

ANNUAL REPORT

2022

THE BEST  
OF FRENCH  
AND AMERICAN  
MEDICINE



American Hospital of Paris

## OUR MISSION

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

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

\* 2022 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*.

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Thank You for Your Support in 2022

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



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

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

One way we have done just that is by earning the *Don en Confiance* seal of approval. This demanding designation acknowledges our institution's rigorous and transparent management methods.

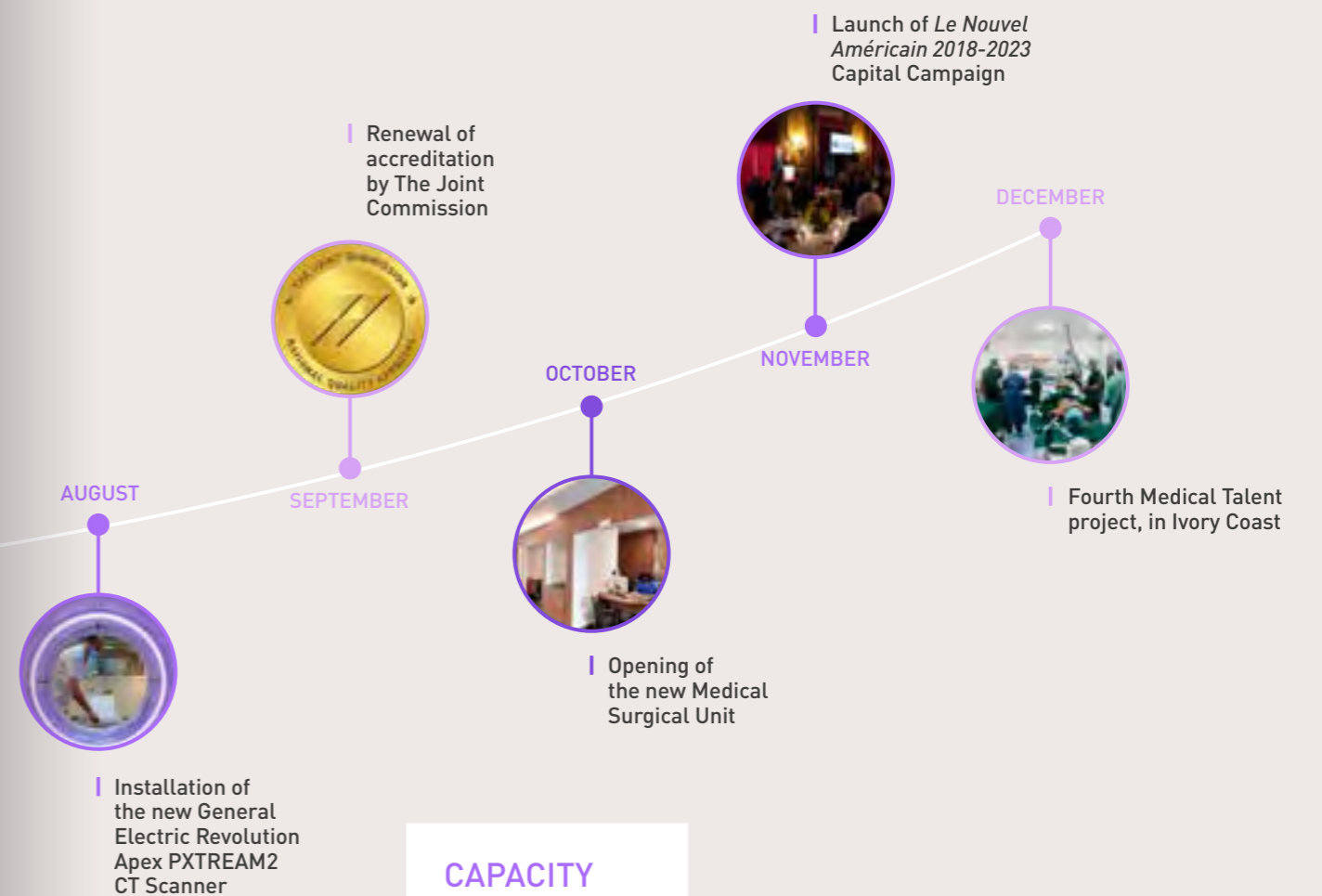
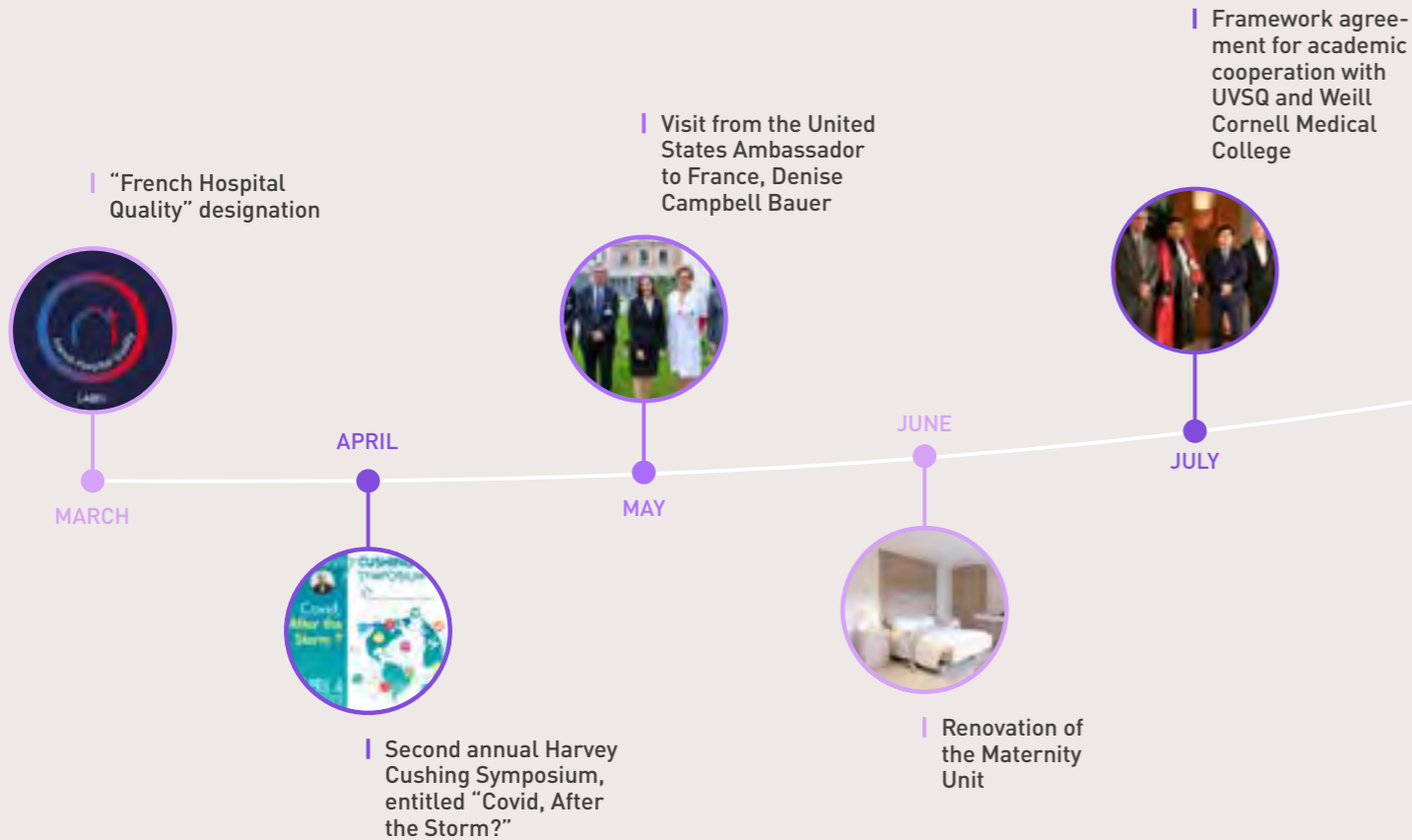
It guarantees that your generosity is put to proper and fair use, meeting your expectations while honoring your commitment to our Hospital. And it attests to our efficiency, integrity and objectivity, three values that are etched in our institution's history.

