional microscopes, allowing our students to view all microscopic material from histology to pathology to parasitology and beyond in a digitized format
- We count among our ranks the 2009 President of the American Association of Orthopaedic Surgeons and the President of the American Psychiatric Association



Residents and medical students at NYU School of Medicine conduct morning rounds in the Critical Care Unit on 15W in Tisch Hospital.

Transforming and expanding our campus

In 2009, NYU Langone Medical Center added new facilities, renovated others, and began to pave the way for a new clinical pavilion that will truly transform our campus.

We also put in place a comprehensive energy management program that resulted in an overall 20.3 percent reduction in energy consumption.

In our new state-of-the-art Critical Care Unit, patients receive the intensive care and support they need from physicians board-certified in critical care medicine.



We celebrated the opening of several newly renovated facilities designed to better serve patients.

At Tisch Hospital, we constructed a new Critical Care Unit (ccu) that doubled the size of the unit and can accommodate patients and their families in single rooms, and an expanded post anesthesia care unit (PACU) with 14 additional beds and a new family waiting area.

At our Hospital for Joint Diseases, we established The Helen L. and Martin S. Kimmel Wound Healing Center, dedicated to treating chronic, non-healing wounds in a personal and caring environment and The Elly Hammerman Inpatient Pediatric Unit,

designed to provide the optimal care environment for children and their families.

2009 also saw an expansion of the Jean & David Blechman Cardiac & Vascular Center, including new cardiac catheterization suites.

At the northernmost end of our campus, we built an Outpatient Surgery center focused solely on minimally invasive orthopaedic procedures, with four state-of-the-art operating rooms and a 12-bed post anesthesia care unit. We also expanded the reach of our Cancer Institute with the establishment of an infusion center adjacent to our Columbus multispecialty group practice in Queens.

We worked behind the scenes to upgrade our infrastructure with projects ranging from the installation of a new pneumatic tube system that makes transportation of specimen samples more efficient and reliable, to the modernization of four service elevators that utilize intelligent dispatching and a design that allows patient beds to be rolled smoothly in and out of the elevators in Tisch Hospital. We also put in place a comprehensive energy management program that resulted in an overall 20.3 percent reduction in energy consumption.

120K

square feet

OF RENOVATED CLINICAL AND RESEARCH SPACE IN 2009

BY THE NUMBERS:

35

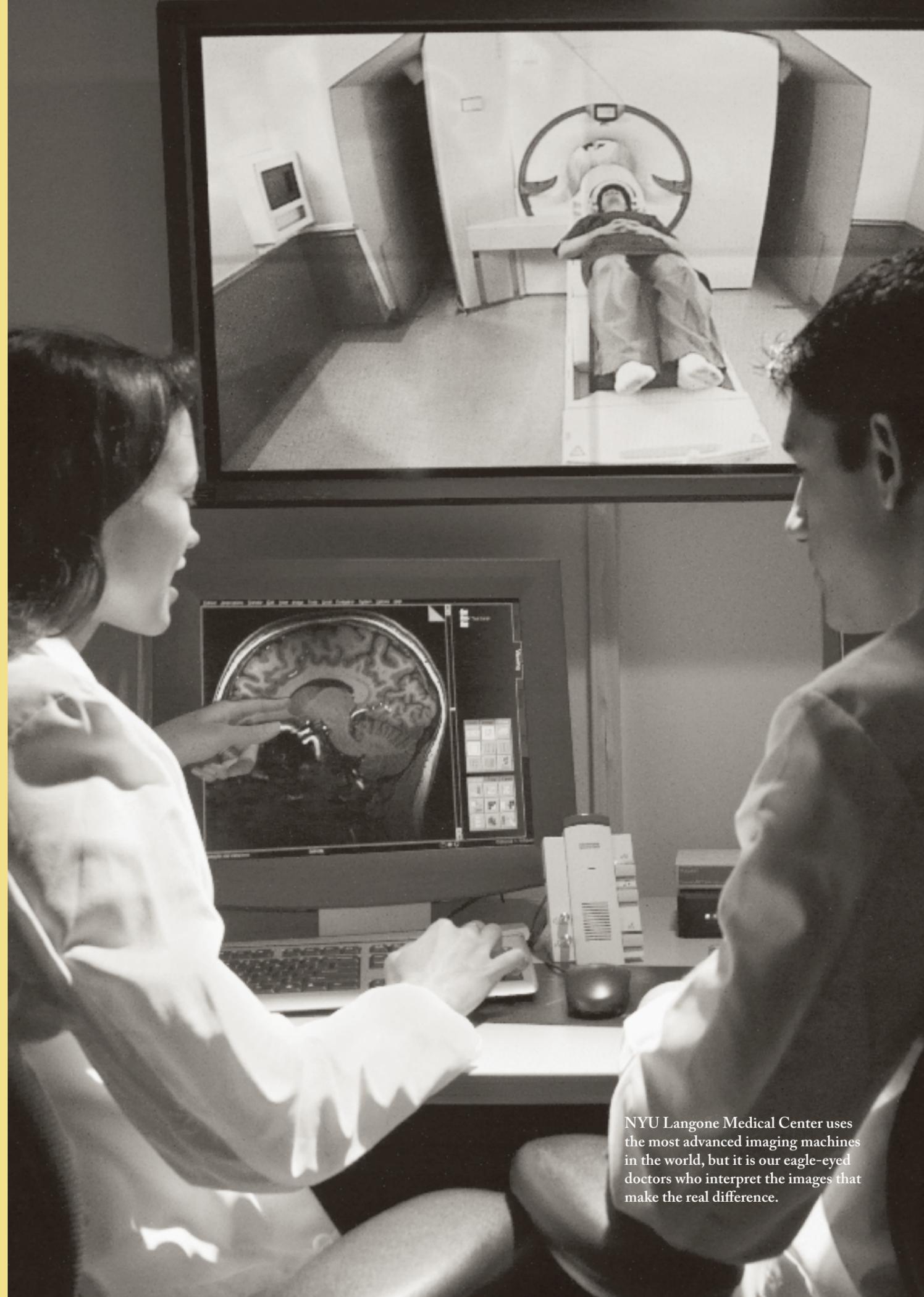
BEDS
in the new Critical Care Unit
in Tisch Hospital

