Our network has a new name and logo to reflect the depth of our clinical expertise, broad geographic reach and unity of our diverse entities. In the following pages you will learn more about the branding program and all of the elements that make this healthcare network unique.
Barry R. Freedman and Richard C. Sheerr
Dear Friends,

We are pleased to share Einstein Healthcare Network’s annual report for fiscal year 2011. Over the last year, our organization made significant progress in advancing its strategic plan, moving forward with construction of our newest facility, Einstein Medical Center Montgomery, and successfully launching the Albert Einstein Clinical Information System (AECIS). At the same time, Einstein and the healthcare industry continued to face fiscal pressures as the nation’s economy struggled to gain momentum.

Clearly our organization is in the midst of a time unlike any other in our history – filled with uncertainty, as well as a great deal of excitement. Despite the challenges, we are proud and inspired by our leadership’s and staff’s ability to work together and remain dedicated to our mission of providing the highest quality care for as many as we can reach.

Einstein’s thoughtful corporate strategy has provided a roadmap for sustaining our success. We have focused on being fiscally responsible and carefully managing our resources, especially as we have dealt with changes in government funding, insurance reimbursements and healthcare reform. Thanks to our diligent efforts, Einstein had a strong financial performance in fiscal year 2011.

One example of our network’s ability to innovate and adapt was our AECIS implementation. The system connects more than 5,000 of our physicians, nurses and staff and has enhanced our ability to provide safe, patient-focused care and improve our efficiency. AECIS will be deployed at Einstein Medical Center Montgomery when it opens in September 2012. Following that, we will begin the rollout of an ambulatory electronic medical record system to more than 140 Einstein physician offices.

In April 2011, Montgomery Healthcare System became part of the Einstein family, moving us a step closer to opening Einstein Medical Center Montgomery. Construction of our new modern healthcare “destination” has remained on schedule and we are finalizing the plans that will help us ensure it delivers high-quality healthcare, provides superior customer service, meets its business goals and is a great place to work. Medical staff development is a priority and there was significant growth in the number of physicians and practices which either joined or aligned with our network in fiscal year 2011.

In light of our organization’s growth, Einstein adopted a new brand and logo this past fiscal year. It gives us a powerful new tool to tell our story and help the public understand Einstein’s value as an innovative, regional healthcare network.

While we have been through much change, Einstein has stayed true to its roots. We have continued to embrace our Jewish heritage by expanding The Victor Center for the Prevention of Jewish Genetic Diseases and establishing partnerships, such as serving as the exclusive sponsor of Team Philadelphia for the 2011 JCC Maccabi Games®, the international sporting event for Jewish teenage athletes.

Making a difference to our patients, their families and the communities we serve has always been part of Einstein’s heart and soul. That is as true today as ever. Our shared commitment is what unites our people, every day. We are grateful for the privilege of serving you and the Einstein network.

Barry R. Freedman
President and
Chief Executive Officer

Richard C. Sheerr
Chairman
Board of Trustees
Owning the E
‘E’ Marks Einstein’s New Era

In October, a dramatic new logo was rolled out that embodies the scope of services, breadth of resources and the reach of Einstein Healthcare Network. The boldly colored purple and gray E is a distinctive, eye-catching image that graphically unifies our diverse entities, including Einstein Medical Center Philadelphia, an academic teaching hospital; MossRehab, an internationally recognized rehab facility; Belmont Behavioral Health and Einstein Medical Center Montgomery, a new hospital scheduled to open in September 2012. The network also includes Einstein Physicians, Fornance Physicians, Montgomery Hospital Medical Center and Einstein Medical Center Elkins Park, as well as outpatient centers in Philadelphia and the suburbs.

“Now, no matter which Einstein hospital, doctor’s office or clinical setting patients choose, they will see our new logo – with its distinct ‘E’ – and know they can expect to receive quality care, delivered with integrity, humanity and honor,” said CEO and President Barry R. Freedman.

The new logo and renaming of the network is part of a “rebranding” effort launched by the marketing team that conveys Einstein, one of the largest healthcare facilities in the region, as a provider of comprehensive services across the medical spectrum and throughout the region. Einstein is also an acclaimed center of education, where more than 400 top-tier residents and fellows are trained every year.

The new logo was rolled out internally in October 2011, with a campaign of simultaneous kickoff events called “Own the E.” Informing employees first was a priority because Einstein’s 8,000 employees are our frontline ambassadors. “Owning the E means that in every interaction and transaction with a patient or coworker you embrace our code of conduct – respect, empathy, responsibility, affinity and integrity,” said Lynne R. Kornblatt, Vice President for Human Resources. The goal is to make each patient’s experience “as close to flawless as possible.”

A multimedia advertising and public relations campaign was initiated after the internal kickoff. The campaign featured an ad with the headline, “A little bit about what you can expect from us,” with a boldly colored impressive display of the network’s honors, awards and top rankings. Designed to educate the public about Einstein’s excellence and expanse, the campaign has generated enthusiasm among employees as well. “There’s been an increased demand for merchandise, such as sweatshirts with the Einstein logo,” Ms. Kornblatt said. “When people want to wear the brand, they’re proud of it.”
Branding Einstein Healthcare Network

Naming Architecture
To showcase our growing presence in the region, we decided to refresh our network’s name and adopt the use of the name **Einstein Medical Center** at all of our acute care facilities. Naming our facilities in this way also helps demonstrate how the entities that make up Einstein are connected.

**Einstein**
MEDICAL CENTER PHILADELPHIA

**Einstein**
MEDICAL CENTER ELKINS PARK

**Einstein**
MEDICAL CENTER MONTGOMERY
(OPENS SEPTEMBER 2012)

**MossRehab**
EINSTEIN HEALTHCARE NETWORK

**Montgomery Hospital**
MEDICAL CENTER

**Belmont Behavioral Health**
EINSTEIN HEALTHCARE NETWORK

**Einstein Physicians**
EINSTEIN HEALTHCARE NETWORK

**Fornance Physicians**
EINSTEIN HEALTHCARE NETWORK

Signage
New signage is being put in place throughout the network.

Website
Our website, www.einstein.edu, has been refreshed with our new logo and a modernized design.
Print and Television Advertising
Our new names and logo appear in print ads, billboards and in MossRehab’s first ever TV ad campaign, Challenge Accepted.

‘Company Store’ On the Way
The new logo is so popular among employees that a “company store” will open and offer a variety of Einstein merchandise.
July 2010: Hospital construction commenced
September 2010: Ceremonial groundbreaking

November 2010: Activation planning team kickoff

March 2011: Opening of mock-up rooms

March 2011: Montgomery Hospital Medical Center became a member of the Einstein family
July 2011: Medical Arts Building construction commenced
October 2011: Hospital building weather-tight, with exterior walls and roof fully completed

March 2012: Anticipated date for Medical Arts Building to be weather-tight
March 2012: Anticipated completion of the fourth floor of the medical center, with the third, second, first and ground floors to be completed successively in April, May and June
July 2012: Anticipated completion of hospital construction
July 2012 through September 2012: Training of staff and final fit-out of hospital, including delivery of furniture; installation of equipment and testing of telecommunication systems; and patient simulation exercises
September 2012: Grand opening of Medical Arts Building

September 2012: Grand opening of Einstein Medical Center Montgomery
Milestones Met as Einstein Prepares to Open New Hospital

The journey from groundbreaking to completion of the new medical center in East Norriton has been swift, steady and on time. The full-service, acute care hospital now has a name – Einstein Medical Center Montgomery – and is scheduled to open in September 2012. The hospital, which will provide comprehensive, expert healthcare close to home for Montgomery County residents, represents a momentous expansion of Einstein Healthcare Network and another dramatic step in its 145-year history.