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

Stéphane Roussel



# 2022 HIGHLIGHTS EVENTS AND KEY FIGURES



## CARE



## TEAMS

**354** accredited physicians and surgeons

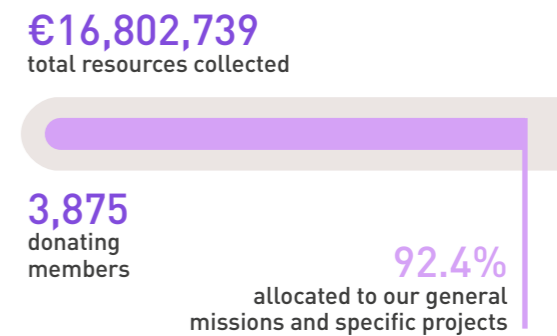
**819** employees, including  
**643** medical and nursing staff (79%)  
**176** logistical, administrative, continuing education, and support staff (21%)

**66** volunteers, including  
**28** Governors  
**15** Honorary Governors  
**23** members of the Hospital's Volunteer Team

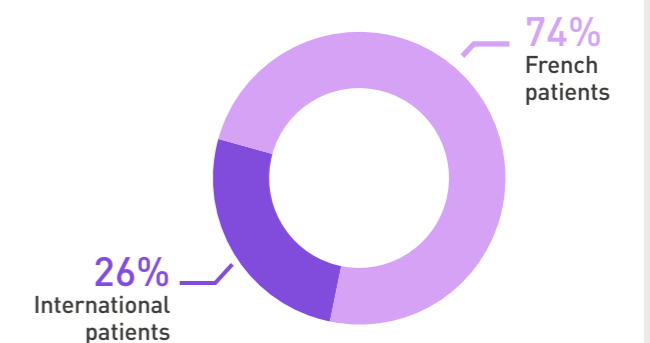
## CAPACITY



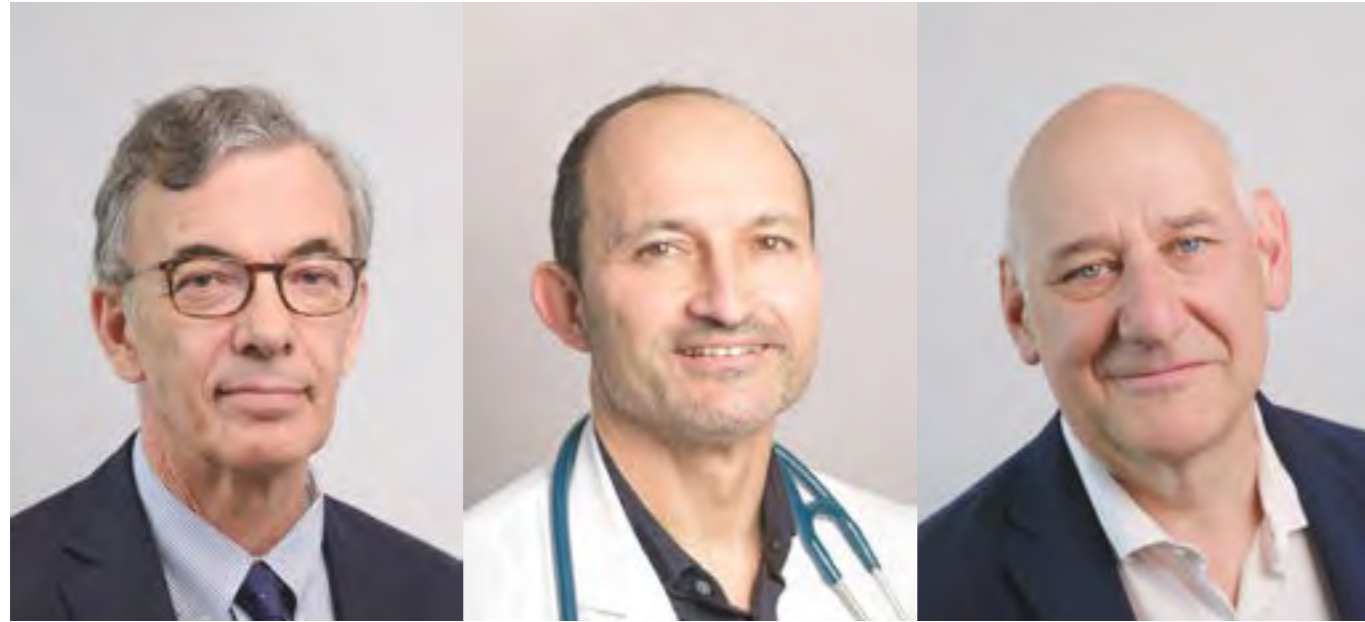
## GENEROSITY OF OUR DONORS



## OUR PATIENTS



## A CONVERSATION ABOUT THE FUTURE



Prof. Robert Sigal

Dr. Riadh Caïd Essebsi

Stéphane Roussel

The health crisis we weathered and its impact on the Hospital – particularly due to border closures – were unprecedented. Yet the American Hospital of Paris overcame the challenges and is well on its way to achieving a balanced budget once again. Our international patients are back, the number of hospital stays has reached a record high and we are seeing new growth. Thanks to a strong investment dynamic, we were able to pursue our ambitious medical and architectural transformation, whose budget is 150 million euros over five years.

