

8

Lutheran HealthCare
2010 Annual Report

ways to sustain a vibrant community



A fully integrated system of care

Lutheran HealthCare is one of the nation's most fully integrated health care systems because it includes a medical center, a multisite health center network, home care, long-term care, managed Medicare and Medicaid programs, subsidized senior housing and community development. As such, Lutheran is able to offer a fluid continuum of care from birth through senior life.

Lutheran Family Health Centers (LFHC) is one of the largest Federally Qualified Health Center networks in the country. As a Level 3 Patient-Centered Medical Home as designated by the National Committee for Quality Assurance (NCQA), it includes the nation's largest dental residency program with 90 dental centers in 17 states and Puerto Rico, as well as New York's largest behavioral health program. In 2010, 92,172 active patients made 550,000 visits to its 9 Brooklyn clinics.

Community Care Organization, Inc.

provides high quality, personal in-home care to frail, elderly, handicapped or convalescing patients, and assists transitions to alternate care settings.

Lutheran Medical Center is a full service, 456-bed academic teaching hospital that functions as the hub of Lutheran HealthCare. Offering a complete range of clinical programs, it provides a New York State designated Stroke Center, Level I Trauma Center, interventional and therapeutic cardiac catheterization laboratory, award-winning orthopedics and a Bariatric Center of Excellence to the diverse communities of Brooklyn.

Health Plus, Inc. was established in 1984 by Lutheran Medical Center and is now one of the largest state-sponsored health insurance programs. It serves the 5 city boroughs and Nassau County, and covers 310,000 members.

Lutheran's Senior Housing

provides more than 700 subsidized affordable apartments for the elderly and disabled, plus nutritional, recreational, educational and other support services.

Lutheran Augustana Center for Extended Care and Rehabilitation

provides 24/7 skilled nursing, medical and support services for older community members or those with extended illnesses. It offers occupational and speech therapy, hospice care, food and nutritional care, and more.

Lutheran HealthCare is more than a safety net hospital in Brooklyn. We are a robust, efficient system of health care and support that spans across the city. The 6 major organizations that make up this unique system work collaboratively to provide a vast number of comprehensive, essential health services and community development programs, bringing stability to the community that is our home.

In the past 10 years, 16 hospitals in New York City and more than 30 across New York State have closed or significantly downsized services. Many hospitals in New York, and across the nation, are in financial jeopardy, and the odds against safety net hospitals are stacked even higher.

The Lutheran HealthCare system has endured \$20 million in cuts in just the past 3 years, and has trimmed an additional \$8.5 million in 2011—so far. Being a fully integrated system keeps us flexible and adaptable, but as a safety net organization we are not immune to the potential peril we work to defy every day. Running this organization is a challenge. Not being here to help sustain this vibrant community is unthinkable.

Mission Statement

Mission

Lutheran HealthCare* has no reason for being of its own; it exists only to serve the needs of its neighbors.

Lutheran HealthCare defines health as the total well-being of the community and its residents. Beyond the absence of individual physical illness, this includes, at least, decent housing, the ability to communicate effectively, employment, educational opportunities and civic participation.

Lutheran HealthCare understands that a hospital is not a collection of buildings, machines and beds, but a staff of talented, creative and committed people who serve the community as they are needed.

Lutheran HealthCare works in partnership with its neighbors, each relying on the other as friends who care about and assist each other.

Motivated to serve by its own history within the biblical tradition of faith and teaching, and organized as a not-for-profit organization according to the uniquely American heritage of democratic voluntary associations, Lutheran HealthCare's purpose is to serve as the corporate vehicle for its trustees, medical and dental staff, nurses, employees, volunteers and others, to care for the needs of our neighbors.

*Lutheran HealthCare is a Social Ministry of the Evangelical Lutheran Church in America (ELCA)

This mission statement was formally adopted by the Lutheran Medical Center Board of Trustees at their regular meeting on October 24, 1990, and has been reaffirmed annually since. Lutheran HealthCare adopts this mission and vision.

Foundation

A Norwegian Lutheran deaconess nurse, Sister Elisabeth Fedde, created the building blocks for Lutheran HealthCare with the founding of Lutheran Medical Center in 1883. Lutheran HealthCare gratefully affirms both its Christian heritage, exemplified by Sr. Fedde's compassion and dedicated care for struggling new immigrants, and its contemporary call to enhance the health and well-being of its neighbors throughout a diverse urban area.

Throughout the years, Lutheran Medical Center grew and declined with other neighborhood institutions as a function of an economy based on the Brooklyn waterfront. In recent decades, however, Lutheran Medical Center aggressively volunteered to be the corporate stimulus for community renewal, the catalyst for constructive change and the advocate for the health and well-being of southwest Brooklyn.



Board of Trustees Letter

As the leadership of a complex and multifaceted organization whose existence is crucial to our community's well-being, our 4 boards of trustees, that each work separately and together, focus on keeping Lutheran HealthCare strong and working well in its role as a safety net for those we serve.

We are proud of our success in reorganizing the many facets of Lutheran over the last 10 years, taking them from a cluster of individual entities to the comprehensive system of health care and social support that defines who we are today. Lutheran Medical Center (LMC), Lutheran Family Health Centers (LFHC), Lutheran Augustana Center for Extended Care and Rehabilitation, and Health Plus, Inc. all work together to ensure smooth transitions of care, meeting patients' needs in the appropriate culturally sensitive facilities and in the most cost-efficient way. Even working as we are "on a thin dollar," Lutheran is able to make the most of every penny, thanks to our unique system of mutually supportive service providers.

Lutheran Medical Center is one of a number of safety net hospitals providing much needed services to the underserved throughout New York City. In contrast to its counterparts however, LMC, as part of the larger Lutheran HealthCare system, can offer a fuller, more integrated safety net to those who come to us for care. When Lutheran's organizations work together, we strengthen one another and create a whole that is greater than the sum of our individual parts. We possess a singular stability and a reach into the community impossible for those who stand alone to match.

Lutheran HealthCare has been a leader in the implementation of other health care solutions as well that are only now under broader consideration across the country. Under the leadership of the Sunset Park Health Council, LFHC established a medical home for its patients and through Health Plus, Inc. we increase access to managed care. These are just two of Lutheran's initiatives that anticipated what is now coming to be seen as essential elements of responsible care on a national level.

But what really sets Lutheran apart and guides its course is its unique and abiding mission, a directive whose foundation rests in faith-based service. Through it, we form a safety net for those without a voice in the traditional political arena, and are entrusted with the important task of becoming their voice. We recognize that when we offer care, we may not always be compensated in a way we can record on paper, but instead in a way that fulfills our mission. We drafted our mission statement in 1990, incorporating the ideals of our founder, Sister Elisabeth Fedde, and we formally reaffirm our commitment to it yearly. We invite you to read the statement on page 2 because it is the heart of Lutheran's identity. It binds together the strong independent organizations that form Lutheran HealthCare, giving us a powerful and unifying vision of our critical and enduring role.