Services Provided
- 24-hour emergency care staffed by board-certified emergency medicine physicians
- Comprehensive cancer center
- Women’s health program
- General and robotic surgery
- Advanced surgical subspecialties, such as minimally invasive, endovascular, otolaryngology, and neurosurgery
- Orthopedic care
- 22-bed intensive care unit staffed by board-certified intensivists
- Full spectrum of cardiac procedures including electrophysiology, cardiac catheterization and cardiothoracic surgery
- 8-bed Level III neonatal intensive care unit
- 20-bed obstetrical care unit
- Health education and wellness programs

Mock-Up Rooms
In March 2011, full-scale, fully furnished mock-up rooms were opened for touring and evaluation by physicians, nurses and staff from areas throughout Einstein Healthcare Network. The rooms included:
- Medical-surgical room
- Medical surgical patient room
- Operating room
- Labor and delivery room
- Intensive care unit room
- Post-anesthesia care unit bay
- Emergency Department treatment bay
- Neonatal intensive care bay
- Pre-procedure prep and Stage II recovery bay

Suggestions that arose from this exercise resulted in 200 modifications and additions in the layout, lighting and composition of the rooms, which will enhance the patient experience and improve the work environment for caregivers.

Activation Planning
Building a new hospital in the 21st century is complex. To ensure we will be ready to treat patients on the first day of operation requires extensive planning that takes into account every activity and process that will impact the patient, staff and visitor experience. An integral component is the operational planning process and its role in designing the vision and work-flow for almost every department and service line.

Twenty-five operational planning workgroups spent four months developing the operating plans for Einstein Medical Center Montgomery. The workgroups include: diagnostic testing; emergency department/urgent care; laboratory/pathology; inpatient care; patient access; radiation oncology; pharmacy; human resources; information technology; and more.

More than 200 staff and physicians participated in the process which addressed the patient flow model for each service; the required process improvement due to the new physical layout; availability of appropriate information technology and communications infrastructure; staffing; and the infusion of best practices and benchmarks. The resulting Operational Manual will provide a “roadmap” under which departments will operate at Einstein Medical Center Montgomery.

Activation planning also is involved in the transition and move from Montgomery Hospital Medical Center to the new medical center, as well as the training and orientation that staff will need to be successful in a new digital environment.
Einstein was selected as one of only 30 sites nationwide to participate in the second phase of the National Cancer Institute’s (NCI) Community Cancer Centers Program (NCCCP) and received a two-year award totaling $2,386,000. These resources will help the Cancer Center emerge as a significant force in cancer care.

NCCCP is a network of hospital cancer centers that serves as a community-based platform to support research initiatives across the cancer care continuum – from prevention, screening, diagnosis, treatment and survivorship through end-of-life care. This partnership between the NCI and participating hospitals sustains cancer research, enhances access and increases the quality of care at community hospitals so that more patients benefit from the latest research and best practices.

Joining the NCCCP network offers numerous opportunities – to reduce healthcare disparities, improve quality of cancer care, advance the role of genetics in early detection and prevention programs, expand cancer survivorship and palliative care programs, bolster cancer advocacy, support the investigation of new therapies and treatments through clinical trials, augment information technology through the use of electronic health records and facilitate best practices in biospecimen collection and banking processes.

“Our work with NCCCP is in direct alignment with the mission of the cancer center – to provide the best possible cancer care to patients,” said William Tester, MD, FACP, Medical Director of Einstein’s Cancer Center. “The goal is to create a seamless integrated approach to cancer care encompassing...
education, prevention, early detection, staging, treatment and supportive care. We engage in clinical research, continually seeking better approaches to improve patients’ lives.” The philosophy of the Cancer Center is life affirming and holistic, to provide patients with comprehensive care that promotes the highest quality of life.

**Support from Patient Navigators**

Einstein’s Cancer Center now provides additional resources to patients and the community in the ongoing battle to defeat cancer. When a patient is diagnosed with cancer, it is a moment that will forever change his or her life. Patient navigators provide assistance and guidance to our patients with breast or colon cancer, as they face the many decisions and challenges surrounding their diagnoses. Our navigators work within our community to help reduce the disparities of care faced by some of our patient population.

Early diagnosis is key in increasing the survival rate of those diagnosed. To that end, Einstein has initiated free screening programs, including monthly prostate screenings. Our Healthcare on the Cutting Edge program is growing, with beauty salons in our area promoting breast cancer education and mammograms.

**Clinical Trials**

Another major area of focus for NCCCP sites is to increase patient participation in clinical trials. Currently, only three to five percent of newly diagnosed patients are enrolled in clinical trials across the United States, and Einstein’s numbers reflect those national statistics. As a NCCCP site, we are working to increase those numbers and provide our patients with access to the newest treatments. We have broadened our clinical trials portfolio, increased supportive care/cancer control and prevention trials and increased the number of physicians registering patients to clinical trials through education workshops.

Our NCI selection is facilitating the study of tissue and tumor specimens to gain more information about cancer and potential treatments. Einstein’s pathologists study the molecular characteristics of tumors, which allows oncologists to better select treatments based on the tumors’ molecular markers.

The scope of the work to be done is daunting, but the potential impact is significant. Each day we are living our mission by providing advanced care for as many as we can reach.

**Shown (left to right):**
Carla Applebaum, BS  
Colorectal and Prostate Patient Navigator  
Anne Waldman, MSN, RN, AOCN  
Outreach Coordinator  
Lisa Breitmayer, RN, BSN  
Breast Cancer Patient Navigator
Effective Treatment for Heart Failure

Sumeet Mainigi, MD, FACC, FHRS, Associate Director of Electrophysiology at the Einstein Institute for Heart and Vascular Health, says, “People often don’t know the heart has an electrical system that causes it to beat.” Over time, this electrical system can wear out or short circuit leading to irregular heartbeats known as arrhythmias. Dramatic advances in electrophysiology, the field of cardiology devoted to treating arrhythmias, have led to effective treatments for arrhythmias. Foremost among these techniques is catheter ablation, in which an electrophysiologist threads small electrical wires through veins in the leg to the heart and pinpoints the exact group of cells leading to arrhythmias. A small amount of radiofrequency energy is delivered to the target and cures these previously untreatable, potentially life-threatening conditions. The patient can go home, cured, the day after treatment, with nothing to show but a Band-aid.

At Einstein, this approach was facilitated by the development of the Biplane Imaging Laboratory, the recipient of funds from the 2006 Harvest Ball, which gave our electrophysiologists the tools to perform these complex procedures. This technology includes high-resolution X-ray, ultrasound and three-dimensional mapping that is likened to a GPS system for the heart.