90,000

SQUARE FEET
of clinical space renovated
in 2009

30,000

SQUARE FEET
of research space renovated
in 2009



NYU Langone Medical Center uses the most advanced imaging machines in the world, but it is our eagle-eyed doctors who interpret the images that make the real difference.

Excellence
is a specialty:
Ours.

TO SERVE. TO TEACH. TO DISCOVER.

We are committed to making world-class contributions that place service to human health at the center of an academic culture devoted to patient care, education, and research.

{ Positive Outlook

“NYUHC has solid qualitative institutional characteristics and a higher rating is possible...”

Standard & Poor's 2/25/09

Our financial strength and momentum was recognized during 2009 by all three major rating agencies. Standard & Poor's (S&P), a worldwide leader of financial market intelligence and an independent provider of credit ratings, increased our bond rating from BB to BB+, and Moody's Investor Services, an international financial research firm, upgraded our credit rating from BA2 to BAA2. In addition, Fitch Ratings, a global rating agency that provides independent and prospective credit opinions, research, and data, and S&P both raised their long-term outlook for our hospitals from “stable” to “positive” based on the Series 2000D, 2006A, 2007A and 2007B bonds issues by the New York State Dormitory Authority, a frequent measure of the financial health of a medical center. The reports cite a combination of improved operating revenues and expense control coupled with a focus on developing select service lines, such as cancer care and musculoskeletal care, and expanded outpatient services in satellite locations, such as Queens and Brooklyn, as the basis for the upgrades.

Underlying our financial strength this year was strong performance in clinical revenues, grant awards and philanthropy. We saw increased demand for many of our clinical services in 2009, with close to 37,000 inpatient admissions, and over 612,000 outpatient visits, which includes a 49%

increase in cardiac catherizations and more than 110,000 visits to our Clinical Cancer Center. We also saw our grant revenue rise to \$201 million, reflecting grants from the National Institutes of Health (NIH), non-NIH grants from the federal government, and grants from corporations, foundations and

other nonprofit organizations. And our donors played a critical role in our strong financial performance, committing \$200 million in restricted and unrestricted gifts over the course of the year.

\$201M

IN GRANT REVENUE

\$200M

IN COMMITTED PHILANTHROPIC GIFTS

2-STEP

UPGRADE by Moody's

{ Investing in Excellence

NYU Langone Medical Center's renown in neuroscience will reach new heights in the coming years, thanks to a \$100 million gift from the Druckenmiller Foundation to establish a state-of-the-art neuroscience institute.



Fiona and Stanley Druckenmiller

“With respect to our most recent gift to NYU Langone Medical Center, we believe that breakthroughs in neuroscience and stem cell research will yield huge benefits in both quality and length of life. Every family is affected in one way or another by brain disorders or brain aging. The brain is one of the last great frontiers in medicine, and advances in related research could help both the individual and society function at a higher level.”

Throughout our history, friends of NYU Langone Medical Center have made remarkable gifts to help advance our educational initiatives, research and patient-centered care. In the list below, we gratefully acknowledge those who have given generously to our fine institution.