Emma Graeber Porter

Chair, Lutheran HealthCare

Reverend Dr. Samuel Fook Wong

President, Sunset Park Health Council, Inc.

Reverend David H. Rommereim

Chair, Lutheran Augustana Center for Extended Care and Rehabilitation

George Renert

Chair, Health Plus, Inc.



President & CEO Letter

Health care in America is at the forefront of the national dialogue attempting to define what kind of nation the United States will be in the 21st century. Even though it seems primitive compared with the fully integrated health care delivery systems of other nations, it is a mistake to dismiss American health care as a non-system. It is, in fact, a delicate ecosystem in which a broad spectrum of providers join to try to provide care to all our people.

Few would argue that this “system” needs restructuring, a task that is underway at both the national and state levels. But change must be made thoughtfully, for the seemingly smallest change in financial reimbursement and support can have terrible unanticipated consequences, disrupting the balance in the ecosystem before something has been developed to take its place.

Within the existing ecosystem, a small number of institutions have woven together limited payments for Medicaid with special state and federal funding. They create a safety net providing care not only to our citizens but to the undocumented immigrants who have failed to get attention at the national level.

Today, Lutheran HealthCare forms the safety net for southwest Brooklyn. Having suffered significant reduction in state and federal funding over the last 5 years, it is a safety net that is being held together by a thread. To fully appreciate what is at

risk, we must start by understanding the comprehensive nature of Lutheran HealthCare. At its core is the hospital, with 8% of its revenue coming from charity care—a figure triple that of most other New York hospitals. But that is only the beginning of the story.

A huge ambulatory network provides care to 100,000 of the neediest in our city at traditional outpatient sites, schools and homeless shelters. The net stretches to provide subsidized senior housing, long-term and sub-acute clinical services and managed Medicaid. It is a safety net that stabilizes the financially fragile community, providing needed jobs as well as health care.

The next decade will redefine health care delivery in this country. Enormous pressure to reduce public funding must be balanced with an appreciation of the impossibility of shifting costs to other populations. At Lutheran, there are no other populations. It is essential that our leaders be mindful of the special consideration required by providers like Lutheran, lest we shred the safety net under the guise of progress and leave the most vulnerable among us unprotected and exposed.

Wendy Z. Goldstein



Medical & Dental Staff Letter

Every day, we—the members of Lutheran Medical Center’s Medical and Dental Staff—face important questions. They can be questions about medication choices or specialist referrals. They can be questions about understanding someone’s problems or offering help with family issues that may be affecting a patient’s health. Or, they can be questions about the impact of malpractice concerns or budget cuts on our ability to do our work. But the most important question each of us faces every day is this: How can we better serve our community?

Because so many of us live in the neighborhood we serve, our daily experience truly is one of helping our own. On our evening walks, at ball games with our children, when we buy our groceries—the friends and neighbors we see are also our patients. We care about them the way friends care about one another. In some ways, our model is much more the small-town doctor than the big-city practice.

But at Lutheran, we combine the best of the small-town caring with the best of big-city high-tech medicine. We sacrifice nothing in excellence of care, because we believe strongly that such excellence is absolutely required of us. Many of us have trained at the best institutions in the country. We have chosen to bring our remarkable range of expertise to Lutheran because we believe in the kind of medicine we can practice here. In return, Lutheran supports us fully, not only with state-of-the-art facilities and equipment, but also with a deep commitment to treating the whole person and every person who needs our care. It’s a great place to work.

Our way of working is deeply satisfying and rewarding on a medical and a human level. It makes dealing with some of the obstacles that exist in health care a little easier to handle. Especially when, as healing practitioners, we view overcoming those obstacles in terms of the welfare of our patients, which is always our first priority. Navigating the ups and downs of the business side of health care becomes one more step in doing what we need to do for our neighbors.

Finally, the diversity of our staff reflects the neighborhood and is another advantage we have in working effectively and smoothly with our patients. We come from a range of backgrounds and speak a variety of languages, but at Lutheran we come together to form a small community of our own, united in the common belief that all our neighbors deserve to enjoy the best quality of life possible. It’s an added bonus to be supported by such a group of caring people. After all, we already work in the best hospital in Brooklyn. In fact, we never forget that it is what we do and how we do it that helps to make Lutheran what it is, today and into the future.

Rick H. Chou, D.O.
President

Lisa Eng, D.O.
Vice President

Naser Yazigi, M.D.
Secretary

John W. Trillo, M.D.
Treasurer



Provide an open door

Lutheran HealthCare is a true safety net organization. That means we offer a full array of health and social support services to everyone—from those with access to a complete range of resources to those who have recently arrived in the United States and are starting from the beginning. No matter how sick or underinsured a person may be, he or she will receive the highest quality care and support from Lutheran. That is our enduring promise.

Our safety net status helps protect everyone in our neighborhood if and when the need for care should arise. Residents, visitors, businesses and other health care organizations in Brooklyn can depend on Lutheran to provide primary, specialty and inpatient care along with a sweeping menu of community-based services. All of this, when combined, forms a

complete “public good” that benefits and supports the entire community, and positions us as a vital anchor in the delicate health care ecosystem in Brooklyn and beyond.

Being a safety net brings challenges yet also brings rewards. Offering comfort, peace of mind and caring to so many is a responsibility we have chosen, and a unique honor and privilege. It reflects the core of our organizational mission and exemplifies our highest level purpose: to care for the needs of our neighbors.



A little boy is taught English

Bustling corner in Brooklyn's Chinatown district



Lutheran Medical Center and the
Lutheran Family Health Centers Network:
A Safety Net Institution Serving Brooklyn

	2010
Patients Served	136,883
Medicaid Patients Treated	61,725
Charity Care Patients Served	32,251
Emergency Room Visits	64,115
Trauma Care Cases	1,416
OB Services (Births)	4,168