“Allen Greenspan, MD, FACC, Director of Electrophysiology at the Einstein Institute for Heart and Vascular Health. “Over the last few years it has emerged that rapid arrhythmias known as tachyarhythmias, can lead to a severe reduction in heart function and the development of heart failure,” said Allan Greenspan, MD, FACC, Director of Electrophysiology at the Einstein Institute for Heart and Vascular Health. “These arrhythmias can worsen existing heart failure or cause the development of heart failure. In both situations, this condition can lead to rapid and severe deterioration in patients’ health and even death,” he added.

The electrophysiology team hypothesized and initiated a study that showed that aggressive control of these arrhythmias with cardiac ablation led to substantial improvements in heart failure in more than 65 percent of patients in the study, and often cured patients’ heart failure.
Kim Isaac feared if she didn’t do something about her weight, she’d wind up like her mother, Anne Johnson – with diabetes and a heart condition that consigned her to a sedentary and potentially shortened life. And Anne, who could only climb steps on all fours, knew she’d likely never see Kim’s three children grow up unless she shed some of her 248 pounds. The solution for both became clear when they attended a seminar given by Ramsey Dallal, MD, FACS, Chief of Einstein Bariatrics.

Kim had surgery on February 26, 2009, and has lost 110 pounds. Anne followed eight months later and dropped 90 pounds. Their lives have been transformed. Kim has a new job that pays twice what she was earning before, which she attributes to her new confidence and self-respect. Anne now needs half the medication she was taking before surgery and is back to being “the Energizer Bunny.”

Kim Isaac (left), with her mother Anne Johnson

Mom and Daughter Have Life-Changing Bariatric Surgery

Kim Isaac, certified as a Center of Excellence by the American Society of Metabolic and Bariatric Surgery, takes a comprehensive approach to the pre- and postoperative process. The team consists of surgeons, nurses, dieticians, psychologists, anesthesiologists and others who specialize in the management of patients who undergo bariatric surgery. “I think one of the things I’m most proud of is the team approach,” said Dr. Dallal. “Every aspect makes our patient care not only more comfortable, but safer.”

“I can’t say enough about Einstein, from the first information session even up to now, going in for my check-ups,” Kim said. “The people there are supportive and informative.” She said she was impressed by Dr. Dallal’s “humility,” considering that “he gives people back their lives.”
MossRehab – World-Renowned in Physical Medicine and Rehabilitation, Research and Technology

MossRehab continues to pioneer the use of revolutionary technologies to help patients with disabling injuries relearn movement and regain strength and function. For the 18th year, MossRehab earned a spot on the U.S. News & World Report list of “America’s Best” rehabilitation hospitals. In 2011, the facility advanced its rankings to No. 9 in the U.S. and maintained its position as No. 1 in Pennsylvania.

MossRehab Debuts G-eo Systems Evolution
Going up or down stairs is often as daunting for a patient with a disability as climbing a mountain. MossRehab has a new robotic device to help patients train for that task.

MossRehab is the first in the United States to use G-eo Systems Evolution, a robotic device that looks like a combination stair stepper and elliptical machine. The system helps patients to practice walking and also mimics the motion of step climbing and descending. “Patients who have difficulty with stair climbing or walking can be trained on the G-eo system prior to real world training with less risk to themselves and staff,” said Alberto Esquenazi, MD, Chief Medical Officer at MossRehab and Director of the Sheerr Gait and Motion Analysis Laboratory.

Frank Hymson (shown above) has already seen improvement after eight sessions with G-eo. Mr. Hymson, 51, of Churchville, Pa., had a tumor removed from his spinal cord last July, which resulted in the loss of sensation and weakness in the lower portion of his body, particularly on his left side. He attributes increased strength and sensation in his calves and thighs to walking on the device.

Unique Hand Splint Enhances Independence
A stroke survivor was delighted when he was able to hold a soda bottle while attending a party. Other survivors have been pleased to grip a mixing bowl while cooking or hold onto their waistbands while getting dressed. All are patients at MossRehab who accomplished these tasks wearing the RELEAS™, a unique hand splint invented by Joseph Padova, OT.
MossRehab is the first facility in the country to offer the device and Einstein Healthcare Network recently patented the splint. A licensure was made between Einstein and Tiburon Medical Enterprises to mass produce the RELEAS and distribute it throughout the United States.

Half of the country’s estimated 5.8 million stroke survivors have upper limb disabilities. Hands are notoriously difficult to restore to function after a stroke. The RELEAS is individually fitted by trained therapists to enable patients to open and close their hands so they can grip items while the other hand does the work, thereby enhancing independence. The device has been tested with excellent results in patients even 20 years after their strokes.

MossRehab First in the U.S. to Offer Therapeutic Use of ReWalk™ Device

In a groundbreaking move, MossRehab is the first facility in the country to offer ReWalk-I™, an institutional version of ReWalk, the only motorized exoskeleton approved by the FDA to be used in a rehabilitation setting. Patients with leg paralysis resulting from a spinal cord injury can now participate in self-controlled gait training using ReWalk. The therapeutic use of ReWalk, also called ReWalking, involves physical therapists training patients to use the device to stand, sit, walk and in some cases, climb and descend stairs.

This next stage in ReWalk’s evolution follows the successful clinical trials to determine its safety, efficacy and user satisfaction completed at MossRehab. With its international reputation for clinical rehabilitation and research programs, MossRehab was the exclusive clinical trial site in the United States for ReWalk; the trials concluded in August 2011. The information gained from the trials cleared the way for the next exciting phase to begin, allowing many patients to benefit from this technological advancement.

According to Alberto Esquenazi, MD, who led the clinical trials for ReWalk and has been instrumental in developing the device, “Even though there isn’t scientific proof yet, research subjects in the trials have reported reduction in spasticity and pain, and improved cardiopulmonary fitness and bladder and bowel management. We are thrilled to be the first institution in the country to offer this revolutionary therapy to help improve the health and well-being of people with paraplegia.”
Leading the Way in the Prevention of Jewish Diseases

The Victor Center for the Prevention of Jewish Genetic Diseases has created a new standard of care for Jewish genetic disease screening. The recommended protocol is that couples of Ashkenazi Jewish descent be screened for 19 preventable genetic diseases, preconception, and update their screening before each subsequent pregnancy, if new tests are available. Because the cost of screening has been a barrier for many people, The Victor Center worked to reduce the cost from $1,400 to $500 for those who are uninsured and $25 for insured patients. The center is also working to increase the number of laboratories that test for the full panel of 19 diseases.

1 in 4 Ashkenazi Jews is a carrier for at least 1 of 19 Jewish genetic diseases.

The Victor Center has locations at Einstein Medical Center Philadelphia, as well as in Miami and Boston, and continues to expand its reach. Here are some highlights:

• A clinic opened in Center City, Philadelphia, and there are projects in Pittsburgh and San Diego.
• The Victor Center established the Atlanta Jewish Gene Screen, funded by, and in partnership with, the Marcus Foundation. A campaign was launched that utilizes community organizing, social media, public relations and targeted marketing to educate healthcare professionals, clergy and the community in Atlanta about the need to “Screen for Nineteen.”
• In partnership with the Dolan DNA Learning Center, The Victor Center developed Gene Screen – a free iPhone® application to help people understand the genetic diseases for which they may be at risk.