\$100,000,000 AND ABOVE

- The Druckenmiller Foundation
- Helen L. and Martin S. Kimmel
- Elaine A. and Kenneth G. Langone
- The Family of Wilma S. and Laurence A. Tisch
- Marica and Jan Vilcek

\$10,000,000-\$99,999,999

- American Cancer Society, Inc.
- Leon H. Charney
- Dr. Jerome S. Coles and Mrs. Geraldine Coles

- Dysautonomia Foundation, Inc.
- Edith K. and Frederick L. Ehrman
- Laurence and Lori Fink
- Charlotte and Henry E. Fleck
- Arlene and Arnold Goldstein
- The Irma T. Hirschl Trust
- Howard Hughes Medical Institute
- Stanley Allan Isenberg, MD '43
- Kate Macy Ladd Fund
- Evan F. Lilly Memorial Trust
- Ruth and Leonard Litwin
- Frederick Lueders

- Suzanne and Thomas Murphy
- National Foundation for Facial Reconstruction
- Ronald O. Perelman
- Bernard and Irene Schwartz
- The Skirball Foundation
- Mr. and Mrs. Joel E. Smilow
- Anita and Joseph Steckler
- The Family of Joan H. and Preston Robert Tisch

NYU Langone Medical Center is especially grateful to the many individuals, foundations, corporations, and organizations that supported the Medical Center last year. The generous donors listed here made gifts or new pledges in fiscal year 2009.

\$100,000,000 AND ABOVE

- The Druckenmiller Foundation
- \$2,000,000-\$99,999,999**
- Ellen Banner
- Catherine Errico and Thomas J. Errico, MD
- Estate of Charlotte Fleck
- Nicki and J. Ira Harris
- Trust of Stanelly Allan Isenberg
- KiDS of NYU Foundation Inc.
- Helen L. Kimmel
- Ruth and Sidney Lapidus
- Dina and Raphael Recanati Family Foundation
- Henry R. Silverman
- Marica and Jan Vilcek
- \$1,000,000-\$1,999,999**
- Alzheimer's Association
- American Cancer Society, Inc.
- Estate of Joan Cherry
- Estate of Leroy G. Dalheim
- Linda and William J. Haugland
- National Foundation for Facial Reconstruction
- The Skirball Foundation
- Joseph S. and Diane H. Steinberg
- \$500,000-\$999,999**
- American Heart Association, Inc.
- Anonymous
- Autism Speaks, Inc.
- Cancer Research Institute
- Dysautonomia Foundation, Inc.
- The Irma T. Hirschl Trust
- The Robert Wood Johnson Foundation
- The Leukemia & Lymphoma Society
- Evan F. Lilly Memorial Trust
- Joyce Lowinson, MD
- Estate of Ruth Lubowe
- Josiah Macy, JR. Foundation
- Manhattan Eye Foundation, Inc.
- Estate of Marie Muscarnera
- Neurology Research Foundation, Inc.
- June A. Newmark[†]
- May Ellen & Gerald Ritter Foundation
- Estate of Martin Spatz

\$100,000-\$499,999

- Randy Smith Aberg and Peter C. Aberg
- Alliance for Lupus Research
- The American Ireland Fund
- American Sleep Medicine Foundation
- American Thoracic Society, Inc.
- Julie Wilson Anderson and Dwight Anderson
- Anonymous
- Arthritis Foundation, Inc.
- Avon Foundation, Inc.
- Belluck & Fox, LLP
- Breast Cancer Alliance, Inc.
- Breast Cancer Research Foundation
- Estate of Paul Brieffoff
- Jane and Jimmy Buffet
- Carnegie Corporation of New York
- CHDI Foundation, Inc.
- Chemotherapy Foundation, Inc.
- Clinton Foundation HIV/AIDS Initiative
- Lisa Pevaroff-Cohn and Gary D. Cohn
- Lauren Tessler Corrigan, esq and Patton Corrigan
- Jon S. Corzine Foundation
- Judy Angelo Cowen Foundation
- The Dana Foundation
- Dart NeuroScience LLC
- Estate of Dorothy Irene De Bear
- Dermatology Foundation
- Judith K. and Jamie Dimon
- Michel Y. Dubois, MD
- Joan and Alvin H. Einbender
- Sheldon Eisenberger
- Ellison Medical Foundation
- Epilepsy Foundation
- Beth and Michael Fascitelli
- Laurence and Lori Fink
- Foundation for Research in Sleep
- Fried Family Foundation
- Danielle D. and David K. Ganek
- Lynda and Michael S. Gardner
- Bill and Melinda Gates Foundation
- The Adam Gaynes Foundation, Inc.
- Anita and Steven J. Gilbert
- Gilead Sciences Foundation
- Loretta B. Glucksman
- The Arnold P. Gold Foundation