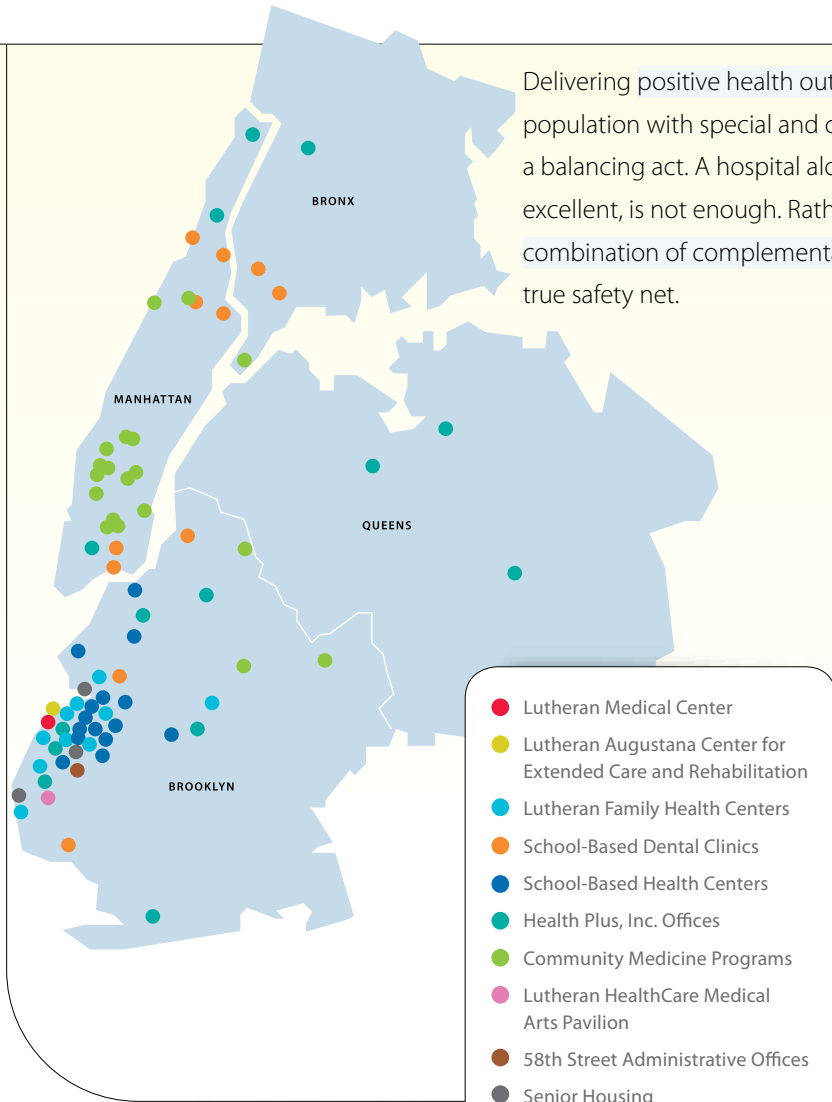


Rosanne Raso, R.N., Senior Vice President of Nursing, welcomes a patient to Lutheran

2

8 ways Lutheran HealthCare sustains a vibrant community

Maintain a fully integrated, community-driven system of care



Delivering positive health outcomes for a diverse population with special and challenging needs is a balancing act. A hospital alone, no matter how excellent, is not enough. Rather, it takes a strategic combination of complementary services to form a true safety net.

We've always recognized that "health" goes beyond physical wellness to include the sum total of a person's psychological, economic, educational, employment and familial status. That's why, in the 1960s, Lutheran pioneered the approach of linking health services to vital social support, creating a uniquely integrated sociomedical system of care. This new model, eventually replicated by others nationally, began with the Sunset Park Family Health Center, now the Lutheran Family Health Centers network.

Today, Lutheran HealthCare offers a unique and comprehensive network of medical and social services centered in its own community but reaching throughout all 5 boroughs of New York and many underserved areas across the nation. This robust, first-of-its-kind system transcends the traditional health care delivery model and provides essential touch points that enable us to proactively care for the whole person, the entire family and the community at large.



David Rose
Executive Director
Lutheran Augustana
Center for Extended Care
and Rehabilitation

Tom Early
Executive Director
Health Plus, Inc.

Larry K. McReynolds
Executive Director
Lutheran Family Health Centers

Claudia C. Caine
Executive Vice President
Chief Operating Officer
Lutheran Medical Center



George S. Ferzli, M.D., F.A.C.S., Chairman of the Department of Surgery, and Sean Rim, M.D., perform laparoscopic gastric bypass surgery

Rami K. Daya, M.D., Chief of Hematology/Oncology, delivers good news



Lives Touched

Lutheran Medical Center Patients	74,094
Lutheran Family Health Centers Patients	92,172
Augustana Patients	1,025
Community Care Organization, Inc. Clients	699
Health Plus, Inc. Enrollees	310,000
Housing Residents	894

**Systemwide Total Patients /
Clients Served Annually** **478,884**

3

8 ways Lutheran HealthCare sustains a vibrant community

Offer a vast array of comprehensive services

Lutheran's greatest strength lies within its diversity—the diversity of the patients we treat, the neighborhoods we serve, the many faces of our own work force, and the complex and multiple services we provide.

Although our patients encompass a broad spectrum of ages, ethnicities and faiths, as well as educational and income levels, they all share some common goals: to enjoy good health, to take care of their families and to participate fully in their lives without restriction.

Lutheran recognizes that "care" is not a one-size-fits-all commodity service. Instead, we know that interventions must vary based on each patient's goals, health history and current status, as well as temperament and spirit.

Our vast and diverse network of resources, advanced technology and leading expertise helps us deliver flexible, outcome-oriented, individualized care to each patient who comes through our doors, no matter their need.

A full range of innovative, nationally recognized clinical programs

Bariatric Surgery Center of Excellence

May Ellen and Gerald Ritter Cardiology Center

Interventional and Therapeutic Cardiac
Catheterization Laboratory

National Dentistry Program

90 health centers in 17 states and Puerto Rico
Nation's largest dental residency program

One of Brooklyn's Busiest Emergency Rooms

Level I Trauma Center
Designated Stroke Center
Triage, Treat and Release

Epilepsy Center

Hospice Care

House Calls Services Program

Hypothermia Center

Multiple Sclerosis Center

9 Primary Care Sites

Award-Winning Orthopedic Services

Lutheran Rehabilitation

3 distinct levels of care
inpatient
subacute
outpatient

28 School-Based Health Centers



Patient receives one-on-one assistance in Lutheran's busy Emergency Room



Gretchen Henson, D.M.D., pediatric dental resident, takes dental X-rays of a little girl



William Wirchansky, M.D., neurosurgeon, exchanges ideas with a colleague



Michael Gerling, M.D., orthopedic and spine surgeon, discusses options with a patient

4

8 ways Lutheran HealthCare sustains a vibrant community

Improve access to care

We believe high quality health care is a human right, not a socioeconomic privilege. As health providers, we know that the ability to afford care is perhaps the most crucial aspect to accessing it.

Although many of our patients are privately insured and live in long established communities, others face such challenges as living below the poverty level, new immigration status, no understanding of English, inadequate insurance or an inability to pay for health care altogether. Others are undocumented and fear discovery if they seek care. Sadly, when they finally do reach out for help, usually through our emergency room, they often arrive with highly advanced disease states.

