



THE NEW YORK EYE & EAR INFIRMARY

EXCELLENCE IN SPECIALTY CARE
2007 - 2008



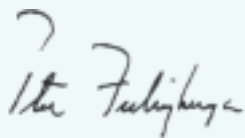
TABLE OF CONTENTS

Building on Excellence	3
Ophthalmology: Insights and Innovations	6
Otolaryngology/Head and Neck Surgery: The Sounds of Success	12
Plastic and Reconstructive Surgery: A Body of Work	18
Supporting Our Mission	20
Clinical Leadership	
Board of Directors	
Senior Administration	
Alumni Association	
Affiliations and Accreditations	
Donors	
The New York Eye & Ear Infirmary	24
A Legacy of Excellence	Inside Back Cover

Our vision and our hearing give us a sense of the world. Our appearance gives us a sense of ourselves. At The New York Eye & Ear Infirmary, our physicians are dedicated to preserving the ability to see, restoring the ability to listen, and providing individuals with the confidence to live their lives to the fullest.

The most historic specialty hospital in the Western hemisphere, New York Eye & Ear has earned a worldwide reputation for pioneering work in ophthalmology, otolaryngology, and plastic and reconstructive surgery. Over the course of our history, the hospital has benefited from the leadership of extremely talented physicians, who have taken their respective fields to new heights. They share a deep commitment to ensuring that patients receive the highest quality care, pursuing research that is broadening treatment options, and training young physicians who carry on their tradition of excellence.

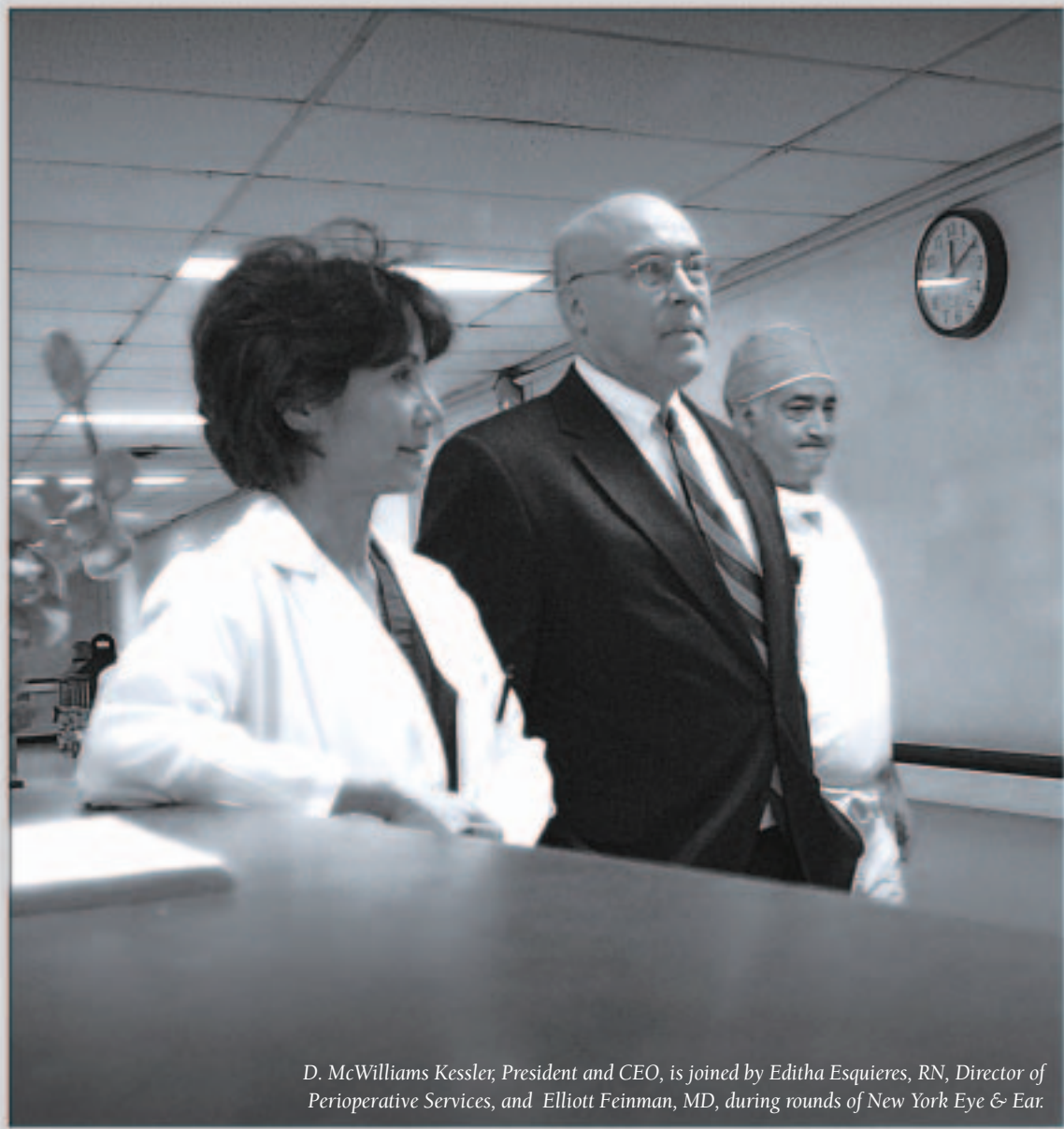
Each day, patients of all ages and from neighborhoods near and far come to New York Eye & Ear with the assurance that they will find a compassionate staff with a desire to heal and to help. That is our mission, and we are proud of the role that The New York Eye & Ear Infirmary plays in service to our communities.