### Interview with Professor Robert Sigal, Chief Executive Officer; Dr. Riadh Caïd Essebsi, Chairman of the Medical Board; and Stéphane Roussel, Chairman of the Board of Governors

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

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

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

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

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

**Prof. R. Sigal:** People are also excited about the launch of construction of our future flagship building, which represents an immediate and

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

**S. Roussel:** The sheer scale of this project meant that we had to mobilize the American Hospital of Paris’s driving forces. The launch of our capital campaign – *Le Nouvel Américain* – was an extraordinary success bearing witness to the trust our donors place not only in our strategy but in our institution’s longevity and future. In 2022 alone, we raised 16.7 million euros, bringing to 83 million euros the total amount collected since 2018! We are extremely grateful for this outpouring of enthusiasm and would like to thank all of the donors who have contributed or plan to contribute to this project. Despite the fact that we receive no public funding, we have always been able to rely on the generosity of our donors to ensure our growth and development, and that is the true strength of our Hospital.

# A TRANSFORMATION FULLY BACKED

by Our Governance Teams

To ensure the future and growth of the American Hospital of Paris, our Governors, administrators and doctors work jointly in a spirit of cooperation and absolute trust. In 2017, our three governing bodies – the Board of Governors, the Management Team and the Medical Board – unanimously adopted a 2018-2023 development strategy, embodied today by the building of the *Nouvel Américain*, our New American Hospital. In 2022, a new governing committee, the C3, was created to oversee our Hospital's transformation.

## THE C3, A NEW TRIPARTITE COMMITTEE

Stéphane Roussel's appointment as Chairman of the Board and Governors and his active involvement in our institution led to the creation of the C3. This new tripartite committee brings Governors, doctors from the Medical Board and Management Team members together for a weekly meeting. While strategic decisions are made by the Governors, the C3 is where operational decision-making takes place. Through this committee, shared priorities are defined and information is shared among the three

governing bodies, at regular intervals. In addition to the permanent members, special guests from our medical staff and management are regularly invited to attend, depending on the topics being discussed. Decisions made by the C3 are submitted to the Board of Governors for approval. The C3 also addresses conflictual issues in order to rapidly propose effective solutions. This committee also creates an opportunity for long-term reflection on the future of the American Hospital of Paris with regard to overall strategy, medical excellence, projects involving our medical units, and the Hospital's internal operations and structure.



## C3 MEMBERS

### GOVERNORS

Stéphane Roussel  
Helen Lee Bouygues  
Anne Duncan

### PHYSICIANS

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

### ADMINISTRATION

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

As of January 2023

## GOVERNANCE

## THE BOARD OF GOVERNORS

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

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

- The Executive and Finance Committee meets once a month. It oversees and approves the Hospital's management, budget and investments.  
**Chairman: Stéphane Roussel**
- The Strategy Committee meets at least four times a year. It assesses and approves the Hospital's strategic orientations. It presents the strategic plan for ratification by the Medical Board followed by the Board of Governors, and then oversees its implementation.  
**Chairman: Stéphane Roussel**
- The C3, a tripartite committee meeting once a week whose members include three Governors, five members of the Medical Board and five Management Team members. In charge of operational decisions, this committee defines common priorities and shares information among the three governing bodies (see p. 8).

- The Patient Care Committee meets six times a year, before the meeting of the Board of Governors. Its main purpose is to ensure the continuous improvement of quality, in particular regarding patient care and the optimal use of Hospital resources.  
**Chairman: André Lienhart**

- The Development Committee meets six times a year, before the meeting of the Board of Governors. It oversees policy concerning donations and bequests and works to raise funds from private sources.  
**Chairman: Arnaud Lagardère**

- The Nominating Committee is mainly responsible for appointing Governors (three-year terms) and identifying Governor candidates to be submitted to the Board prior to the General Meeting of Members of the American Hospital of Paris, held once a year in May.  
**2022 Chairperson: Anne Swardson**

- The Ethics Committee ensures that our medical and institutional practices comply with the principles of medical ethics. It meets every two months.  
**Chairperson: Catherine Paley-Vincent**

## THE MANAGEMENT TEAM

The Management Team is in charge of developing the American Hospital of Paris strategic plans, which are submitted, discussed and approved by the Board of Governors. It presents and illustrates the application of this strategy to the various committees of the Board of Governors. The Hospital's physicians are closely involved in its development and implementation, in particular through continuous dialogue with the Medical Board. The Management Team also plays a key role in communicating with supervisory bodies, most importantly the *Agence Régionale de Santé d'Île-de-France* and the Ministry of Health, to promote the Hospital's strategy and prepare applications for authorizations of equipment or clinical activities. Lastly, the Management Team defines and implements partnerships with Parisian or international hospitals (with priority given to Université Paris-Descartes, Université de Versailles Saint-Quentin-en-Yvelines, and NewYork-Presbyterian Hospital).

## MEDICAL BOARD COMMITTEES AND THEIR RESPECTIVE CHAIRPERSONS

### REGULATORY COMMITTEES

Food and Nutrition Liaison Committee  
**Dr. Edouard Karoubi**

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

Transfusion and Blood Safety Committee (CSTH)  
**Prof. Thierry de Martel**

Medication Committee  
**Prof. Laurent Quint**

Pain Prevention Committee (CLUD)  
**Dr. Christian Le Marec**

Surgery Committee  
**Dr. Naziha Khen Dunlop**

## THE MEDICAL BOARD

The Medical Board's 23 members include the Hospital's unit heads and department chiefs, who represent all 354 practitioners. The Medical Board guarantees the highest level of professionalism, patient care and ethical practices throughout the Hospital. Nine of its members form the Executive Committee (the Chairman, the Vice-Chairman and seven practitioners from our main medical disciplines). It meets twice a month, either alone or together with the Management Team. Its role is to make proactive proposals to the Hospital's administration to obtain a consensus, working toward the collective goals of the Hospital.

### COMMITTEES SPECIFIC TO THE AMERICAN HOSPITAL OF PARIS

Outpatient Surgery Committee  
**Dr. Ivan Goldstein**

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

Accreditation Committee  
**Prof. Philippe Alla**

Patient Record Committee  
**Dr. Guillaume Foulon**

Science and Technology Committee  
**Prof. Olivier Vignaux**

Physician Fee Monitoring Committee  
**Prof. Gérard Friedlander**



# ★ GUARANTEEING MEDICAL EXCELLENCE

## Welcoming the Academic Community

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



Signature of a framework agreement between the Simone Veil medical school of UVSQ, Weill Cornell Medical College and the AHP. From left to right: Prof. Robert Sigal, CEO of AHP; Prof. Djillali Annane, Dean of Simone Veil Medical School of UVSQ; Dean Augustine M.K. Choi, Dean of Weill Cornell Medical College; Stéphane Roussel, Chairman of the Board of AHP; Prof. Alain Bui, Chairman of UVSQ.