Working as a traditional safety net hospital, we provide a myriad of high quality inpatient services that meet our patients' unique problems head on. We leverage our unmatched diverse and collective knowledge to continually create and deliver effective medical, social and economic solutions.

But our greatest power lies in the way we essentially reinvent the concept of safety net and expand its ability to make a measurable difference in our community. To ensure Lutheran's patients can afford and feel comfortable seeking preventive and ongoing care, we instituted a "sliding fee" structure in our hospital and throughout our Lutheran Family Health Centers (LFHC) network.

Further, Health Plus, Inc., our exclusive not-for-profit managed care organization, provides affordable health coverage for 310,000 low-income members throughout the 5 boroughs and Nassau County. Collaborating with LFHC's school-based health clinics, Health Plus, Inc. works to ensure that every student and their eligible family members has health insurance. And, Health Plus, Inc. partners with LFHC on community educational programs because at Lutheran, we know that when children learn good health habits, they will teach their parents.



Jeffrey Gressett, R.N., makes his patient smile

Increased Demand

Family Health Center Visits		
2005	530,206	
2010	550,000	+4%
Inpatient Discharges		
2005	25,782	
2010	27,594	+7%
Health Plus, Inc. Enrollment		
2005	267,882	
2010	310,000	+16%
Births		
2005	3,893	
2010	4,168	+7%
Charity Care		
2005	\$19,676,437	
2010	\$32,509,000	+65%
Emergency Department Patients		
2005	51,977	
2010	64,115	+23%



Ralph Ruggiero, M.D., LFHC Chief of Women's Health, shows an expectant mother her baby's ultrasound



Sheepshead Bay resident and Lutheran patient receives a home visit from Christi Hayes, M.D.



Leading physical therapy treatment at Lutheran's Augustana Center for Extended Care and Rehabilitation



Health Plus, Inc. associate enrolls a young mother and child in health insurance

5

8 ways Lutheran HealthCare sustains a vibrant community

Deliver culturally competent care

Lutheran speaks
70
languages

Lutheran celebrates
30
ethnic and religious holidays

Replacing doubt and fear with trust is the key to good medicine. Developing trust, which requires connecting on common ground, is the foundation of culturally competent care.

As proud as we are of our recognition as a national leader in culturally competent medicine, the truth is, this type of practice comes naturally to Lutheran. Our ability to excel at this is as much about who we are, as it is about what we do.

As children and grandchildren of immigrants, or perhaps as immigrants themselves, our staff members reflect the diversity of those they tend to every day. Fluent in numerous languages and steeped in an array of cultural traditions, we are the very people who make up the community we support.

The languages spoken in our health centers are the same as those spoken in the homes of our patients. The food on patient trays is the same food found on the kitchen tables within our neighborhoods. The faces, expressions, and even hand gestures of our doctors, nurses and staff all feel familiar to those we serve. This type of familiarity encourages understanding and paves the way to compliance—the first step in the journey of getting and staying well. In this way, we become a part of each patient’s family circle. And, each patient becomes a part of the Lutheran family.

Cultural Centers of Care

The Lutheran Family Health Centers integrate patients with caregivers of their own culture. Places like the thriving Caribbean-American and Brooklyn-Chinese Family Health Centers provide an inviting atmosphere, offering each patient a medical home that reflects his or her own culture.

Community Liaisons

Lutheran’s novel Community Liaison program matches patients with same-culture coordinators who work as patient representatives and community navigators to assist and support patients in each step of their health care journey.

Brooklyn’s Chinatown
Fastest growing population in Brooklyn

Brooklyn’s Arab Community
Largest in NYC

Sunset Park
Brooklyn’s Largest Latino Community



Daron Liang
Faazia Aljibawi
Rabbi Meyer Leifer

We speak your language

English WELCOME

Spanish BIENVENIDOS

Arabic أهلاً وسهلاً

Chinese 歡迎蒞臨

Russian ДОБРО ПОЖАЛОВАТЬ

Hebrew ברוכים הבאים

Italian BENVENUTI

Haitian Creole BYENVNI

Norwegian VELKOMMEN



Family strolls through Sunset Park

Arabic family at morning prayer



6

8 ways Lutheran HealthCare sustains a vibrant community

Fortify the community's infrastructure and economy

One way to appreciate Lutheran's extensive impact on its community is to imagine the effects of our absence. An influx of patients, many unable to pay for care, would tax existing hospitals' capacities beyond the possible. Brooklyn's already extreme shortage of maternity beds would become a far worse crisis. Many neighborhood people would stop receiving care.

Further, more than 5,300 local jobs would be lost instantly. As southwest Brooklyn's largest employer, Lutheran is a critical contributor to the area's economic stability. Fully 59% of our staff members live in Brooklyn, making Lutheran a focal point of community economic health. Lutheran Medical Center and the Lutheran Family Health Centers network combined generate roughly \$695 million in local economic activity. Without Lutheran, our community would in short order become a grim place with reverberations felt throughout the city.

When people in our community need care, housing or employment, they know they can turn to Lutheran. We are here as a positive turning point for many, and an anchor for all.

2010 Lutheran HealthCare employee statistics

Total Lutheran HealthCare employees	5,399*
Employees who live in Brooklyn	3,206
Employees who live in Staten Island	715
Employees who live in other places	1,478
Total Lutheran HealthCare annual payroll	\$331,602,000

* includes Lutheran Medical Center, Lutheran Family Health Centers, Lutheran Augustana Center for Extended Care and Rehabilitation, Health Plus, Inc., Community Care Organization, Inc., and Senior Housing



Diverse population in Sunset Park



Italian grocery in Dyker Heights



Late afternoon in Bay Ridge

7

8 ways Lutheran HealthCare sustains a vibrant community

Secure the foundation for a strong future

Community development is a tenet we diligently pursue each day as we strive to be a leading caregiver and a proactive ancestor. Our goal is to care for, nurture and help reinforce our community so it can develop toward its full potential.

This work demands that we continually establish and adjust priorities and programs to best support our neighbors' needs today, as well as in the future.

Preventive care is a crucial building block of a community's ongoing health. To that point, Lutheran Family Health Centers (LFHC) brings an expanded level of wellness services to Brooklyn and beyond. Recent awards have honored the excellence of our LFHC network and its role in strengthening the doctor-patient relationship, replacing mere episodic care with long-term healing relationships.

What's more, LFHC helps younger patients learn healthy habits and an appreciation for preventive care, both of which they pass on to their older family members, as well as future families of their own.

In addition to offering health improvement programs and services, LFHC has a wide range of non-medical services and programs designed to help improve quality of life for our neighbors through education and empowerment.