Peter Frelinghuysen
Chairman, Board of Directors



D. McWilliams Kessler
President and Chief Executive Officer



D. McWilliams Kessler, President and CEO, is joined by Editha Esquieres, RN, Director of Perioperative Services, and Elliott Feinman, MD, during rounds of New York Eye & Ear.

In July 2007, the Board of Directors of The New York Eye & Ear Infirmary welcomed D. McWilliams Kessler as its new President and Chief Executive Officer, succeeding Joseph P. Corcoran, who retired after serving as President and CEO for 13 years. Prior to joining New York Eye & Ear, Mr. Kessler was President and CEO of the New Jersey-based Henry H. Kessler Foundation, a \$260 million public charity devoted to improving the lives of people with disability. From 1985-2002, Mr. Kessler served as Executive Director of the world-renowned Wills Eye Hospital in Philadelphia, where he helped direct a major expansion and diversification program. With his impressive record of strategic and operational success, and 28 years of experience in not-for-profit management, Mr. Kessler will be a superb leader as the hospital enters a new era in its distinguished history.

BUILDING ON EXCELLENCE

The New York Eye & Ear Infirmary is a world-renowned provider of specialty care, drawing patients not only from the metropolitan region, but throughout the United States and abroad. Our ophthalmology service is one of the most progressive in the nation for both adults and children. Our programs for ear, nose and throat disorders are among the country's most comprehensive. And the hospital is highly regarded for excellence in plastic and reconstructive surgery.

This is a pivotal time in the 188-year history of New York Eye & Ear. With approximately 160,000 outpatient visits and more than 25,000 surgical procedures performed each year (approximately 30 percent are pediatric cases), we offer the most advanced care possible, while pursuing research that furthers our

specialties, benefits our patients, and maximizes clinical outcomes. In the current competitive health care environment, it is critical that we not only preserve what we now offer patients, but also expand and grow accordingly in a thoughtful and deliberate fashion.

A VISION FOR 2020

As we look to 2020—the 200th anniversary of our founding—the time has come to develop and implement a strategic plan that will chart the course for New York Eye & Ear over the next 12 years and beyond. We have begun this ambitious process with the participation of our medical staff and Board of Directors, whose insight, guidance, and support are key to moving the institution forward.

This plan targets the need to

address the growing demand for our services, the age and space limitations of our physical plant, and opportunities for future growth and expansion, both regionally, nationally, and in the international arena.

As the need for our expertise increases, especially with an aging population that requires specialty vision and hearing care, we are exploring ways to develop clinical and surgical capacity within the hospital and in off-site locations. New York Eye & Ear currently maintains physician satellite offices on the Upper East Side, in Chinatown, Flushing, Brighton Beach, and in Westchester. We will continue to expand our base of physician practices in communities where need is indicated, as well as seek to establish a network of ambulatory facilities. We expect



**NEW YORK
EYE & EAR
AT A GLANCE
2007**

Days of Patient Care
3,239

Operating Room
Procedures
Inpatient
1,176

Operating Room
Procedures
Ambulatory
24,032

Ambulatory Visits
159,072

Full-time Employees
691

Medical and Dental Staff
632

Nursing Staff
100

Certified Beds
69

Discharges
1,448

Average Occupancy
Rate
27.7 %

Average Length of Stay
2.2 Days

additional growth to result from alliances we will cultivate with physicians and organizations both domestically and internationally.