- Lori and George E. Hall
- Joseph P. Healey
- Heckscher Foundation For Children
- The Hilda and Preston Davis Foundation
- Benjamin H. Homen, JR. Charitable Trust
- Hope for Depression Research Foundation
- International Brain Research Foundation
- Marc Jacobs International, LLC
- Sonia and Paul Tudor Jones
- F.M. Kirby Foundation, Inc.
- Susan G. Komen for the Cure
- Kathleen Corkins Lammert and Warren B. Lammert
- The Estate of William Laughlin
- Robert Lazarowitz on behalf of Susan Fasulo
- Dalia Leeds and Laurence C. Leeds, JR.
- Lannie W. and Howard A. Lipson
- Making Headway Foundation, Inc.
- Manhasset Women's Coalition Against Breast Cancer
- March of Dimes Birth Defects Foundation
- Barbara and Joel S. Marcus
- Sir Deryck and Lady Vaofua Maughan
- John P. & Anne W. McNulty Foundation
- Melanoma Research Alliance
- Vivian and Edward H. Merrin
- Sandra R. and Edward H. Meyer
- Roslyn and George Miller
- Estate of Doris H. Milman
- Julie C. and Edward J. Minskoff
- Marcia and Richard Mishaan
- Stephen C. Moss[†]
- Thomas S. Murphy
- Muscular Dystrophy Association, Inc.
- National Multiple Sclerosis Society
- The New York Community Trust
- Deborah and Bjorn Nielsen
- Sukey Caceres-Novogratz and Michael E. Novogratz
- Sarah and Frank Olson
- Orthopaedic Research and Education Foundation
- Robert Leet and Clara Guthrie Patterson Trust Postdoctoral Fellowship, Bank of America, Trustee
- Alan and Jill Rappaport

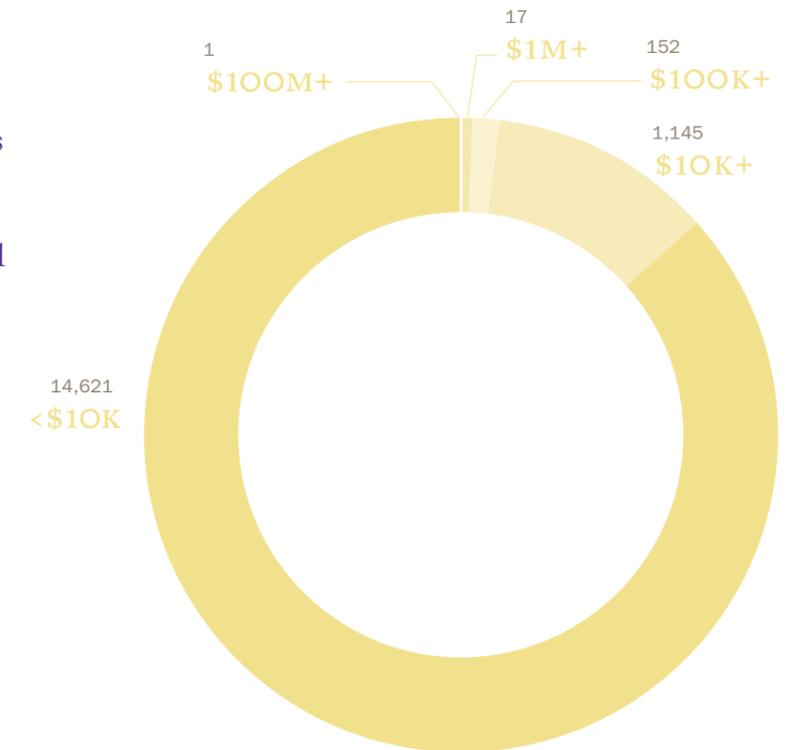
- Mary Q. Pedersen
- Pediatric Cancer Foundation
- Jennifer and Michael Price
- Martin and Sondra Rappaport
- Michael A. Recanati and Ira Statfeld
- The Honorable Kimba M. Wood and Frank E. Richardson
- Ellen J. Schapps Richman and Richard P. Richman
- Estate of Reed M. Roberts
- Robin Hood Foundation
- Linda Gosden Robinson and James D. Robinson, III
- Patricia Rosenwald and E. John Rosenwald, JR.
- The Louis & Rachel Rudin Foundation
- Estate of James L. Saphier
- Linda B. and Richard M. Schaps
- The Schwartz Family Foundation