As an academic and teaching hospital, Lutheran Medical Center helps shape doctors, dentists and nurses of today and tomorrow. We engage all of our students with the latest trends in medicine, and immerse them in our mission to help cultivate their technical capabilities as well as their compassion. We hope that many of these young medical professionals will come to understand the vital role of a safety net organization, and realize a calling to provide comfort and support to the many faces of need in our community, and throughout the world.

Community Services

Our support of the health of our community extends beyond providing medical treatment and includes ongoing community development and enrichment such as:

English as a Second Language Instruction

Literacy Classes

GED Preparation

Computer Training

Family Counseling

Domestic Violence Prevention

Citizenship and Voter Registration Training

Shoot For Better Health School-Based Nutrition Program

Workforce Development

Affordable Child Care

Senior Programs

After School Programs

Keeping Kids in School Asthma Education Program

Annual Asthma School Poster Contest



Distance learning at Lutheran allows residents to learn from leading medical experts across the globe



Daniel Giaccio, M.D., Vice Chair of Medicine, offers a teaching moment to residents during morning rounds

Promise Neighborhood Award

In 2010, the US Department of Education awarded the Lutheran Family Health Centers a major planning grant for the Promise Neighborhood Initiative—a national program designed to improve the educational outcomes and overall life prospects of low-income children and their families.

Of the more than 300 communities across the country that competed for these dollars, Lutheran was chosen to be one of only two organizations in New York City and one in 21 nationwide to receive a prestigious \$500,000 planning grant.



Lutheran's community services includes adult education classes



Demonstrate strong leadership in turbulent times

Lutheran delivers smart management, scrupulously controlled costs and exemplary efficiency to meet its special challenges. And meet them we do.

Our diverse patient mix includes a large percentage of undocumented, underinsured or uninsured, many of whom require high levels of care. That level of need in an environment where the costs of care are ever increasing certainly tests our financial resiliency. But we do not waver from our mission. Instead, we leverage our decades of targeted expertise and continually innovate to find new ways to maximize our resources.

This work is relentlessly challenging and the stakes are exceptionally high.

Our position in the tenuous medical ecosystem is essential. The support we receive allows us to continue our critical work. If we were not here, our patients would still require care. But without the unique economies of scale and specialized efficiencies we have developed through our experience, this care would likely cost the federal and state governments even more. And its redistribution over many hospitals would create a seismic shift in the landscape of health care delivery throughout the city and beyond.



Naji Shahin, M.D., Vice Chair of Surgery, discusses patient care

- ★ Lutheran Provides Value to the Community
- ★ Recognized 5 years in a row for high efficiency, low cost care, Lutheran Medical Center has been recognized as a Community Value Index (CVI) Top 100 Hospital. Scoring in the top 20% nationally, Lutheran Medical Center has also been designated as a "Five Star" facility.

New York State has invested in Lutheran HealthCare and identifies us as a high value health care system

HEAL 2 | Awarded: 2006

\$13.3 million

New primary care site for women's health and pediatrics

HEAL 5 | Awarded: 2008

\$4.5 million

New Electronic Health Record (EHR) system for LFHC including the creation of a community-wide interoperable EHR through a Primary Care Health Information Consortium

HEAL 7 | Awarded: 2010

\$13.2 million

Awarded to LMC for expansion of a new Emergency Department and addition of Intensive Care Unit

HEAL 15 | Awarded: 2010

\$4 million

Expansion of primary care sites for LFHC

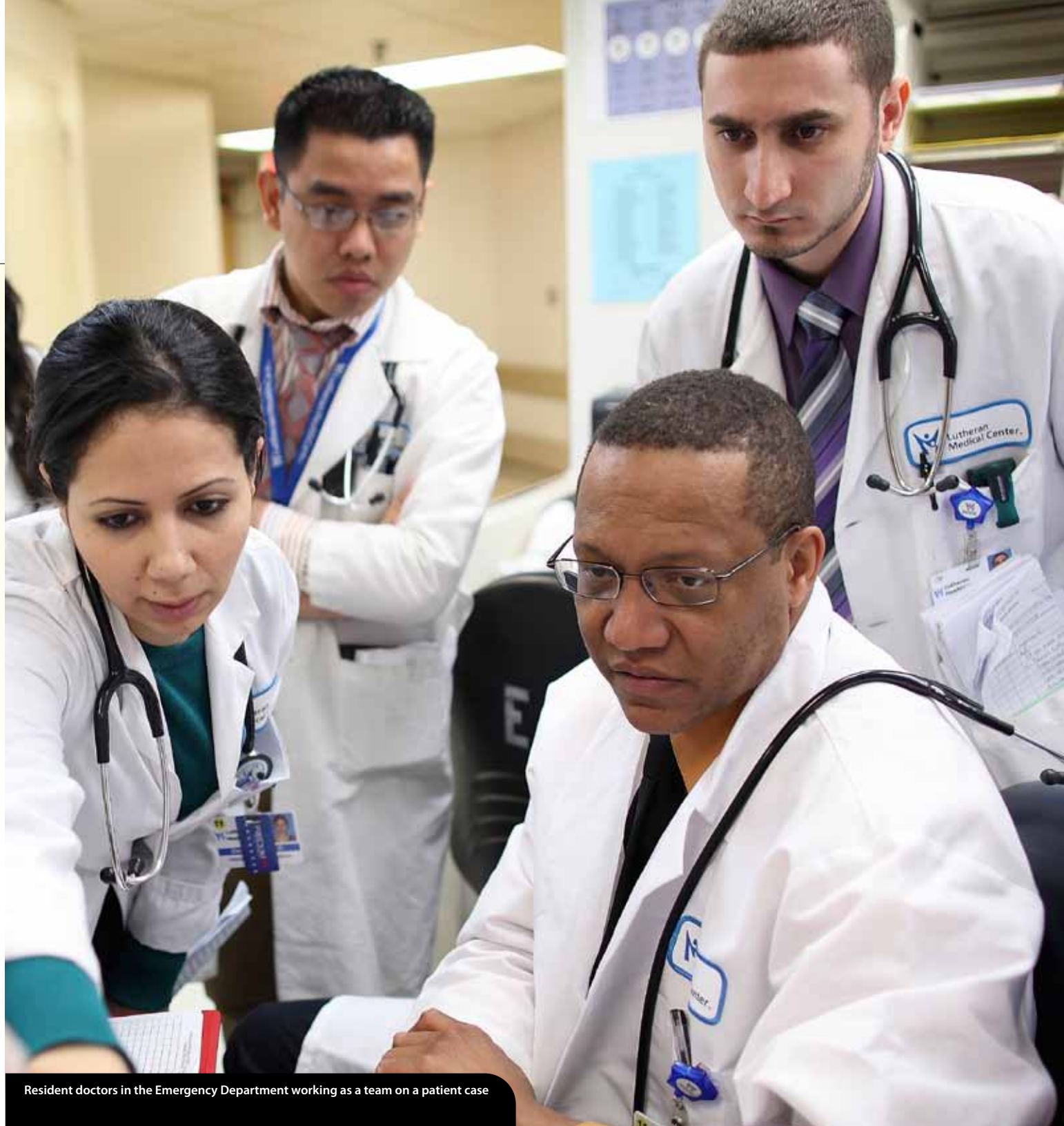
HEAL grants are awarded through the Health Care Efficiency and Affordability Law for New Yorkers (HEAL NY) to fund projects that support the Commission on Health Care Financing in the 21st Century (Berger Commission).