## A FRAMEWORK AGREEMENT FOR ACADEMIC COOPERATION



UFR Simone Veil - Santé  
CAMPUS DE SAINT-QUENTIN-EN-YVELINES



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

The first tangible outcome of this agreement was the appointment of Professor Rozenberg to the Maternity Unit of the American Hospital of Paris. Professor Rozenberg is a university

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

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

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

### FOCUS



## A NEW ORGANIZATION OF CARE IN THE MATERNITY WARD

*"My challenge at the American Hospital of Paris is to develop obstetrical practices that achieve the highest level of maternal safety. Changes in mortality patterns over the past 20 years have been closely linked to changes in pregnancy patterns. The average age and median weight of expectant mothers is higher and pregnancy complications such as diabetes and cardiovascular disease are more frequent. Around 15% of pregnant persons in France experience a high-risk pregnancy. Although, with very few exceptions, their fetuses are no longer at risk, France has a long way to go to reduce maternal mortality. The reason is probably due to the focus on reducing neonatal risks. In 2015, maternity hospitals in the U.S. began*



using a classification system for maternal care that focuses on two risk levels: neonatal risk and maternal risk. The American Hospital of Paris is fortunate to have the qualified personnel, medical expertise and comprehensive diagnostic and testing infrastructure needed to guarantee safe pregnancy journeys. Thanks to our ICU, operating rooms, interventional radiology room and state-of-the-art hybrid operating room, we can act very quickly and avoid having to transfer patients. By U.S. standards, our maternity ward ranks at maternal care level III, which is the highest. Our efforts throughout 2022 have paid off.

First, we completely restructured the ward because patient safety is closely linked to the organization of care. Working alone or in silos, with zero collaboration

among practitioners and other health professionals, does not guarantee total safety. Protocols, procedures and checklists are necessary, and knowledge must be constantly updated. Our physicians and midwives now work as a team, sharing a common foundation and collaborating in a true spirit of partnership. Practices are harmonized and decision-making is multidisciplinary.

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

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

The challenge for 2023 will be to instill this team culture in all three components of the Department of Women's and Children's Health: the maternity ward, the Assisted Reproductive Technology (ART) Center and the Fetal Medicine Unit. Building bridges between medical specialties and promoting best practices, such as the sharing and review of patient records, is essential. Our aim is to support couples throughout their pregnancy journey, from their first steps in ART to childbirth and

on to their pediatrics appointments. Designing our Department of Women's and Children's Health to cover care from conception to pediatrics will enable our patients to benefit from the cross-disciplinary expertise of a team knowledgeable about all their records. Given the growing lack of healthcare access in France, this is a real boon."

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

**PROFESSOR PATRICK ROZENBERG**

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



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

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

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



**PROFESSOR ISRAËL NISAND**

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



**MATERNITY CARE WITH RESPECT**

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





## GUARANTEEING MEDICAL EXCELLENCE

### Stepping Up Scientific and Medical Partnerships with the United States

The American Hospital of Paris's dual identity compels us to guarantee the best in French and American medicine to our patients, every day. Thanks to support from the Florence Gould Foundation, our scientific and medical partnerships with the United States – particularly with our longtime partner NewYork-Presbyterian Hospital and its affiliate universities Columbia University and Weill Cornell Medical College – were back in full swing in 2022. Our aim is to give our patients access to exclusive, proven technologies, therapies and practices that are recognized in the United States by the highest scientific and medical authorities.

### INCREASING EXCHANGES WITH OUR PARTNERS

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

### NEW COOPERATIVE PARTNERSHIPS

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

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

### MULTIDISCIPLINARY MASTERCLASSES

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



### SCIENTIFIC CONFERENCES: HARVEY CUSHING SYMPOSIUM

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



*The exchange program designed to strengthen ties between the American Hospital of Paris and the United States really took off this year, after a two-year-long health crisis. Today, we are excited to witness greater cooperation with our historic partners. We are also seeing new opportunities for collaboration with other U.S.-based organizations. Drawing from past experience, we know that sharing expertise is the cornerstone of medical excellence. Yet the American Hospital of Paris is the only hospital in the world to offer care that combines the best of French and American medicine, both of which are world-renowned. More than any other medical establishment, we must leverage medical and administrative partnerships allowing us to interact with centers of excellence in North America and promote our expertise in every field of medicine.*

Samuel H. Selesnick, M.D., is Professor and Vice Chairman of the Department of Otolaryngology – Head and Neck Surgery, at Weill Cornell Medical College. He has been a Senior U.S. Medical Counselor to the American Hospital of Paris since 2014. In this capacity, he advises our Hospital's management team and doctors on the best American medical practices and helps develop scientific and medical partnerships between our Hospital and North American hospitals and universities.



**Samuel H. Selesnick, M.D.,  
Senior U.S. Medical Counselor**

To ensure our patients benefit from leading experts, top specialists and the best staff available while meeting the objectives of our growth strategy, the American Hospital of Paris pursued an ambitious and dynamic recruiting policy in 2022. Although jobs in healthcare remained unfilled across France following the Covid pandemic, the American Hospital of Paris succeeded in remaining attractive, considerably limiting the impact of the staffing crisis on our patients.



### HIRING NEW EXPERTS

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



### WELCOME TO OUR NEW STAFF IN 2022 !



**Doctor Audrey Stansal**  
*Vascular Physician*

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



**Doctor Myriam Delomenie**  
*Breast Surgical Oncologist*

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

## WELCOME TO OUR NEW STAFF IN 2022 !



**Professor Elie Chouillard**  
*GI Surgeon*

Prof. Chouillard is a hospital surgeon and former head of the Department of General and Gastrointestinal Surgery at Poissy-Saint-Germain-en-Laye hospital. He also directed the Paris-Île-de-France Ouest Obesity Center (CSO) from 2012 to 2022.

Prof. Chouillard specializes in minimally invasive surgery of the abdominal organs (hernias, incisional hernias, gallbladder, gastroesophageal reflux disease), bariatric surgery (obesity and metabolic surgery, recovery from complications of bariatric surgery) and surgical oncology (colon, small intestine, rectum, stomach, esophagus, liver, bile ducts, peritoneal carcinomatosis and large abdominal tumors). Prof. Chouillard is a member of the learned societies Société Française de Chirurgie Digestive, Société Française et Francophone de Chirurgie de l'Obésité et des Maladies Métaboliques, and European Association of Endoscopic Surgery. In the U.S., he is a member of the American Society of Metabolic and Bariatric Surgery and of the Society of American Gastrointestinal and Endoscopic Surgeons. He is an associate professor at several international universities, lectures in France and abroad and is the author of three books and over 150 papers published in international scientific journals.