- The Schwarz Pharma Foundation
- Scleroderma Foundation
- The Selander Foundation
- Joan and Jerome Serchuck
- Tracy and Stanley Shopkorn
- Elana S. and Barry Siegel
- Krystyna Frenkel, PHD and Nathan J. Siegel
- William & Sylvia Silberstein Foundation, Inc.
- Marty & Dorothy Silverman Foundation
- Klara and Larry Silverstein
- The Simons Foundation
- Mr. and Mrs. Joel E. Smilow
- Robin L. Smith, MD, MBA
- Gordon and Norma Smith Family Foundation
- St. Baldrick's Foundation
- Helene and Norman Stark
- Starlight Children's Foundation
- NY* NJ* CT

- Estate of Priscilla Thomas
- Alice M. and Thomas J. Tisch
- Tourette Syndrome Association, Inc.
- Triarc Companies, Inc.
- Tuberous Sclerosis Alliance
- Vivus, Inc.
- Wachtell Lipton Rosen & Katz Foundation
- Peter Stanley Walker, PHD
- Elaine Weiler and Alan G. Weiler, esq
- J. Weinstein Foundation, Inc.
- Sandra R. Weinstein, PHD and Martin Weinstein, PHD
- Leah J. and Michael R. Weisberg
- Beatrice W. Welters and Anthony Welters, esq
- Whitehall Foundation, Inc.
- The Widgeon Point Charitable Foundation
- Charles F. Wolf Scholarship Fund

DONOR GIFTS

All gifts make a difference to the continued excellence of NYU Langone. This chart illustrates the numbers of donors in each dollar range who contributed to the Medical Center in fiscal year 2009.



[†]deceased

{ Facts & Figures

168

YEARS "YOUNG"

NYU School of Medicine has trained thousands of physician-scientists who have helped to shape the course of medical history

NYU Langone Medical Center, a world-class patient-centered integrated academic medical center, is one of the nation's premier centers for excellence in health care, biomedical research, and medical education. Located in the heart of Manhattan, NYU Langone is comprised of three hospitals — Tisch Hospital, a 705-bed acute-care tertiary facility, Rusk Institute of Rehabilitation Medicine, the first rehabilitation hospital in the world, with 174 beds and extensive outpatient rehabilitation programs, and the 190-bed Hospital for Joint Diseases, one of only five hospitals in the world dedicated to orthopaedics and rheumatology — plus the NYU School of Medicine, one of the nation's preeminent academic institutions.

545,000

SQUARE FEET OF RESEARCH LABORATORIES

where researchers at NYU Langone produce groundbreaking discoveries

2x

MAGNET AWARD RECIPIENT

NYU Langone's medical students, residents and faculty also provide all of the patient care at Bellevue Hospital Center, the nation's oldest public hospital, as well as being affiliated with Woodhull Hospital in Brooklyn, Gouverneur Healthcare Services in Manhattan, and the New York Harbor Veterans Affairs Medical Center.

The Medical Center's tri-fold mission to serve, teach and discover is achieved on a daily basis through the seamless integration of an academic culture devoted to excellence in patient care, education and research.

CLINICAL CARE

In a culture of humanism, where treating the whole person and not simply the disease is the norm, NYU Langone Medical Center is renowned for clinical excellence across a wide array of specialties, including:

CARDIAC AND VASCULAR: The Cardiac and Vascular Institute (cvi) at NYU Langone is a leader in cardiovascular care not only in New York City, but around the world. It is where teachers are taught, where research is rapidly translated into better care and where medical innovations are created and applied. cvi's cardiac surgeons have been pioneers in minimally invasive heart surgery and mitral valve repair for more than 30 years and continue to pave the way in the development of new techniques and procedures for curing heart rhythm disorders, repairing aortic aneurysms and treating congestive heart failure. And, our cardiac and vascular physicians work collaboratively with our cardiac rehabilitation team to ensure patients move seamlessly from diagnosis and treatment to the rehabilitation phase of their care.

CANCER: The NYU Cancer Institute, an NCI-designated cancer center, is recognized for translating knowledge

66

OPERATING ROOMS

106

NEW YORK'S "BEST DOCTORS"

New York Magazine

about the roots of cancer into innovative therapies and advanced cancer care in a setting where the patient comes first. Offering two outpatient cancer centers — the Clinical Cancer Center on 34th Street and the Stephen D. Hassenfeld Children's Center for Cancer and Blood Disorders, one of the nation's leading pediatric outpatient facilities for the treatment of childhood cancers and blood diseases — we provide personalized care that is simultaneously compassionate and state-of-the-art. We provide our patients access to the latest prevention, screening, diagnostic, treatment, genetic counseling, and support services for cancer, including broad access to clinical trials.