Leena Varghese, M.D., anesthesiologist, listens intently to patient information



A light moment between Qiuqu Zhao, M.D., Medical Director, and her patient at the Brooklyn - Chinese Family Health Center



Resident doctors in the Emergency Department working as a team on a patient case

Making a Difference

As a model community health care system, Lutheran relies on the help of its very special friends and benefactors to share in a unique view of leadership, commitment and vision for the advancement of medicine and health care, for the diverse communities of Brooklyn.

With each gift, donors become part of a proud tradition of caring and commitment to medicine, making a difference in the lives of countless people who depend on Lutheran each day.

The following special commitments from the past year exemplify the spirit of generosity that has helped drive Lutheran's ongoing success:

- In May, nearly 900 friends and supporters came together at Lutheran's Annual Gala to honor ARAMARK and Dr. Robert Zaloom, Director of the May Ellen and Gerald Ritter Cardiology Center. The event raised nearly \$1.2 million to support the implementation of the hospital's electronic medical records system.
- The Medical and Dental staff's Annual Wine Tasting exceeded their goal and welcomed residents for the first time, who were sponsored by their clinical chairs.
- Local and regional businesses joined as charter members of the new Partners in Medicine and Health Care program, designed to support the future of medicine and patient care in southwest Brooklyn and provide quality medical care to Brooklyn's workforce.

Lutheran's Community Programs also received a significant boost and national endorsement when it was awarded a \$498,614 grant from the U.S. Department of Education for its Promise Neighborhoods. Lutheran Family Health Centers was one of 21 organizations nationwide and one of only 2 in New York City to be awarded a one-year planning grant. As part of a national initiative, Lutheran is working with its community-based partners to design a program that will provide cradle-to-career services that improve the educational achievement and healthy development of children.

The entire Lutheran HealthCare system is joined in gratitude to the donors who make a difference. Their generosity allows Lutheran to continue to invest in the buildings, equipment and people that are its foundation for a healthier future.



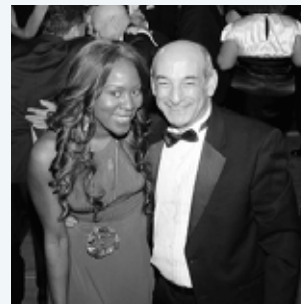
Susan & Vincent Rohan, LHC Board of Trustee
Senator & Mrs. Marty Golden
Kathryn S. Wylde, LHC Board of Trustee



Mary Ann Wyman,
EVP, ARAMARK Healthcare
Emma Graeber Porter,
Chair, LHC Board of Trustees



Tony Sirico (Star of the Sopranos)
Dr. Ashok Anant Dr. William Wirchansky
Dr. Joseph Demattia Dr. Alan Hirschfeld



Barbara Campbell & Rick Langfelder,
Executive Vice President &
Chief Financial Officer



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(As of December 31, 2010)

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150 55th Street
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www.LutheranMedicalCenter.com

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718-630-7095
www.LutheranFamilyHealthCenters.com

A Level 3 Patient-Centered Medical Home as designated by the National Committee for Quality Assurance (NCQA), Lutheran Family Health Centers serves as the ambulatory arm of Lutheran HealthCare and is governed by the Sunset Park Health Council. It is the largest Federally Qualified Health Center network in New York State and the second largest in the nation. It includes 9 primary care sites, 28 school-based health and dental clinics, 3 day care centers, the nation's largest dental residency program, New York's largest behavioral health program, comprehensive HIV services, chemical dependency programs, and a family support center offering educational, vocational and other social support programs. In 2010, the family health centers network served 92,172 patients with over 550,000 visits.

**Sunset Park Health Council, Inc.
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Lutheran Family Health Centers

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Senior Vice President, Finance

William G. Pagano, M.D.
Interim Network Medical Director

Network Sites and Programs

Primary Care Sites

Sunset Park Family Health Center

(Main Site)
150 55th Street
Brooklyn, NY 11220
718-630-7095

**Sunset Park Family Health Center for
Women and Children**

5610 2nd Avenue
Brooklyn, NY 11220
718-630-7942

Brooklyn-Chinese Family Health Center

5008 7th Avenue
Brooklyn, NY 11220
718-210-1030

**Caribbean-American Family Health
Center**

3414 Church Avenue
Brooklyn, NY 11203
718-630-2197

Family Physician Family Health Center

5616 6th Avenue
Brooklyn, NY 11220
718-439-5440

Park Ridge Family Health Center

6317 4th Avenue
Brooklyn, NY 11220
718-907-8100

Park Slope Family Health Center

220 13th Street
Brooklyn, NY 11215
718-832-5980

Shore Road Family Health Center

9000 Shore Road
Brooklyn, NY 11209
718-630-8870

Sunset Terrace Family Health Center

514 49th Street
Brooklyn, NY 11220
718-630-8878

School-Based Health Clinics

P.S. 1, 10, 14, 15, 18, 24, 30, 76, 90, 94, 96,
124, 126, 153, 169, 172, 179, 200, 282, 307,
369, 503/506; M.S. 282, 313; I.S. 88; J.H.S.
126, 136, 220; Erasmus Academies, Sunset
Park High School

Community Medicine Program

514 49th Street
Brooklyn, NY 11220
718-437-5201

**Community Based Programs
AT Still University Community Based
Medical School Campus**

5800 3rd Avenue
Brooklyn, NY 11220
718-630-8666

Care Management Program

5421 2nd Avenue
Brooklyn, NY 11220
718-630-6885

Community Empowerment Program

(Adult Education & Workforce
Development)
6025 6th Avenue
Brooklyn, NY 11220
718-630-7150
718-630-8384

Community HealthCorps Program

Sunset Park Community Allies
(AmeriCorps)
6025 6th Avenue
Brooklyn, NY 11220
718-630-7164

Family Support Center

6025 6th Avenue
Brooklyn, NY 11220
718-630-7186

Healthy Connections

6025 6th Avenue
Brooklyn, NY 11220
718-630-7991

P.S. 24 Even Start

Family Literacy Partnership
427 38th Street
Brooklyn, NY 11232
347-725-4147

P.S. 169 Learning Center

4305 7th Avenue
Brooklyn, NY 11220
917-337-4106

Project Track

Secondary School for Law,
Journalism & Research
237 7th Avenue
Brooklyn, NY 11215
718-832-4281