Patient Safety First

The Comprehensive Unit-Based Safety Program (CUSP), is a multistep program conceived by Peter Pronovost, MD, PhD, and clinical staff at The Johns Hopkins Hospital.

The CUSP framework has been adopted by hospitals across the country and in 2010, Einstein joined a national initiative called “On the CUSP: Stop Bloodstream Infections (BSI).” This is the first step in implementing the CUSP model throughout the organization.

CUSP is unique in its emphasis on a unit-based approach to safety improvement, with a multidisciplinary team of frontline staff as well as a physician, nurse, unit champion, senior hospital executive and a coach. The CUSP team works collaboratively to identify opportunities for improvement in hospital-acquired infections, patient falls, environmental issues and medication errors. Then the team implements process changes to address the issues through targeted efforts aimed at improving teamwork, communication and culture.

Over the past year, Einstein has begun to roll out CUSP with the Medical Intensive Care Unit (MICU) as the first pilot unit for the “On the CUSP: Stop BSI” project. Since beginning their work in September 2010, the MICU team has had several successes, ranging from environmental improvements to the introduction of patient rounding, where team members visit patients to learn about their hospital experiences. The team is also working to standardize the process for central line intravenous insertion and piloting new types of dressing to reduce central line-associated bloodstream infections. The CUSP initiative will be rolled out to several more units throughout fiscal year 2012.
Einstein Healthcare Network is Selected an Affiliate of the Watson Caring Science Institute

In recognition of nursing’s commitment and success in implementing the philosophy, values and practice of caring science, Einstein Healthcare Network was designated a Watson Caring Science Institute (WCSI) affiliate last spring. Einstein is one of only seven hospitals in the country and the first in Pennsylvania to earn this designation.

Einstein is the first hospital in Pennsylvania to earn the WCSI designation.

The Theory of Human Caring Science was founded by Jean Watson, PhD, RN, AHN-BC, Distinguished Professor of Nursing and endowed Chair in Caring Science at the University of Colorado Denver and Anschutz Medical Campus. The goal of the WCSI is to transform the dominant model of medical science to a model of caring science by emphasizing the humanistic aspects of nursing in combination with scientific knowledge. The premise is that the nurse’s role is to establish a caring relationship with patients and treat those in his/her care as holistic beings (body, mind and spirit). These principles are applied in daily practice throughout the network. “This theory complements our core values and commitment to patient respect, dignity and clinical excellence and offers a solid framework for nursing care,” said Mary Beth Kingston, RN, MSN, NEA-BC, Einstein’s Chief Nurse Executive.

Michael Carpenter, RN, stroke unit, MossRehab, figured out how to incorporate his skill in cutting hair into his nursing practice. He organized the “Barbershop” – a shining example of Jean Watson’s caring science principles.

To make productive use of some of the free time patients have on weekends, Mr. Carpenter and other nurses transformed the shower room on the stroke unit into a mock barbershop. Male patients choose the type of music they want to listen to as they get haircuts, and family members, other patients and staff are invited to join in. Mr. Carpenter engages patients in conversation, sharing stories and jokes, just like in a true barbershop. Staff from other units have heard about the service and have begun to bring their patients to “Barber Mike.”

The program promotes good hygiene and boosts self-esteem among patients. “When patients feel better about their appearance, they feel better as people, and this is an important factor in the healing process,” said Mr. Carpenter.

Keenya Eubanks, BSN, RN, applies caring science principles in her role as RN in the Emergency Department.
In fiscal year 2011, there was a robust portfolio of approximately 350 research studies underway at Einstein, including the launch of more than 110 new projects.

The following are a few of the many initiatives:

**The Dynamics of Spoken Word Comprehension in Aphasia**
Aphasia is a stroke-related disability of language processing that affects about 1 million people in the United States. Because so much of daily life is dependent on spoken communication, impairments of spoken language processing can be devastating and socially isolating. The goal of this project is to develop a detailed understanding of aphasic speech comprehension in order to provide a strong foundation for designing effective rehabilitation strategies.

Initial studies have provided new evidence that there are two distinct kinds of conceptual knowledge: knowledge of similarities (such as between a dog and a cat) and knowledge of complementary relationships (such as between a dog and a leash). These two kinds of conceptual knowledge are represented separately in the brain, so they can be impaired independently in aphasia. In studies of executive control mechanisms, the Moss Rehabilitation Research Institute (MRRI) research team has been able to distinguish between processes involved in remembering previous words and those involved in integrating new words. Preliminary data suggest that these processes can also be selectively damaged in aphasia. In follow-up studies, the hope is to use these distinctions to develop new insights into the nature of aphasic language impairments and treatment strategies.

**Exploring New Treatments for People With Mental Illness**
The Research Department at Belmont Center for Comprehensive Treatment conducted 14 different studies last year examining the safety and efficacy of potential medications to treat patients diagnosed with acute schizophrenia, cognitive problems in schizophrenia, negative symptoms in schizophrenia, depression, treatment-resistant depression, Alzheimer’s disease and psychotic depression.
All of the studies were sponsored by pharmaceutical companies. Howard Waxman, PhD, is Director of Research at Belmont and leads the studies on Alzheimer’s disease. Richard Jaffe, MD, leads the studies on depression, psychotic depression and schizophrenia. Vinu George, MD, has been an active subinvestigator on all the studies.

The following studies are offered at the Center for Liver Disease at Einstein:

**Hepatitis C Study Shows Promising Results**

Einstein is one of 14 sites in North America participating in a study for people with Hepatitis C who have never been treated for the disease. The purpose of the study is to see how two FDA-approved drugs, Pegylated Interferon and Ribavirin, work when used with Achillion’s experimental drug, ACH-0141625, a protease inhibitor (a drug that blocks an enzyme that helps the virus reproduce).

Pegylated Interferon is injected weekly to help the body fight the Hepatitis C virus and is used with Ribavirin pills, an antiviral medication. Five patients participated in the study at Einstein, which is sponsored by Achillion Pharmaceuticals. Early data show that when this drug is given, there is a substantial decline in the Hepatitis C virus, with no serious side effects. Data continues to be collected and will be reviewed through 2012.

Additional studies are underway, including testing Bristol-Myers Squibb’s oral agent, Daclatasvir, and Novartis’ Alisporivir. Both drugs are promising for upcoming treatment for Hepatitis C that will no longer include Interferon. Einstein is one of very few sites across the country chosen for these highly competitive studies.

**Hepatorenal Syndrome Study**

This study is for people with Hepatorenal Syndrome, a serious, often life-threatening condition in which there is progressive kidney failure in patients with cirrhosis of the liver. Currently, there are no FDA-approved drugs for this condition in the United States. The Center for Liver Disease at Einstein is one of 75 sites in North America participating in the study sponsored by Ikaria Therapeutics. The purpose is to see how Lucassin (terlipressin) works compared to a placebo (a “sugar” pill with no medicinal value). Earlier studies with this drug show increase in kidney function. Three patients have participated in the study at Einstein to date.

The study remains open and the data will continue to be collected and reviewed through 2012.