MUSKULOSKELETAL: At the core of the medical center's expertise in musculoskeletal and neurological disorders and rehabilitation are our Hospital for Joint Diseases and Rusk Institute of Rehabilitation Medicine. Recognized as one of the top 10 orthopaedic programs in the country

1,581

FULL-TIME FACULTY

10

ONE OF AMERICA'S TOP
10 HOSPITALS*Becker's Hospital Review*

1,069

BEDS

20

TOP 20 HOSPITAL IN AMERICA

U.S. News & World Report

4

NOBEL LAUREATES

7

AFFILIATES

Including Bellevue Hospital Center,
Woodhull Hospital, Gouverneur
Healthcare Services and the New York
Harbor Veterans Affairs Medical Center

676

MEDICAL STUDENTS

3

HOSPITALS

Tisch Hospital, Rusk Institute of Rehabilitation
Medicine, and the Hospital for Joint Diseases

1,312

PATENTS AND INVENTIONS

29

ACADEMIC DEPARTMENTS

from anesthesiology to urology

by *U.S. News & World Report*, our orthopaedic surgeons are leading the way in minimally invasive and robotic knee, hip and spine surgery, as well as pioneering new treatments for people with arthritis. A new specialized Outpatient Surgery center adjacent to the Medical Center has four state-of-the-art operating rooms dedicated to orthopaedic procedures.

Rusk, the birthplace of rehabilitation medicine, has been voted the best rehabilitation hospital in New York—and among the top 10 in the nation—by *U.S. News & World Report* for more than 20 years and has set the standard for rehabilitation care for every stage of life and every phase of recovery around the globe.

NEUROLOGY AND NEUROSURGERY: Our neurologists are experts in the diagnosis and treatment of a broad spectrum of neurological diseases and deliver integrated care to patients suffering from stroke, epilepsy, cerebrovascular disease,

dementia, genetic and degenerative diseases, nerve and muscle problems, headache and pain syndromes, and movement disorders. We are also home to the largest multiple sclerosis program in New York.

Our Department of Neurosurgery offers some of the most advanced surgical procedures available. In an environment of cutting-edge research and medical education, the Department's interdisciplinary team of physicians, nurses and allied health professionals are world-renowned for their highly specialized training. They specialize in cerebrovascular surgery, malignant and benign brain tumors, epilepsy, and neuro-critical care. We are one of only two hospitals on the East Coast to use the Leksell Gamma Knife, which allows our neurosurgeons to remove deep-seated tumors, vascular malformations and other sites of dysfunction with outstanding results.

CHILDREN'S SERVICES: From neonatal to pediatric and adolescent care, and from routine well baby visits to intricate cardiac surgery on newborns, NYU Langone offers children access to a multidisciplinary team of talented and dedicated neonatal specialists, pediatricians and pediatric surgeons. **General pediatrics, neonatal intensive care, pediatric orthopaedics, pediatric congenital cardiac surgery, childhood cancers, and child and adolescent psychiatry** are just a few of the areas where NYU Langone excels when it comes to the health care needs of children.

NYU Langone also offers outstanding programs in a variety of specialty areas across a wide array of medical conditions, including the **NYU Fertility Center**, **NYU Weight Management Program** (including bariatric surgery), **NYU Institute for Reconstructive Plastic Surgery**, **Robotic Surgery Center**, and the **Sleep Disorders Center**.

RESEARCH

As an academic medical center, NYU Langone Medical Center's patient care is continually informed and enhanced by the findings of hundreds of basic and clinical research projects, as well as by major initiatives in translational research that promise to speed the transfer of laboratory discoveries to the patient's bedside. With over 50 centers, 29 academic departments, and 545,000 square feet of research laboratories, scientists at NYU Langone produce groundbreaking discoveries, some of which have led to Nobel prizes, and all of which have helped advance the diagnosis and treatment of disease.

RESEARCH CORES: Dynamic interdisciplinary research to address the entire range of 21st-century biomedical science is organized around five research cores: **The Center for AIDS Research**, focused on advancing HIV/AIDS research, promoting the highest quality of care

for HIV-infected patients and sharing their discoveries with the public both here and abroad; **Skirball Institute of Biomolecular Medicine**, a renowned basic research facility dedicated to advancing the understanding of the molecular functioning of living organisms; the **Clinical and Translational Science Institute (CTSI)**, designed to develop ways to more rapidly advance science from the lab to the patients and out to the community, and to explore the underlying cause of health disparities; and the **NYU Cancer Institute**, which is dedicated to developing new and novel approaches to cancer treatment, vaccine and cell therapies and pushing the boundaries of our understanding of genomics and proteomics in the treatment and eradication of cancer.