Reach Out and Read

(Pediatric Early Literacy Program)
6025 6th Avenue
Brooklyn, NY 11220
718-630-7175

Project Reach Youth

199 14th Street
Brooklyn, NY 11215
718-768-0778

**Sunset Park Even Start
Family Literacy Partnership**

P.S. 503/506
330 59th Street
Brooklyn, NY 11220
718-765-1682

Sunset Park Promise Neighborhood

6025 6th Avenue
Brooklyn, NY 11220
718-210-1102

Services for Older Adults

Services for Older Adults
9000 Shore Road, West Building
Brooklyn, NY 11209
718-630-7588

**Sunset Park Community Center
for Older Adults**

4520 4th Avenue
Brooklyn, NY 11220
718-210-1050

Early Childhood Services

Magical Years Early Childhood Center

230 60th Street
Brooklyn, NY 11220
718-439-0450

Saint Andrew's Community Day Care

4917 4th Avenue
Brooklyn, NY 11220
718-492-9678

**Warren Street Center for Children
and Families**

343 Warren Street
Brooklyn, NY 11201
718-237-9578

Lutheran Rehabilitation

Outpatient Sites

**Lutheran Rehabilitation at Lutheran
Medical Center**

150 55th Street
Brooklyn, NY 11209

Lutheran Rehabilitation at Shore Road

9000 Shore Road, East Building
Brooklyn, NY 11209
718-921-2945

Lutheran Rehabilitation at 60th Street

230 60th Street
Brooklyn, NY 11220
718-439-5600

Lutheran Rehabilitation at 7th Avenue

5008 7th Avenue
Brooklyn, NY 11220
718-210-1101

Women, Infants and Children (WIC)

Nutrition Programs

6025 6th Avenue
Brooklyn, NY 11220
718-630-7161

220 13th Street
Brooklyn, NY 11215
718-832-5986

514 49th Street
Brooklyn, NY 11220
718-633-0067

**Sunset Bay Community
Services, Inc.**

Wendy Z. Goldstein
President

Astrid P. Gonzalez
Treasurer

Larry K. McReynolds
Secretary

Directors
Myles Davis
Mary Quinones

Lutheran Augustana Center for Extended Care and Rehabilitation

5434 2nd Avenue
Brooklyn, NY 11220
718-630-6000
www.LutheranAugustanaCenter.com

Lutheran Augustana Center is a 240-bed extended care and rehabilitation facility providing 24-hours-a-day skilled nursing, medical and support services for those requiring both short-term restorative rehabilitation and/or long-term care. Augustana is recognized for its intensive short-term restorative rehabilitation program for the post-hospital treatment of disabilities caused by complex orthopedic, neurological and other acute or chronic medical conditions. Other clinical services include individualized nutritional care, social services, hospice and pastoral care. In addition, Augustana operates a long-term home health care program to coordinate comprehensive medical, nursing and support services in the comfort of one's own home.

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Florence Sullivan, Esq.

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Medical Director

Elena Nogueira-Lopez
Assistant Administrator

Michael Pagano
Chief Financial Officer

Elizabeth Walsh, R.N.
Director of Nursing Services

Susan Wittich
Director of Human Resources

Health Plus, Inc.

335 Adams Street, 26th Floor
Brooklyn, NY 11201
718-630-0133
www.healthplus-ny.org

Health Plus, Inc., one of the largest providers of state-sponsored health insurance in the New York Metropolitan area, offers managed health care programs to individuals who might otherwise be uninsured. Established in 1984 by Lutheran Medical Center to improve access to medical care, Health Plus, Inc. includes Child Health Plus, Family Health Plus, Health Care Plus, and Health Plus Elite, a Medicare Advantage Plan for eligible seniors and others. Health Plus, Inc. serves the 5 boroughs of New York City and Nassau County, covering 310,000 members.

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Howard Smith
Lorraine Watson

Executive Leadership

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Executive Director

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Vice President, Human Resources

Cliff Marbut, M.D.
Chief Medical Officer

Charles Ottomanelli
Chief Information Officer

Dan Phillips
Chief Financial Officer

Ada Rodriguez
Chief Marketing Officer

Barry Volin
Chief Operating Officer

Community Care Organization, Inc.

246 55th Street
Brooklyn, NY 11220
718-630-7274
www.CommunityCareOrganization.com

Established in 1984 as a not-for-profit home care program, the Community Care Organization, Inc. is licensed by the N.Y.S. Department of Health and accredited by the Joint Commission. Community Care Organization, Inc. provides high quality

in-home personal care by state-certified home health aides and support services to the frail, elderly, handicapped and other convalescing individuals.

Claudia C. Caine
President

Frank M. Scheets
Treasurer

Michael T. Parks
Secretary

Executive Leadership

David Rose
Administrator

Dennis Liavas
Director

Jackie Arthurs, R.N.
Manager of Patient Education Services

Senior Housing

Lutheran HealthCare has a proud history of providing affordable housing and support services for older adults in southwest Brooklyn. In 1977, Lutheran built Shore Hill Housing, a 558-unit rent subsidized senior citizen apartment complex located in Bay Ridge. Harbor Hill housing, an 87-unit complex providing housing as well as support services to Sunset Park, opened in 1995. A third facility, Sunset Gardens, also located in Sunset Park, opened in 2008 with 85 additional units.

Harbor Hill Housing Development Fund Corporation

5613 2nd Avenue
Brooklyn, NY 11220
718-439-8968

Myles Davis
President

Claudia C. Caine
Treasurer

Wendy Z. Goldstein
Secretary

Directors
Frederick G. Hadad
Emma Graeber Porter
Reverend Donald A. Stiger
Maria Carlson

Shore Hill Housing Company

9000 Shore Road
Brooklyn, NY 11209
718-745-4730

Reverend Donald A. Stiger
President

Rick Langfelder
Treasurer

Wendy Z. Goldstein
Secretary

Directors
Claudia C. Caine
Emma Graeber Porter

Myles Davis
Chief Operating Officer

Sunset Gardens Housing Development Fund Corporation

405 44th Street
Brooklyn, NY 11220
718-633-7345

Myles Davis
President

Rick Langfelder
Treasurer

Directors
Frederick G. Hadad
Nizar Khoury
Violeta Maya
Reverend Donald A. Stiger
Florence Sullivan, Esq.

Shore Road Community Services, Inc.