**Liver Dialysis Study**

The clinical team is getting ready to begin a phase 3 study using a liver-assist device for acute and severe alcoholic hepatitis.
More than 20 capital-funded projects were completed in fiscal year 2011 to upgrade, expand and renovate facilities throughout the network. An emphasis on energy efficiency and green technology has been an ongoing focus, enabling the network to successfully reduce utility consumption and associated expenses.

The total amount of capital dollars utilized to accomplish fiscal year 2011’s construction and renovation programs was in excess of $15 million. The following is a snapshot of projects completed:

- The launch of a multiyear initiative to reduce energy expenses has proven to be very beneficial. With the upgrades to building control systems at the main medical campus and at Einstein Medical Center Elkins Park, the network has successfully reduced annual electrical utility expenses by $100,000. A new Lighting Control Initiative was implemented and will position Einstein to further reduce expenses by an additional $100,000 annually.
- The Lifter Labor and Delivery/Women’s Services Building underwent a complete exterior window replacement project resulting in a more energy-efficient, customer-friendly environment.
- Enhancements to the Korman Research Building on the main campus continued with the recent start of the main entrance elevator lobby renovation project. When completed, the new systems will allow for complete handicap access to all areas of the building from a centralized location.
- The Emergency Department at the main campus was reconfigured and a new, 11-bay treatment pod was added. The entire project was completed without any disruption in service, over a six-month period.

Additional projects include the expansion of Outpatient Rehabilitation Services at the Elkins Park campus, the relocation and associated construction of the network’s LiveWell Employee Health Center, the construction of a new Mobility Lab at the Elkins Park Medical Arts Building, the relocation/expansion of a new Endocrinology Practice at the Elkins Park campus and the relocation/expansion of the Neurology practice offices to the 4th Floor of the Klein Building.
Facilities Enhancements

Major Strides for Albert Einstein Clinical Information System (AECIS)

Throughout this past year, there have been major strides in the implementation of a networkwide electronic medical record (EMR) known as Albert Einstein Clinical Information System (AECIS). The new system will enhance the care provided to the more than 550,000 patients who visit Einstein Medical Center Philadelphia and other facilities in the network.

In December 2010, more than 1,200 employees at Einstein’s Elkins Park campus, along with network-wide laboratory, registration and scheduling staff, became the first to use the new system.

In June 2011, more than 4,000 physicians and employees at Einstein Medical Center Philadelphia, Willowcrest, Belmont Center for Comprehensive Treatment and Einstein Center One began using the system.

AECIS now connects more than 5,000 employees and physicians throughout the network helping to enhance the healthcare provided and improve how care is documented by:

• Coordinating patient services and reporting by creating a single electronic record
• Standardizing communication across the organization
• Reducing redundancy of documentation
• Increasing real-time access to patient data
• Improving patient safety by providing protocols designed to improve clinician knowledge and reduce medical errors
• Reducing the chance of medication errors through barcode-medication administration and pharmacy management systems
• Helping to identify opportunities to improve treatment practices by analyzing data from the EMR

Planning for Phase 2 of the AECIS implementation also began in 2011. The Phase 2 rollout includes an ambulatory electronic medical record system in more than 140 physician offices and deployment of AECIS at Einstein Medical Center Montgomery throughout 2012.

Nurses are now using handheld barcode scanning devices as part of the AECIS initiative.
MossRehab
World-renowned physical medicine and rehabilitation.

Einstein Medical Center Elkins Park
General medicine services and 24-hour emergency department.
Both at 60 Township Line Road, Elkins Park, PA 19027

Einstein Medical Center Philadelphia
5501 Old York Road, Philadelphia, PA 19141
Flagship location for Einstein Healthcare Network.

Belmont Center for Comprehensive Treatment
4200 Monument Road, Philadelphia, PA 19131
Anchor hospital of Belmont Behavioral Health, the region’s largest behavioral health system, offers services for all ages.
Primary and Specialty Care
Einstein offers quality primary and specialty services, including internal medicine, family practice, obstetrics/gynecology, pediatrics, cardiology, gastroenterology, nephrology, orthopedics and others.

Surgical Care
Advanced outpatient and inpatient surgical care, using traditional as well as minimally invasive techniques in cardiology, orthopedics, bariatrics, liver/kidney/pancreas transplantation, neurosurgery and other specialties.
Making a Difference with Unprecedented Support

Fiscal year 2011 was a bellwether year for contributions to Einstein Healthcare Network. More than $23 million in gifts, pledges and grants was received from our very generous supporters – a remarkable sixth year of record-breaking fundraising!

Why, in these challenging economic times, do individuals, corporations, foundations and government agencies support our network?

The demand for our services is expanding exponentially while reimbursement is dwindling.

We believe they understand the vital contributions Einstein makes to the region with award-winning healthcare and community services. Our donors realize the demand for our services is expanding exponentially while reimbursement is dwindling, leaving many of our patients struggling financially.

Thank you to our many friends for your valued and generous support. You enable Einstein to stay true to our mission.

Our Donor Contributions list begins on page 34.

Enhanced Pediatrics in Urban Communities

Einstein’s Department of Pediatrics and Adolescent Medicine, under the direction of Department Chair Matilde Irigoyen, MD, was selected to receive an award of $1,920,000 over the next five years from the Health Resources and Services Administration under the Affordable Care Act: Primary Care Residency Expansion program. The goal of the project is to increase the number of well-trained pediatricians who provide primary care to urban communities by expanding the number of pediatric residents to 36 over a four-year period; enhancing the curriculum in the area of ambulatory community health; and offering incentives for pediatric residents to enter primary care careers.

A Special Thanks

Einstein Healthcare Network is the beneficiary of an extraordinarily generous gift from the estate of George Carleton. His bequest of nearly $1 million was made in honor of his late wife, Charlotte. The philanthropy of George and Charlotte Carleton will help ensure Einstein can continue to provide exceptional healthcare for many years to come.

Supporting Research and Innovation

A. Susan Bernini, Einstein’s Chief Operating Officer, and Rick Fine, MD, Chairman of the Department of Anesthesiology, were the well-deserving honorees of the Albert Einstein Society in 2011. Ms. Bernini was recognized as the Community Honoree for her
40 years of exceptional service to Einstein, and Dr. Fine was recognized with the Physician Leadership Award for his role in providing high-quality healthcare. Ms. Bernini and Dr. Fine both exemplify what the Einstein Society and Einstein Healthcare Network stand for – compassion and an unwavering commitment to patients and the community we serve.

The Albert Einstein Society Dinner was one of the most successful ever, with 375 people in attendance – a record number – raising more than $590,000 to support projects that help our patients. The society is Einstein’s internal foundation, dedicated to supporting research and innovative programs. Since its inception more than 30 years ago, the society has funded more than 250 research and innovative programs allocating in excess of $7.5 million throughout the network.

**Nutrition Education**

The Families Understanding Nutrition (FUN) program – a collaborative partnership between Einstein and more than 25 agencies – provides nutrition education to low-income families through outreach to children. Significant and continuing support from the School District of Philadelphia and Penn State University enabled the program, under the direction of Einstein’s Kineret Shakow, EdD, to expand the partnership to include agencies in Montgomery County, such as Montgomery County Family Services and Montgomery Early Learning Center.