In addition, at the heart of our campus is the **Joan and Joel Smilow Research Center**, a 13-story, state-of-the-art research facility, dedicated to translational research that houses multidisciplinary

research teams dedicated to such fields as cancer, cardiovascular biology, neuroscience, dermatology, genetics, and infectious diseases.

The Medical Center also has extensive expertise in neuroscience research, focused on the goal of understanding the nervous system and its emergent cognitive functions, in health and in disease. It is a collaborative enterprise of neuroscientists distributed across the School of Medicine and the NYU Faculty of Arts and Sciences, including the faculty at the Nathan Kline Institute, and the downtown Center for Neural Science. It encompasses a wide range of neuroscience disciplines including developmental genetics, molecular systems and behavioral and clinical neuroscience.

CENTERS OF EXCELLENCE: NYU Langone has six Centers of Excellence, or COEs, that bring together our most outstanding basic scientists and clinical researchers

6

INSTITUTE OF MEDICINE MEMBERS

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in order to foster highly collaborative, multidisciplinary investigation that inspires new ideas and discoveries in areas long recognized as institutional strengths. The COEs focus on today's most pressing health challenges and each is associated with an outstanding clinical program at the Medical Center to ensure that compelling clinical questions influence research directions and new discoveries rapidly benefit patients and society.

THE SIX COE'S ARE:

- Brain Aging
- Multiple Sclerosis
- Musculoskeletal Disease
- Urologic Disease
- Addiction
- Cancers of the Skin

EDUCATION

For 168 years, the **NYU School of Medicine** has trained thousands of physician-scientists who have helped to shape the course of medical history and enrich the lives of countless people. An

integral part of NYU Langone Medical Center, the SOM at its core is committed to improving the human condition through medical education, scientific research and direct patient care.

The School offers eight graduate and post-graduate degrees from MD to PHD to residency and fellowship programs, as well as post-graduate medical education courses for practicing physicians. A new **Physician Scientist Training Program** is specifically designed to give residents and fellows the research skills needed to conduct the highest caliber science.

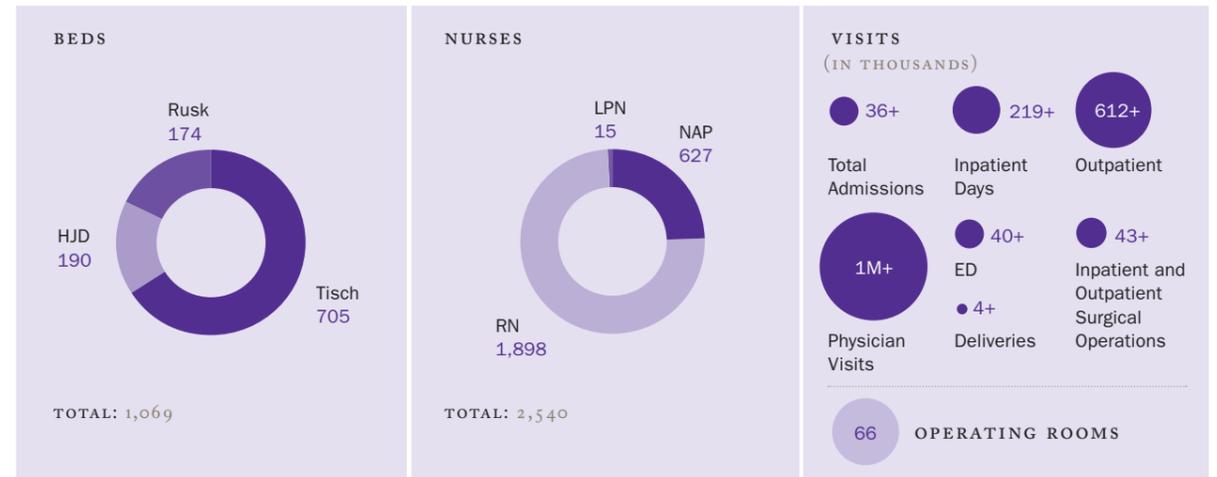
The School is transforming the face of medical education with its new **Curriculum for the 21st Century**, or C21, that is patient-centered and disease-focused, based on "spiraling" topics to enhance the intellectual link between the classroom and patient care. Students see patients beginning the very first week of medical school and follow many of these same patients throughout their four years of study.

The School is also on the forefront of leveraging technology to enhance medical learning through its **Program for Medical Education and Technology**, which includes web-based training in surgery, as well as a variety of initiatives that utilize various simulation modalities for clinical teaching.