Claudia C. Caine
President

Michael T. Parks
Treasurer

Rosanne Raso, R.N., M.S., C.N.A.A.
Secretary

Awards & Distinctions

Lutheran Medical Center

- Level I Trauma Center
- FDNY Office of Medical Affairs Certified Cardiac Arrest Center
- New York State Department of Health Designated Stroke Center
- New York State Department of Health Designated Bariatric Specialty Center for Medicaid
- Designated Hypothermia Center
- Bariatric Center of Excellence, as named by the American Society of Metabolic and Bariatric Surgery
- Interventional and Therapeutic Cardiac Catheterization Laboratory
- 2010-2006 Named to the Community Value Index (CVI) Top 100 Hospitals and Five-Star Facility list by Cleverly+Associates
- 2010, 2009, 2008, 2007 Health Grades™ “Best in Brooklyn-Staten Island for Overall Orthopedic Services”
- 2006 Health Grades™ Distinguished Hospital for Clinical Excellence
- 2006 Health Grades™ Excellence Awards for Gastrointestinal Surgery, General Surgery, Orthopedic Surgery, Pulmonary Care and Stroke Care
- 2004 Solucient Top 100 Performance Improvement Leaders

Lutheran Family Health Centers

- Level 3 Patient-Centered Medical Home as designated by the National Committee for Quality Assurance (NCQA).
- 2008 Health Resources and Services Administration (HRSA) Distinguished Health Care Service Award
- 2001 Regional Health Administrator’s Award
- 2000 HRSA Cultural Competence Award

Health Plus, Inc.

- 2004 Ellis J. Bonner Community Leadership Award from America’s Health Insurance Plans (AHIP) for the Keeping Kids in School: Asthma Education Program

Accreditations

(As of December 31, 2010)

- Accreditation Council for Graduate Medical Education
- American Society of Metabolic and Bariatric Surgeons
- American Dental Association
- American Osteopathic Association
- American Podiatric Medical Association
- Commission on Laboratory Accreditation of the College of American Pathologists
- Joint Commission, Family Health Centers
- Joint Commission, Medical Center
- Joint Commission, Stroke Center

Affiliations and Memberships

(As of December 31, 2010)

Clinical

- Maimonides Medical Center, Pediatrics
- Mount Sinai Medical Center, Cardiac Care
- State University of New York Downstate
 - Anesthesiology
 - Interventional Radiology
 - Pulmonary Critical-Care

Professional

- American Hospital Association
- American Medical Association
- Association of Hospital Medical Education
- Greater New York Hospital Association

- Greater New York Metropolitan Bone Bank
- Healthcare Association of New York State
- League of Voluntary Hospitals
- National Association of Urban Hospitals
- United Hospital Fund of New York

Approved Residency Programs

American Council for Graduate Medical Education

(As of December 31, 2010)

- Anesthesiology (State University of New York Health Science Center at Brooklyn)
- Family Practice
- Internal Medicine
- Obstetrics and Gynecology

Council on Podiatric Medical Education

- Podiatric Medicine and Surgery

American Dental Association

- Advanced Education in General Dentistry
- Dental Anesthesiology
- Endodontics
- General Dentistry
- Pediatric Dentistry

American Osteopathic Association

- Family Practice
- General Surgery

Educational Affiliations

- City University of New York
 - Sophie Davis School of Biomedical Engineering
- College of Staten Island
- Columbia University
 - College of Dentistry
 - College of Nursing
 - School of Public Health

- Hunter College of Nursing
- Kingsborough Community College
- Long Island University
- New York City College of Technology
- New York College of Osteopathic Medicine
- New York College of Podiatric Medicine
- New York University
 - College of Dentistry
 - Wagner Graduate School of Public Service
- St. George’s University
- St. John’s University
- St. Vincent’s Catholic Medical Centers of New York
 - Emergency Medical Technician Institute
- State University of New York Health Science Center at Brooklyn, Major Teaching Affiliate
- State University of New York Health Science Center at Stony Brook, Paramedic Program
- Staten Island Emergency Medical Technician Training Program
- Wagner College
 - School of Nursing

Financials

Lutheran HealthCare: Lutheran Medical Center and Lutheran Family Health Centers

Unaudited Preliminary Summary Combining Balance
Sheet as of December 31, 2010 and Statements of
Operations for the Year Ended December 31, 2010

Total Assets	\$ 289,385,000
Total Liabilities	\$ 220,091,000
Total Net Assets	\$ 69,294,000
Total Revenues	\$ 524,777,000
Total Expenses	\$ 519,739,000
Excess of Revenue Over Expenses	\$ 5,038,000

Important Numbers to Know (718 area code)

Main Numbers

Lutheran Medical Center	630-7000
Lutheran Family Health Centers	630-7095
Lutheran Augustana Center for Extended Care and Rehabilitation	630-6000
Health Plus, Inc.	630-0126
Community Care Organization, Inc.	630-7274
Harbor Hill Housing Development Fund Corp.	439-8968
Shore Hill Housing Company, Inc.	745-4730
Sunset Gardens Housing Development Corp.	633-7345

Department and Program Numbers

Admitting	630-7120
Anesthesiology	630-6324
Behavioral Health	630-6582
Blood Donor Center	630-8900
Cardiac Catheterization Laboratory	630-8354
Cultural Competence	630-6732
Dental Services	630-6875
Development	630-6225
Emergency Department	630-6745 / 7185
External Affairs	630-7155
Family Medicine	630-8198
Health Education / Disease Management	630-8794
Health Information (Medical Records)	630-7125
Laboratory and Pathology (Office)	630-7385
Laboratory and Pathology (Lab)	630-6370
Maternal Child Education	630-8494
Medical Arts Pavilion	630-8600
Medicine	630-6373
Neurology Services	630-7316
Nursing Administration	630-7535
Obstetrics and Gynecology	630-6375
Oncology	630-7065
Pastoral Care	630-7505
Patient Information (Information Desk)	630-8000
Patient Relations	630-7310
Pediatrics	630-7545
Pharmacy	630-7050
Physician Referral	630-RXR (7979)
Radiation Oncology	630-7065
Radiology/Ultrasound	630-7400
Rehabilitation Network	630-7425
Services for Older Adults	630-7588
Social Services	630-7515
Speakers Bureau	630-7880
Surgical Services	630-7351
Surgical Weight Loss Institute	630-THIN (8446)
Vascular Laboratory	630-7777
Volunteer Services	630-7296
WIC Nutrition Program	630-7161

Contact Information

Lutheran HealthCare

Executive Office: 718-630-7300

Physician Referral: 718-630-RXR (7979)

Web Site: <http://www.LutheranHealthCare.org>

Twitter: <http://twitter.com/LutheranHC>

Facebook: <http://www.facebook.com/LutheranHealthCare>

LinkedIn: <http://tinyurl.com/mycsas>

YouTube: <http://www.youtube.com/user/LutheranHealthCare>

foursquare: <http://foursquare.com/LutheranHC>

For additional copies of this report contact:

External Affairs: 718-630-7155