**Harvest Ball Makes Advanced Communication a Reality**

Gilbane Building Company was honored at the 58th Annual Harvest Ball for its partnership with Einstein and for its dedication and leadership in the communities it serves. The Ball raised more than $1 million in support of the Vocera Voice Communication System being rolled out throughout the network – a hands-free communication system for clinicians that uses spoken commands and eliminates the need to page someone and wait for a return call. Vocera is making instant communication across the network possible and enhancing patient care.

**Advocacy Efforts a Great Success**

Einstein took advocacy to a new level in 2011. Pennsylvania hospitals were facing significant Medicaid payment cuts as the new Governor’s administration sought ways to balance the budget without raising new revenues. The potential impact for Einstein was monumental. Prior to the end of the fiscal year, Einstein employees, patients and board members sent more than 8,000 emails to legislators in Harrisburg urging them not to cut hospital funding. Einstein’s efforts were nearly one-third of the 25,000 emails sent from hospitals across the state and helped earn the network the Delaware Valley Healthcare Council’s Advocacy Action Award. Thanks to the outpouring, serious payment cuts were prevented.
New Leaders

David Greenspan, MD, DFAPA
Chair, Department of Psychiatry

Dr. Greenspan is Chair of the Department of Psychiatry at Einstein Medical Center and Belmont Center for Comprehensive Treatment. He provides strategic and academic leadership, direction and oversight for psychiatry services offered at locations throughout the Einstein network, including Einstein Medical Center Philadelphia, Belmont Center for Comprehensive Treatment, Einstein Center One, Einstein at Germantown and the Philadelphia Center for Human Development. Dr. Greenspan is board-certified by the American Board of Psychiatry and Neurology.

He received his medical degree from the University of Connecticut School of Medicine. Upon graduation, Dr. Greenspan completed his postgraduate training and fellowship appointments at Pennsylvania Hospital, Institute of Pennsylvania Hospital and Hospital of the University of Pennsylvania. Dr. Greenspan received the Distinguished Fellow of the American Psychiatric Association.

Joan Gubernick
Vice President, Corporate Marketing and Communications

With Joan Gubernick on board as Vice President, Corporate Marketing and Communications, there has been a renewed emphasis on branding and marketing for the network. Under her leadership, a new logo architecture and brand positioning platform has been developed establishing a regional “network” presence and serving as the foundation for all marketing activities. In the short time in this role, Ms. Gubernick has greatly increased Einstein’s visibility in the marketplace. She spearheaded the first ever MossRehab TV ad campaign, as well as a network quality campaign highlighting key services such as breast health, bariatrics, pain management, cardiology and cancer care. Ms. Gubernick is former Director of Marketing System Initiatives at Main Line Health and was President of Eighteen 18 Communications. This is a return to Einstein for Ms. Gubernick, since she served as Director of Public Relations in the late 1980s.
Manoj Khandelwal, MD, FACC
Director, Cardiology Peripheral Vascular Disease Program

As Director of the Peripheral Vascular Disease Program, Dr. Khandelwal and the program’s clinical staff perform endovenous laser ablation and sclerotherapy for varicose veins – minimally invasive procedures that improve blood circulation in the legs. In his role as an interventional cardiologist, Dr. Khandelwal performs the entire range of interventional and diagnostic procedures in the Cardiac Catheterization Laboratories, including diagnostic and interventional catheterizations, angioplasties, peripheral catheterizations (diagnostic and interventional), carotid stents and peripheral vein ablations.

Dr. Khandelwal earned his medical degree from Albert Einstein College of Medicine, Yeshiva University in Bronx, NY, and completed an internship and residency in Cardiology from Brigham and Women’s Hospital of Harvard Medical School, Boston, MA. He continued his training with a fellowship in Clinical Cardiology from the College of Physicians and Surgeons, Columbia University, NY, and went on to complete an Interventional Cardiology fellowship at Massachusetts General Hospital, Harvard Medical School. Dr. Khandelwal is board certified in Internal Medicine and Cardiovascular Diseases.

Christian F. Witzke, MD
Director, Structural and Adult Congenital Heart Disease Program
Director, Latin-American Cardiovascular Program
Einstein Institute for Heart and Vascular Health

As Director of Einstein’s Structural Heart Disease Program, Dr. Witzke and the clinical staff treat a variety of conditions related to the heart muscle and its major arteries, using minimally invasive techniques through a cardiac catheter, rather than through open heart surgery. Catheter-based treatments include percutaneous (through the skin) closure of existing holes within the heart, dilation of narrow heart valves and treatment of leaky valves. In the near future, the program will offer percutaneous implantation of an aortic valve prosthesis to open the valve for patients with aortic stenosis (narrowing of the aortic valve opening), and implantation of devices to reduce the risk of stroke in patients with cardiac arrhythmias.

Dr. Witzke completed his Internal Medicine residency and Cardiovascular Disease fellowship at Einstein Medical Center, followed by a one-year fellowship in Interventional Cardiology at Massachusetts General Hospital (MGH), Harvard School of Medicine. He went on to complete a second-year fellowship at MGH in Structural and Adult Congenital Heart Disease.
Recognition

Einstein is continually recognized for its steadfast commitment to providing the highest quality care. The following are a few of the recent accolades:

- MossRehab made an impressive gain in the U.S. News & World Report survey of “America’s Best Hospitals,” moving up to No. 9 on the list of top rehabilitation hospitals. This was the second year in a row that MossRehab was ranked in the top 10 – one of only 19 rehabilitation hospitals in the country named as the best in providing a full array of rehabilitative care. MossRehab maintains its ranking as the No. 1 rehabilitation facility in both Philadelphia and the state of Pennsylvania on U.S. News & World Report’s list.

- Additional recognition was garnered with the MossRehab Sheerr Gait and Motion Analysis Laboratory earning accreditation from the Commission for Motion Laboratory Accreditation for a three-year period. MossRehab is only the second adult rehabilitation facility in the nation to receive this distinction.

- The number of Einstein “Top Doctors” in Philadelphia magazine rose significantly last year with 25 doctors recognized as the region’s best by their peers. This group, representing cardiovascular disease, orthopedic surgery, internal medicine, endocrinology, surgery, radiation oncology and many more clinical areas, sustains a long tradition of Einstein physicians earning this honor. The following 25 physicians (up from 15 in 2010) were recognized as “Top Doctors” (listed in alphabetical order):
  - S. Nadeem Ahsan, MD
    - Pain Medicine
  - Girish Anand, MD
    - Gastroenterology
  - Eric Bloom, MD
    - Nephrology
  - Paul Brady, MD
    - Diagnostic Radiology
  - Lawrence Brent, MD
    - Rheumatology
  - Mark Capkin, MD
    - Internal Medicine
  - Arthur Chernoff, MD
    - Endocrinology, Diabetes & Metabolism
  - Arnold Cohen, MD
    - Maternal & Fetal Medicine
  - Debra Copit, MD
    - Diagnostic Radiology
  - Alberto Esquenazi, MD
    - Physical Medicine & Rehabilitation – MossRehab
  - Vincent Figueredo, MD
    - Cardiovascular Disease
  - Robert Fischer, MD
    - Infectious Disease
• Einstein Healthcare Network’s Medication REACH (Reconciliation, Education, Access, Counseling, Healthy Patient at Home) earned the Delaware Valley Patient Safety Award from the Healthcare Improvement Foundation. The program, which placed second, is designed to reduce hospital readmission within 30 days with special attention to medication management. Einstein has been recognized with the Delaware Valley Patient Safety Award for other initiatives six times since the award was founded – more than any other hospital in the region.