**Doctor Philippe Collin**  
*Orthopedic Surgeon*

A specialist in orthopedic conditions of the shoulder (instability, tendon ruptures, osteoarthritis), Dr. Collin trained with leading shoulder surgeons in France, Europe and the U.S. For 20 years, he was head of a unit specializing in the treatment of shoulder conditions at a private hospital in Rennes, France, which hosted numerous physicians-in-training and had a scientific research department. Dr. Collin has gained global acclaim for his communications and papers, which have been published in journals around the world (12 scientific articles published by the American Academy of Orthopaedic Surgeons and over 90 published articles). He was awarded the prize for best scientific paper at the International Congress of Shoulder and Elbow Surgery, held in Japan in 2013.

Always striving to improve techniques in his field of medicine, in 2014 Dr. Collin became the world's first surgeon to live stream a shoulder operation between France and Japan while wearing a Google Glass™ device. In 2020, he was also the first to use Microsoft's HoloLens™ head-mounted display unit to simultaneously visualize a patient's shoulder and a 3D representation of a prosthesis's intended position during preoperative planning. In 2021, Dr. Collin was elected President of the European Society for Shoulder and Elbow Surgery (SECEC-ESSSE). He is also a corresponding member of American Shoulder and Elbow Surgeons and a former president of the Société française de l'épaule et du coude (SOFEC).

## WELCOME TO OUR NEW STAFF IN 2022 !



**Barbara Mantz**  
*Director of Nursing*

After earning a nursing degree in 1993 and a degree as a nurse anesthetist in 2000, Barbara Mantz pursued a career in management, becoming a senior health executive in a hospital with an ICU, a CCU, an operating suite and an emergency dispatch center. She also holds a master's degree in health economics and a master's degree in healthcare quality and risk management. The latter enabled her to become a quality assurance specialist for a variety of hospitals and sites and to participate in the development of public/private healthcare partnerships.

Well aware of the challenges awaiting the American Hospital of Paris in the months and years ahead, Ms. Mantz will play an active role in identifying caregivers' current expectations and the levers for attracting talent in order to promote recruitment and retention. Her roadmap focuses on HR issues, the training plan, quality and safety, and teamwork with physicians. Last but not least, she reminds us that patients are our number-one priority and that they are an integral part of a care pathway where doctors and nurses work together as a team.

## ATTRACTING ALLIED HEALTH PROFESSIONALS

Though France saw an unprecedented shortage of candidates for allied health jobs in 2022, our Hospital adapted to the situation and remained attractive. Our mandatory annual negotiations were an opportunity to increase remuneration and, in a historic move, our doctors participated in this significant effort. Enhancing our already excellent working conditions (high nurse-to-patient ratio, moderately sized hospital with a human touch, longer-than-average integration periods, increased training opportunities) further reinforced our attractiveness. More than 25 nurses were hired in the last trimester of 2022.

Several collective bargaining agreements were signed between labor and management, leading to higher overtime wages, increased quotas of possible hours, save-as-you-earn schemes and time savings accounts. All of these initiatives helped build loyalty among our Hospital's allied health professionals and administrative staff.

## INNOVATING TO ATTRACT NEW TALENT

On October 10, 2022, the American Hospital of Paris organized its first speed interviewing event aimed at hiring hospital and OR nurses, midwives and medical secretaries. Over the course of a few hours, 30 candidates met with managers in our care units, laboratory, and nursing, imaging and consultation departments as well as with our human resources team. Candidates were also able to schedule their

first interviews and tours of Hospital departments. This new recruiting method, which is increasingly preferred by candidates, offers the advantage of letting candidates visit the premises and meet healthcare providers working on site.



## PROMOTING QUALITY OF LIFE AT THE WORKPLACE

A collective bargaining agreement was signed in the spring of 2022 to improve quality of life at the workplace. With approval from our Governors, management allocated a budget of 600,000 euros over three years to carry out projects proposed by employees and selected by a special committee composed of trade union representatives, the Board of Governors and the Management Team.

Break rooms were the focus of the three projects chosen in 2022. Two new break rooms were created, one designed for relaxing and chatting with co-workers, the other dedicated to rest and well-being; an outdoor break area was created for doctors and salaried staff; the furniture in the existing break room for administrative staff was replaced.



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

# GUARANTEEING MEDICAL EXCELLENCE

Guaranteeing Unparalleled Quality and Safety of Care

The history of the American Hospital of Paris is closely tied to its accreditation by The Joint Commission, which requires that accredited organizations have a strong safety culture. For more than 70 years, our institution has been developing rigorous hospital and interventional procedures that guarantee safety for all patients. Special care is taken to avoid the risk of infection and errors in terms of medication, medical procedures and patient identification. By constantly evaluating the individual practices of our doctors and nurses, we work daily to implement a common, rigorous safety culture.



## ACCREDITATION RENEWED BY THE JOINT COMMISSION

In September 2022, The Joint Commission renewed its full accreditation of the American Hospital of Paris.

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

healthcare professionals, across all of the Hospital's departments and sectors of activity.

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



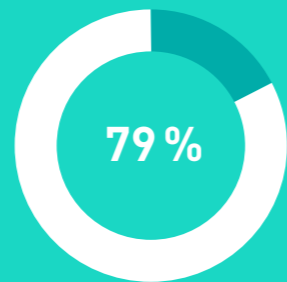


**“FRENCH HOSPITAL QUALITY” DESIGNATION EARNED**

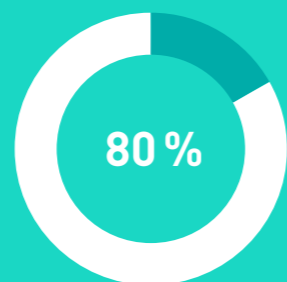
Treating international patients is one of the undeniable strengths and a key growth area for the American Hospital of Paris. In 2022, foreign patients accounted for 26% of our patients, making our institution the leading international hospital in France. In recognition of this expertise, we were one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

**FRENCH QUALITY INDICATORS**

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



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



**OF PATIENTS SATISFIED WITH THEIR OUTPATIENT SURGERY (SOURCE QUALISCOPE)**



**ACTIONS TO IMPROVE THE QUALITY AND SAFETY OF CARE IN 2022**

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

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

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

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



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

**Nadia Heshmati,  
Head of the Quality and Risk  
Management Department**





# BUILDING THE AMERICAN HOSPITAL OF TOMORROW

Through an Architectural Overhaul

To address tomorrow's health-related challenges, the American Hospital of Paris is reinventing itself through an unprecedented architectural transformation that includes the construction of two new buildings and a complete overhaul of existing infrastructure. While our flagship building will embody the new face of the American Hospital of Paris, the Memorial Building's full renovation will also align with the Hospital's ambitions in order to confidently embrace the 21<sup>st</sup> century. This "New American Hospital" has been designed in order to seamlessly adapt to the Hospital's extensive range of services, beyond just the framework of treatment. That offering integrates predictive, preventive, rehabilitation and follow-up medicine. Above all, the New American Hospital aims to be a true partner in health for all patients over the course of their lives, at every step of the way. This year, our Medical Surgical Unit and hospital rooms underwent a complete renovation and the preconstruction phase of our future flagship building was launched.