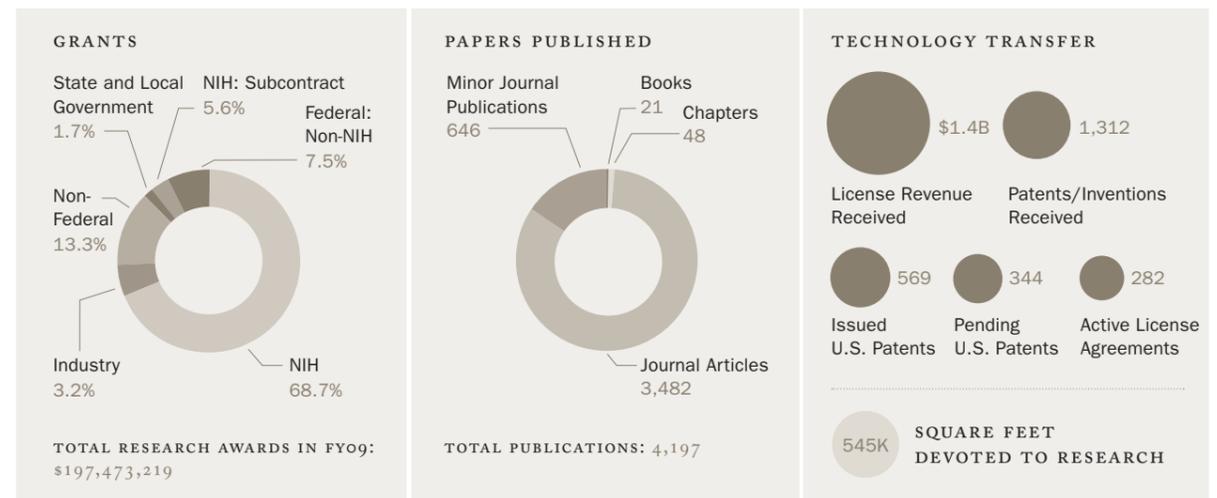
In addition to 29 academic departments from anesthesiology to urology, the School has more than 50 unique divisions, programs and centers that provide students with access to the broadest educational experiences available anywhere. The School also maintains academic affiliations with area hospitals, including Bellevue Hospital, one of the nation's finest municipal hospitals where our students provide the clinical and emergency care to New York City's diverse population, which enhances the scope and quality of their medical education and training.

{ By the Numbers

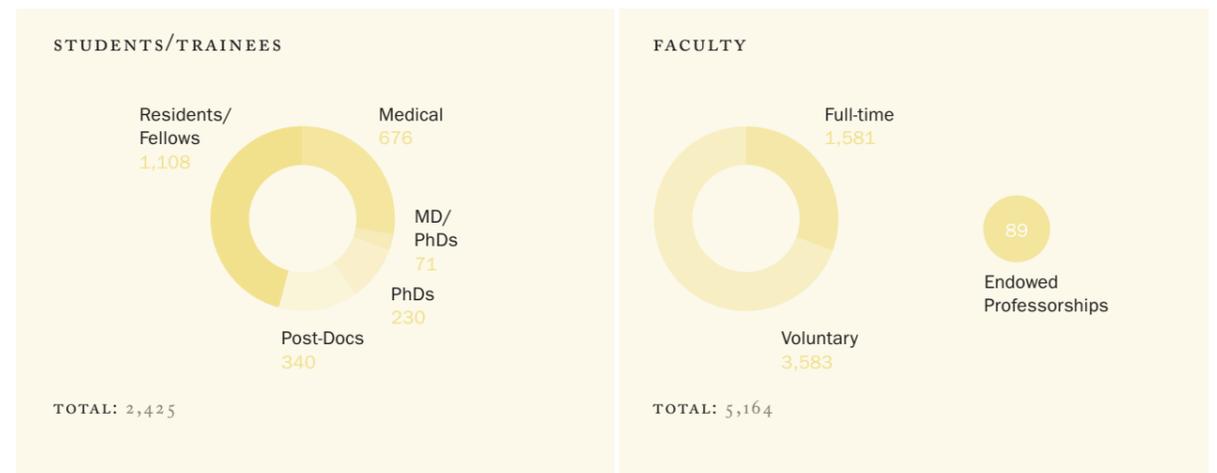
CLINICAL CARE



RESEARCH



EDUCATION



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“We take deep pride in all that our extraordinary faculty and staff have achieved on behalf of our patients, our students, our community, and the world beyond.”

*Kenneth G. Langone, Chairman, Board of Trustees and
Robert I. Grossman, MD, Dean and Chief Executive Officer*