• Einstein Bariatrics earned recertification as a Center of Excellence from the American Society for Metabolic and Bariatric Surgery.

• Einstein Healthcare Network was ranked as one of the Healthiest Employers of Greater Philadelphia by Philadelphia Business Journal. Employers in Southeastern Pennsylvania were selected based on their wellness policies and programs that demonstrate a commitment to a healthy work force.

• The government relations team at Einstein Healthcare Network was awarded the Delaware Valley Healthcare Council/Hospital and Healthsystem Association of Pennsylvania Advocacy Action Award for its efforts to protect Medicare and Medicaid funding for hospitals.

• Einstein Heart and Vascular Institute qualified for the American Heart Association’s Mission: Lifeline Bronze Quality Achievement Award for commitment and success in implementing a high standard of care for patients who experience a very serious and life-threatening type of heart attack called ST Elevation Myocardial Infarction.
Caring for Our Community

Since opening its doors in 1866, Einstein has remained true to its commitment to care for those in need. In fiscal year 2011, Einstein provided $18 million in unreimbursed care and more than $19 million in charity care. In addition, the network spent $4 million in direct community service programs through free screenings, lectures and other activities.

The following are a few of the many projects last year:

More Than a ‘Walk Through the Park’

Each May, hundreds of friends, neighbors, patients and business leaders join with Montgomery Hospital Medical Center for the annual Walk Through the Park to promote cancer awareness, while honoring those who have been touched by the disease. The Walk follows a scenic three-mile loop from Norristown Area High School through the Norristown Farm Park, located on Germantown Pike, across from the site of Einstein Medical Center Montgomery. Held the Saturday after Mother’s Day, the event attracted staff from Montgomery and Einstein Medical Centers, community residents, cancer survivors and families affected by the disease. Proceeds support cancer treatment enhancements at the hospital, cancer education and outreach and group programming.

“The Walk has grown from 50 people in its first year to 400 eight years later, and raises an average of $15,000 a year through registration fees, team sponsorships and donations,” said Pete Scattergood, Vice President of Development at Montgomery Hospital. “It’s wonderful to see the enthusiasm for the event from both our staff and the community.”
Donee Patterson, MD, has given speeches at churches, malls, senior centers, high schools, bookstores and more. She’s spoken on radio and written articles for Einstein’s internal employee website. Dr. Patterson, a board-certified practitioner of family medicine, is on a mission to deliver health information to the community through a program she calls EMBRACE: Einstein Merging Building Relationships and Advancing Community Education.

She has spoken to new moms about childhood illnesses, to a men’s group about the “Top 10 medical conditions that face men today,” and to teenagers about body piercing and sexually transmitted diseases.

Dr. Patterson said she seeks out audiences in every venue available “to create a healthier community and cultivate partnerships by providing timely medical information to further establish Einstein as a regional healthcare leader.”

**Doctor ‘On a Mission’**

**Encouraging Healthy Eating**

Identifying effective strategies for improving eating habits for low-income families is both a clinical challenge and a public health priority. Over the past year, the Einstein Center for Urban Health Policy and Research, and The Fresh Grocer Inc., a supermarket chain in the Philadelphia area, have been working to improve food choices for families in Einstein’s primary service area.

The research focuses on ways to encourage the purchase of healthy foods, namely fruit and vegetables. The collaborative team is testing the effectiveness of a rewards program that provides dollars on a supermarket gift card for purchases of fresh and frozen produce. The amount of the financial incentive decreases as the study goes on. This procedure allows the researchers to evaluate the impact of the incentive on buying habits. Information about study participants’ purchases is collected when they “swipe” their store loyalty cards. Feedback about their purchases is then provided to participants by the Center’s research staff. Healthy eating newsletters with recipes and nutritional information also are mailed to participants.

The studies are funded by the Pennsylvania Department of Health and the Robert Wood Johnson Foundation. Study results to date show that the incentives are leading to increased purchases of healthier foods, even after they are discontinued. Participants have relayed to the research team, however, that it will be difficult to maintain improvements in the long term without financial support.
Documentary Depicts Hope for People With Behavioral Health Issues

As a way of introducing the concept of “Recovery” from mental illness to the community, Belmont Center for Comprehensive Treatment and the Freda Kraftsow Sacks Family Resource Center hosted a free screening of a documentary film about Bud Clayman. Mr. Clayman wrote, codirected and starred in the film “OC87: The Obsessive Compulsive Major Depression Bipolar Asperger’s Movie.” It is a documentary about Mr. Clayman’s journey of recovery; how he copes with his illness, which led to the derailment of his acting career; and how he learned to both live with his illness and continue to pursue his dream of acting and living a full, productive life. During a postfilm panel discussion, audience members talked about their own illnesses, or those of friends and family members; shared how illness has impacted their lives; and talked about how hearing Mr. Clayman’s compelling story of recovery inspired them to rethink their own possibilities and hopes for the future. Panel members included Bud Clayman; Belmont psychiatrist Douglas Cosgrove, MD; and representatives from the Training and Education Center at the Mental Health Association of Southeastern PA and from the Family Resource Network. The event was funded by the Freda Kraftsow Sacks Family Resource Center at Belmont, with a mission to educate the community about living with, and recovering from mental illness.

Hundreds of Men Screened at ‘Know Your Numbers!’ Health Initiative

“Know Your Numbers!”, the largest health screening event ever held for men in the Philadelphia area, was a collaboration between Einstein Healthcare Network, Enon Baptist Tabernacle Church and other health-care providers. Several years ago, Einstein established a wellness center at Enon, a mega church with more than 13,000 members. Held last spring, “Know Your Numbers!” was a natural fit for the two organizations, since Einstein’s mission to provide quality health-care services to as many as we can reach, aligns with Enon’s commitment to the community.

The goal was to encourage participants to understand and take responsibility for their healthcare. Nearly 1,000 men were evaluated for blood pressure, height/weight/body mass index, cholesterol, blood sugar, HIV and prostate cancer. Health lectures were offered by Einstein experts. To create a comfortable, “male-friendly” atmosphere, barber services were offered and there were card, board and video game competitions.

The Honorable Michael Nutter, Mayor of Philadelphia, attended the event and was so impressed that he proposed using the “Know Your Numbers!” initiative as a model for other hospitals and faith-based organizations.
Einstein Wins ‘Ultimate Hospital Showdown’

With over 700 participants, more than all the area hospitals combined, Team Einstein won the “Ultimate Hospital Showdown,” a competition in support of the Susan G. Komen Race for the Cure. United in its commitment to eradicate breast cancer, Team Einstein successfully raised more than $10,000 for the Race for the Cure.