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

After a successful preconstruction phase in 2022, construction work on the future flagship building (Building K) began in October 2023. The four-story, 108,000-square-foot (10,000-sq.-meter) edifice, designed by Jean-Michel Wilmotte, will welcome its first patients in September 2025. Symbolizing our Hospital's renewal and ability to adapt, it will house predictive, preventive and rehabilitation medicine units as well as operating rooms, lounge areas and patient services.



## Architectural design consistent with a modern city

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

## Medical care in a soothing environment

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



### Laying the groundwork for tomorrow's medicine and surgery

With *Le Nouvel Américain*, the Hospital will become a "partner in health," offering the best care available combined with effective treatments, patient well-being and the long-term preservation of good health. The flagship building will showcase this new approach through specialized centers dedicated to the most innovative practices and equipped with the latest technology.



*Our architectural project marks a new chapter in the 100-plus year history of the American Hospital of Paris. The glass blocks mirror the bricks of the Memorial Building, with an added touch of modernity and technicality, to form a harmonious ensemble that can proudly move forward into the 21<sup>st</sup> century. From the natural light to the warm spaces to the vegetation, everything was designed to improve the patient experience and break with the anxiety-inducing nature of hospitals in order to support families and create a pleasant place to stay, visit and work.*

**Jean-Michel Wilmotte, Architect**



### RENOVATION OF PATIENT ROOMS

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



### MODERNIZATION OF THE MEDICAL SURGICAL UNIT

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

Open 24/7, the unit ensures continuity of care, regardless of the illness and level of urgency. Providing consultations and care, the unit is equipped with the cutting-edge diagnostic and testing technology needed to deliver treatments that go over and above traditional emergency medicine.



# LE NOUVEL AMÉRICAIN

## An Unprecedented Capital Campaign

Building the future of the American Hospital of Paris and becoming one of Europe's top five hospitals is a challenge that requires the commitment of benefactors who want to be involved in the most ambitious project ever rolled out by our institution.

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



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

**Stéphane Roussel,**  
Chairman of the Board  
of Governors

## AN UNPRECEDENTED CAMPAIGN

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

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



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

**Arnaud Lagardère,**  
Chairman of the Campaign  
Committee

## CAMPAIGN COMMITTEE MEMBERS

### CHAIRMAN

Arnaud Lagardère,  
Chief Executive Officer of Lagardère S.A

### AMBASSADORS

Norbert Becker,  
Vice-Chairman of the Board of Directors, Quilvest  
Wealth Management

Kyril Courboin,  
Managing Director, J.P. Morgan France

Iris Knobloch,  
President, Cannes Film Festival

Helen Lee Bouygues,  
Chief Executive Officer, LB Associés  
& Founder of Reboot Foundation

Stéphane Roussel,  
Chairman of the Board of Governors,  
American Hospital of Paris – Chairman,  
Vivendi Foundation

Laurent Vieilleigne,  
Vice Chairman & Managing Director  
Investment Banking, Bank of America





## HONOR ROLL

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

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

Mr. Greenberg currently serves as Chairman and CEO of Starr Insurance, a global insurance and investment organization. He retired as Chairman and CEO of American International Group (AIG)

in March 2005. Under his nearly 40 years of leadership, AIG grew from an initial market value of \$300 million to \$180 billion, becoming the largest insurance company in the world. As Chairman of The Starr Foundation, he has expanded the foundation's activities around the world, including in France, and lent his support to the American Hospital of Paris. In this way, Maurice Greenberg became one of our Hospital's most faithful friends. Under his leadership, The Starr Foundation has been among our most generous benefactors, through good times and bad, for over 34 years.

In 1989, The Starr Foundation invested in the establishment of a pain clinic. A few years later, it funded the opening of a new intensive care unit and a hemodialysis program. Thanks to The Starr Foundation and its Chairman, a magnificent international medical and scientific conference

center was also opened. Named after the Foundation, it welcomes, among other events, the Franco-American Harvey Cushing Symposium. The Foundation's grants following the horrific terrorist attacks in November 2015 were a gesture of support to the people of Paris and a tribute, as Americans, to their French allies. The aim was to help the Hospital in disaster-readiness planning by training staff to be prepared to treat a large number of injured victims.

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

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

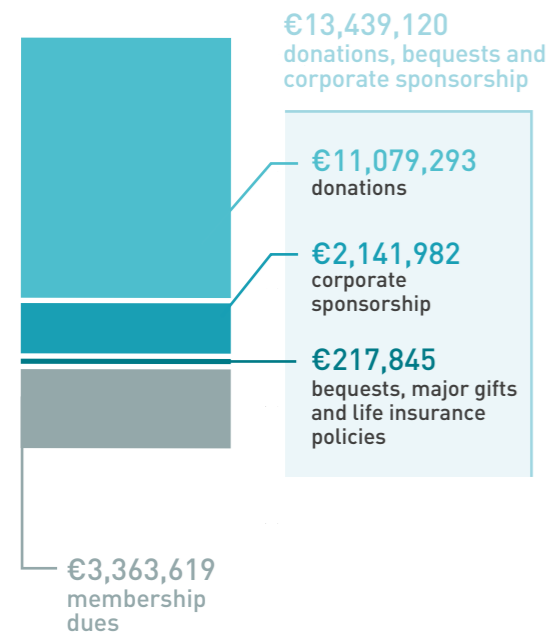
**Maurice Greenberg,  
Chairman of The Starr Foundation**



\* The Starr Foundation makes grants in the areas of medicine and healthcare, education, human needs, culture, public policy, and the environment. In the medical area, the Foundation supports basic research, clinical services, and medical education programs.

# FUNDRAISING RESULTS

€16,802,739  
Funds collected



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

## STRONG MEMBERSHIP PROGRAM GROWTH

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

**3,875 ACTIVE MEMBERS INCLUDING**  
**1,088 NEW MEMBERS**  
**€3,363,619 COLLECTED**



Campaign launch in New York city, on November 3, 2022

## OFFICIAL LAUNCH OF LE NOUVEL AMÉRICAIN

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

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

## BEQUEST REVENUES ON THE RISE

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





### YOUR DONATIONS AT WORK

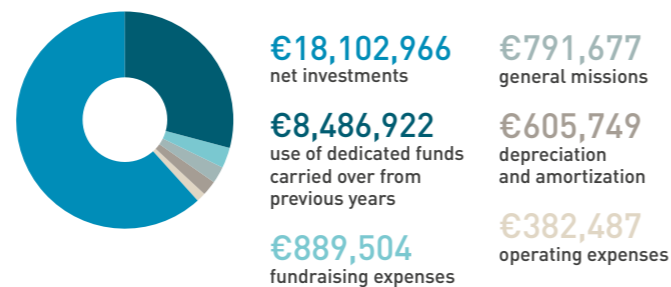
In 2022, €26.6M in donations, including €8.5M in dedicated funds carried over from previous years, were invested in major projects for the Hospital's future. That includes €24.7M for the construction of the future flagship building alone, and €1.8M for the modernization of the Medical Surgical Unit.

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

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

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

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



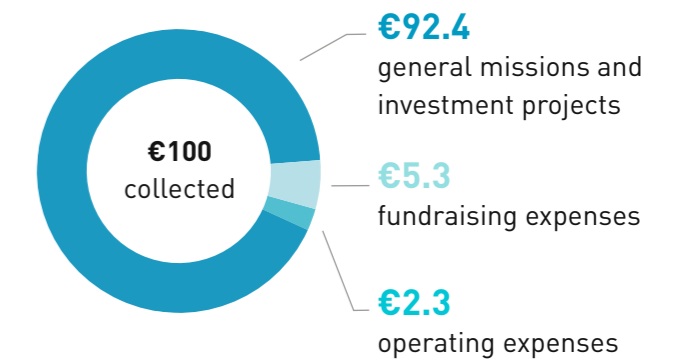
### STRICT BUDGET MANAGEMENT

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

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

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

### USE OF FUNDS



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

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

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

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

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



## GENEROSITY

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



### MAJOR DONORS (>\$25,000 AND MORE)

Norbert & Maria Becker  
 Françoise Bettencourt Meyers  
 & Jean-Pierre Meyers  
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 Ting Tsung & Wei Fong Chao  
 Foundation  
 Compass Groupe France  
 Jean-Charles Decaux  
 Jean-François Decaux  
 Jacqueline Fontier  
 Aline Foriel-Destezet  
 Françoise Fournier  
 Maurice Greenberg  
 Fondation Danny Kaye  
 & Sylvia Fine Kaye  
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 Arnaud Lagardère  
 Ambassadeur Howard H. Leach  
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 Laurent & Anne-Marie Vacherot  
 Claude Wasserstein  
 & Israel Englander  
 Sylvie & Alain Weill  
 Ziegler Family Foundation

### AMBASSADORS' CIRCLE (FROM \$10,000 TO \$24,999)

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 Jean-Marie & Liliane Alexandre  
 André & Pauline Altman  
 André-Jacques  
 & Anne Auberton-Hervé  
 Gérald & Hélène Azancot  
 Alain & Marie-Paule Bahuon  
 François Benais  
 Michel & Marie-José Besson

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 William G. & Solange Brown  
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The American Hospital of Paris pays tribute to its generous testators, Ms. Denise Peyrode and Mr. James L. Bittenwieser, who both passed away in 2022.

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

## CERCLE CHRISTIANE GUERLAIN 2022

### In gratitude for your continued support

The American Hospital of Paris is proud to be able to count on nearly 3,900 donor members every year who support our growth and projects. A large number of them have demonstrated their confidence in us for many years. To thank them for their long-term solidarity and commitment, we are establishing the Cercle Christiane Guerlain, a donor circle named after a patron whose generosity remains unparalleled, and whose loyalty and commitment have left their mark on the history of our institution.

#### 30 YEARS OF LOYAL SUPPORT

François & Catherine Akle	Pierre & Jeanine Edeline	Marie-Josée Maniglier
Patrick Bouffette	Jean-Claude Guez	

#### 20 YEARS OF LOYAL SUPPORT

Pierre Balme	Patrice Denis	Françoise Plouvier
Françoise & Bernard Bô	Geneviève Levet	Jean-Jacques Ricaud
Pascal & Nathalie Brouard	Richard O'Connell	Alain Van Honacker

#### 10 YEARS OF LOYAL SUPPORT

Judith Allen	Florence Castel	Philippe Kohl	Monique Simon-Thomas
David & Andrea Allen	Lionel Champeaud	Simone Markus	Henriette Steinberg
Jean-François Astruc	Fabien Claude	Nicole & Jacques Mollière	Dominique Michel &
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#### 5 YEARS OF LOYAL SUPPORT

Xavier Bohand	Jean-Paul Echegut	Guy & Claudine Peirotes	Agnès Touchet-Chazal
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We respect the wishes of our donors who prefer to remain anonymous.



# MANAGEMENT RESULTS

## SIMPLIFIED BALANCE SHEET

### Net assets (in thousands of euros)

Fixed assets	80,592
Current assets	137,698
Cash portion	57,969
Currency translation losses	304
<b>Total assets</b>	<b>218,595</b>

### Liabilities (in thousands of euros)

Equity	107,168
Surplus portion for the period	21,792
Dedicated funds	26,879
Provisions	10,758
Debt	72,952
Currency translation losses	838
<b>Total liabilities</b>	<b>218,595</b>

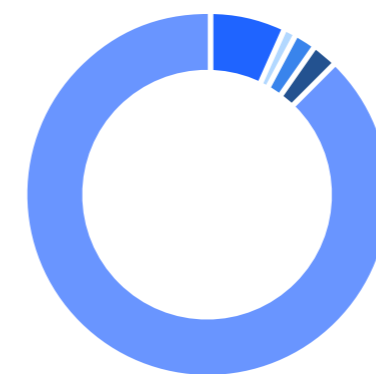
The balance sheet shows gross fixed assets of €231M (€80.6M net), which reflects the value of the American Hospital of Paris's assets.

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

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

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

## Operating revenue



REVENUE, EXCLUDING DONATIONS  
€143,426,637

FUNDS COLLECTED  
€11,079,293  
donations

€217,845  
bequests, major gifts  
and life insurance policies

€2,141,982  
corporate sponsorship

€3,363,619  
membership dues

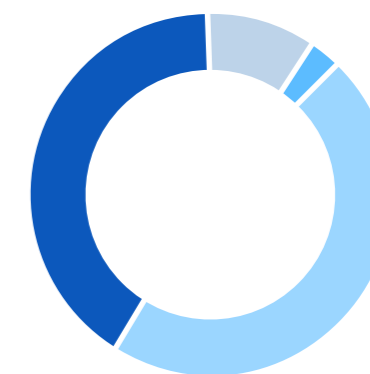
Total €160,229,376

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

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

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

## Operating expenses



€67,807,084  
purchase of goods  
and external expenses

€59,706,264  
wages, social security  
contributions and taxes

€14,240,727  
depreciation, amortization  
and provisions

€4,578,467  
other expenses

Total €146,332,542

## Surplus or deficit

Operating income	€13,896,834
Financial income	-€560,610
Extraordinary revenue	€8,455,617
<b>Result</b>	<b>€21,791,841</b>