Einstein Supports the JCC Maccabi Games®

As a way to celebrate the network’s Jewish heritage and support teens and their families, Einstein served as exclusive sponsor of Team Philadelphia for the 2011 Maccabi Games. The international sporting event for Jewish teenage athletes, hosted by the Kaiserman Jewish Community Center (JCC), was held August 14 through 19, 2011 in Philadelphia. Team Philadelphia was comprised of about 250 athletes and coaches from the Philadelphia five-county area. The event hosted more than 1,000 teens from around the world in Olympic-style competition in baseball, basketball, bowling, dance, swimming, hockey, soccer, tennis and lacrosse. Einstein’s Carl Chudnofsky, MD, Chair of the Department of Emergency Medicine, served as medical co-chair, and Moss sports rehab clinicians participated in “Ask the Expert” information sessions.

(Left to right) Lisa Jablon, MD, Rochelle Millhouse, Jill Barclay and Darlyn McLaughlin accept the awards on Einstein’s behalf.
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Please direct any questions to Patti Hommes, at (215) 456-8890, or
hommesp@einstein.edu.
STATEMENT OF OPERATIONS
Fiscal Year Ended June 30, 2011
($ in millions)

**How we receive our revenues**
- Net patient service revenue $ 884.5
- Investment income 1.9
- Other revenue 36.9
- Net assets released from restrictions 10.1

**Total Operating Revenues** $ 933.4

**How we spent our revenues**
- Salaries and employee benefits $ 559.9
- Supplies 114.3
- External physician, clinical and professional fees 69.8
- Depreciation and amortization 36.6
- Interest 8.6
- Insurance 33.8
- Provision for bad debts 18.0
- Other 75.2

**Total Operating Expenses** $ 916.2

**Operating Income** $ 17.2

**Nonoperating Revenues** 23.3

**Assets Generated for Reinvestment** $ 40.5

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STATEMENT OF FINANCIAL POSITION
Fiscal Year Ended June 30, 2011
($ in millions)

**ASSETS**
- Cash and investments $ 50.4
- Accounts receivable 123.2
- Assets whose use is limited 475.3
- Long-term investments 298.2
- Land, buildings and equipment 399.4
- Other assets 112.2

**Total Assets** $ 1,458.7

**LIABILITIES AND NET ASSETS**

**Liabilities**
- Accounts payable and accrued expenses $ 122.9
- Accrued professional liability claims 187.7
- Accrued pension liability 103.2
- Long-term obligations 466.2
- Other liabilities 49.9

**Total Liabilities** $ 929.9

**Net Assets**
- Unrestricted $ 420.6
- Temporarily restricted 56.0
- Permanently restricted 52.2

**Total Net Assets** $ 528.8

**Total Liabilities and Net Assets** $ 1,458.7
OPERATING REVENUES
Net patient service revenue 94.8%
Investment income .2%
Other revenues 3.9%
Net assets released from restrictions 1.1%

OPERATING EXPENSES
Salaries and employee benefits 61.1%
Supplies 12.5%
External physician, clinical and professional fees 7.6%
Depreciation and amortization 4.0%
Interest .9%
Insurance 3.7%
Provision for bad debts 2.0%
Other 8.2%

A financial report of Einstein Healthcare Network is available upon request. Please send inquiries to: Gerard Blaney, Interim Chief Financial Officer, Einstein Healthcare Network, 5501 Old York Road, Philadelphia, PA 19141.
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Clubhouse Programs
Philadelphia and Woodbury, NJ

MossRehab
Driving Program
PA, NJ, DE

Belmont Behavioral Health
Belmont Center for Comprehensive Treatment
4200 Monument Road
Philadelphia, PA 19131

Community Outpatient Program for the Elderly
4200 Monument Road
Philadelphia, PA 19131
One Penn Boulevard
Philadelphia, PA 19144

Crisis Response Center
One Penn Boulevard
Philadelphia, PA 19144

Intensive Outpatient Program
4200 Monument Road
Philadelphia, PA 19131

Belmont Residence at Germantown
One Penn Boulevard
Philadelphia, PA 19144

Einstein Medical Center
Philadelphia
Inpatient Psychiatry
5501 Old York Road
Philadelphia, PA 19141

Einstein Medical Center
Philadelphia
Outpatient Psychiatry Center
1200 West Tabor Road
Philadelphia, Pa 19141

Philadelphia Center for Human Development
10360 Drummond Road
Philadelphia, PA 19154

* Opening September 2012
Accredited and Licensed by

- Accreditation Council for Graduate Medical Education
- American Association of Blood Banks
- American College of Radiology – Breast Imaging Center of Excellence
- American College of Surgeons
- American Dental Association Commission on Dental Accreditation
- American Society of Histocompatibility Immunogenetics
- Center of Excellence in Bariatrics – American Society of Metabolic and Bariatric Surgery
- College of American Pathologists
- Commission on Accreditation of Rehabilitation Facilities
  - Home- and Community Services: Brain Injury Program (Adults)
  - Inpatient Rehabilitation Programs – Hospital (Adults)
  - Inpatient Rehabilitation Programs – Hospital: Amputation Specialty Program (Adults)
  - Inpatient Rehabilitation Programs – Hospital: Brain Injury Program (Adults)
  - Inpatient Rehabilitation Programs – Hospital: Brain Injury Program (Children and Adolescents)
  - Inpatient Rehabilitation Programs – Hospital: Spinal Cord System of Care (Adults)
  - Inpatient Rehabilitation Programs – Hospital: Spinal Cord System of Care (Children and Adolescents)
  - Inpatient Rehabilitation Programs – Hospital: Stroke Specialty Program (Adults)
- Interdisciplinary Outpatient Medical Rehabilitation Programs: Amputation Specialty Program (Adults)
- Interdisciplinary Outpatient Medical Rehabilitation Programs: Brain Injury Program (Adults)
- Interdisciplinary Outpatient Medical Rehabilitation Programs: Brain Injury Program (Children and Adolescents)
- Interdisciplinary Outpatient Medical Rehabilitation Programs: Spinal Cord System of Care (Adults)
- Interdisciplinary Outpatient Medical Rehabilitation Programs: Spinal Cord System of Care (Children and Adolescents)
- Residential Rehabilitation Programs: Brain Injury Program (Adults)
- Vocational Services: Brain Injury Program (Adults)

- Commission for Motion Laboratory Accreditation – MossRehab Gait and Motion Analysis Lab
- The Joint Commission
  - Hospital
  - Behavioral Health
  - Long-Term Care
  - Advanced Primary Stroke Center
  - Advanced Ventricular Assist Device
- National Accreditation Breast Cancer Programs
- Nuclear Regulatory Commission – Nuclear Medicine Program
- Pennsylvania Department of Health, Division of Acute and Ambulatory Care
- Pennsylvania Department of Health, Division of Drug and Alcohol Program Licensure
- Pennsylvania Department of Public Welfare, Office of Mental Health
- Pennsylvania Medical Society Commission on Continuing Medical Education
- Pennsylvania Trauma Systems Foundation (for Level I Regional Resource Trauma Center)
- The Association for Clinical Pastoral Education Inc.

Constituent of

- Jewish Federation of Greater Philadelphia
- United Way of Southeastern Pennsylvania