# GOVERNANCE

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

## BOARD OF GOVERNORS

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

### HONORARY CHAIR

**Denise Campbell Bauer**  
Ambassador of the United States to the French Republic and to the Principality of Monaco

### CHAIRMAN

**Stéphane Roussel**  
COO and Member of the Management Board, Vivendi

### VICE CHAIRMAN

**Francis Bailly**  
Former Vice President, General Electric International Europe; Former Vice Chairman, European Executive Council; Former Chairman of the Board of Governors, American Hospital of Paris

### HONORARY VICE CHAIR

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

### TREASURER

**Helen Lee Bouygues**  
President, LB Associés and Founder, Reboot Foundation; Former Partner, McKinsey RTS

### SECRETARY

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

## GOVERNORS

**Jean-Paul Agon**  
Chairman of the Board of Directors, L'Oréal

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

**Melinda Stege Arsouze**  
Partner, Gide Loyrette Nouel, LLP

**Richard G. Asthalter**  
Senior Counsel, Sullivan & Cromwell

**Norbert Becker**  
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**Jim Bittermann**  
Senior European Correspondent, CNN

**John Brintzer**  
Partner, Cleary Gottlieb Steen & Hamilton LLP

**Jean-Yves Burel**  
Former Vice President, General Electric Healthcare International; Chairman of the Board, CCPSC de Saint-Cloud

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**Anne Duncan**  
Managing Director, Lumiu Limited; Vice President, International Women's Forum

**Koichi Fujisawa**  
Managing Director, Head of France, MUFG Bank, Ltd.

**Jean-Claude Gruffat**  
Managing Director, Weild & Co LLC, New York; Chairman, Competitive Enterprise Institute, Washington DC; Member of the Board, Atlas Network, Washington DC; Member, United Way Worldwide Leadership Council, Alexandria VA; Member of the Board, United Way of New York City; Member of the Board of Directors, American Hospital of Paris Foundation

**Iris Knobloch**  
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**Christopher Kramme**  
Co-founder and CEO, Outcome

**Arnaud Lagardère**  
General and Managing Partner, Lagardère SCA

**Gretchen C. Leach**  
President, Advisory Council of the American Hospital of Paris

**Susan Liautaud**  
Founder, Susan Liautaud & Associates Limited; Consultant in Ethics Matters; Chair of Council (the Board), London School of Economics and Political Science

**André Lienhart**  
Medical Mediator, Saint-Antoine Hospital

**Alix De Nicolay**  
CEO, Helen Keller Europe

**Sophie Schyler-Thierry**  
Board Member, Château Kirwan 33460 Margaux; Board Member and academician, Académie du vin de Bordeaux; Member of the International Board, London Philharmonic Orchestra

**Anne Swardson**  
Journalist, blogger, author, ex-Washington Post, Bloomberg

**Philippe Villin**  
Banker

**Marshall I. Wais**  
President, Marwais International; Former Chairman of the American Hospital of Paris

## HONORARY GOVERNORS

**Francis Bailly**  
Former Vice President, General Electric International Europe; Former Vice Chairman, European Executive Council; Former Chairman of the American Hospital of Paris

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

**Donna Chapman**  
President of Josey Oil Company, Houston (Texas); Co-Chair, American Hospital of Paris Foundation

**Bertrand Chardon**  
Notary

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

**Alexandra El-Khoury**  
Member of the Board, ARSEP (Aide à la recherche sur la sclérose en plaques); Member, Advisory Council of the American Hospital of Paris

**Jacques Favillier**  
Chairman, Mainsys Engineering SA, Brussels

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**Erik A.D Van Galen\*\***  
Retired President Europe, Budd Company and Boyden France

\* deceased in August 2023

\*\* deceased in December 2022

## THE MANAGEMENT TEAM

Our Chief Executive Officer is appointed by the Board of Governors to run the Hospital and oversee its operational management. He leads and coordinates the Management Team. The Management Team is in charge of developing the American Hospital of Paris's strategic plans, which are submitted, discussed and approved by the Board of Governors.

**Prof. Robert Sigal**  
Chief Executive Officer

**Pascal Béhier**  
Director of Finance

**Prof. Xavier Bohand**  
Head of Pharmacy and  
Biology Laboratory

**Julie Bouchara**  
VP Operations

**Jérôme Deana**  
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Communications Officer

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VP Human Resources

**David Vogdt**  
Chief Commercial Officer

**Céline Wasmer**  
Secretary General

## THE MEDICAL BOARD

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

### PRESIDENT

**Dr. Riadh Caïd Essebsi**

### VICE PRESIDENT

**Prof. Mahasti Saghatchian**

### HEADS OF MEDICAL DEPARTMENTS

**Prof. Philippe Alla**  
Medecine 2

**Prof. Thierry Carmoi**  
Medecine 1

**Dr. Romain Dufau**  
24/7 Medical Surgical Unit

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Surgery 2

**Dr. Mithridade Davarpanah**  
Head & Neck

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

**Dr. Stéphane Romano**  
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**Dr. Olivier Tuil**  
Anesthesiology & Critical Care

**Prof. Lionel Védrine**  
Oncology

### UNIT HEADS

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Interventional radiology

**Dr. Christophe Lepage**  
Plastic Surgery & Breast Surgery

**Prof. Laurent Quint**  
Internal Medicine

**Dr. François Tarragano**  
Cardiovascular Disease

### MEMBER APPOINTED BY THE BOARD OF GOVERNORS

**Dr. Christophe Chapon**

### MEMBERS ELECTED BY THE FULL MEMBERS

**Dr. Gilles Boccara**

**Dr. Richard Braun**

**Dr. Stéphane Lasry**

**Prof. Olivier Vignaux**

### PERMANENT MEMBERS

**Dr. Patrick Bui**

**Dr. Guillaume Foulon**

## THE AMERICAN HOSPITAL OF PARIS FOUNDATION

The American Hospital of Paris Foundation was created in 1976 to support the work of the American Hospital of Paris and to help collect funds for and promote the Hospital in the United States. Based in New York, it is a separate legal entity that is distinct from the American Hospital of Paris.

## BOARD OF DIRECTORS

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**Mark Yockey**  
Président

**Rick Friedberg**  
Vice-Chairman

**Jean-Claude Gruffat**  
Vice-Chairman

**Frank Ginsberg**  
Vice-Président et Trésorier

**Elizabeth Matthews**  
Secrétaire

**Sharon H. Jacquet**

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**Camilla Blaffer**

**Alex Bongrain**

**Hélène Comfort**

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**Susan Sheinberg**

**Beatrice Stern**

**Elizabeth Stribling**

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**Meredith Woo**

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**Barry S. Friedberg**

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**Dorothy Walker Stapleton**

**Lynn Wyatt**

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