As our services are being expanded throughout the region, we are developing a master facilities plan that includes renovations to the hospital's infrastructure that is designed to meet projected volume, anticipated growth needs, new business development, and evolving technology. Often, new technologies are generated by our own clinicians, who are innovators in their fields. Their pioneering work in the development and enhancement of potential surgical and medical devices and techniques will continue to have our support as we proactively establish relationships with pharmaceutical and device manufacturers.

**CONTINUING A
COMMITMENT TO QUALITY**

In 2007, New York Eye & Ear ranked among the country's top hospitals in *U.S. News & World Report's* "America's Best Hospitals" survey—an achievement that reflects the expertise of our physicians. With their extraordinary clinical skills and years of experience, combined with the concentration of resources found only in a specialty institution, our medical staff manage the most challenging and complex vision and hearing disorders, and perform reconstructive procedures

that transform lives. They have played key roles in developing and refining many of the surgical procedures and medical treatments that are current standards of care, and are able to offer patients access to major clinical trials.

As teachers, our medical faculty direct highly competitive training programs in ophthalmology, otolaryngology, and plastic and reconstructive surgery that attract candidates from the country's top medical schools. Indeed, New York Eye & Ear was among the first American hospitals to provide clinical training to medical students. Today, some 20 residents and fellows graduate from New York Eye & Ear's training programs each year, and many of our physicians travel to developing countries to train doctors and contribute their services to patients in need.

A TRADITION OF CARING

At the core of our organization is a superb nursing staff with a long-term commitment to New York Eye & Ear. The Department of Nursing, working in tandem with the Departments of Pathology, Radiology, Anesthesiology, Pharmacy, and many others, remains focused on providing the highest quality care in a safe, friendly, and service-oriented environment. They have kept pace with technologies that support staff in their patient care responsibilities, contributing to

greater efficiencies and safety.

In addition to clinical excellence, New York Eye & Ear is known for the compassion and sensitivity our employees show to a culturally diverse patient population and their families. Patients know that when they come to this hospital for care, they will be met with respect, courtesy, and personalized attention.

A FOUNDATION FOR THE FUTURE

Among the most historic hospitals in the country, The New York Eye & Ear Infirmary has a strong history of clinical, education, and research achievements. Our predecessors provided us with a solid foundation



February 15, 2008: Mr. Kessler rings the opening bell at the New York Stock Exchange, with Drs. Ronald Hoffman and Steven Schaefer (at left) and Drs. Joseph Walsh and Simon Parisier (at right). They are joined by NYSE officers Lawrence Liebowitz (far left) and Daniel Tandy (right rear).

from which we can build. Through the close collaboration of physicians and Board members, and the continued dedication of our employees, we approach the opportunities and challenges ahead with a well-defined vision and commonality of purpose.

To realize our strategic goals, we also embrace a new culture of giving—one that involves outreach

to many friends and constituents and encourages a commitment to creating an endowment program that will support patient care, research, and medical education endeavors.

We are proud of our significant history and look forward to continuing as a vibrant health care institution offering hope and healing to thousands of patients each year.

SENIOR MANAGEMENT TEAM

In 2007, we formed a new executive team charged with further strengthening and developing the hospital's financial, clinical, philanthropic, strategic, and business initiatives.

J. Robert Rosenthal, MD
*Senior Vice President, Medical Affairs,
Chief Medical Officer*

Sonja Tennaro, RN, EdD, CNAA, CHE
*Senior Vice President for Clinical
Operations and Chief Nursing Officer*

Allan Fine
*Vice President for Strategy and
Business Development*

Charles Figliozzi
*Vice President for Finance and
Chief Financial Officer*

Carol L. Bohdan
Vice President for Development

ACHIEVEMENTS OF NOTE

In the past year, The New York Eye & Ear Infirmary marked a number of noteworthy clinical, operational, and administrative accomplishments. These include:

- Maintaining a balanced budget in a challenging health care environment with declining reimbursement and increasing regulatory requirements
- Expansion of the hospital's physician satellite offices
- Opening of the Ear Institute—a comprehensive, off-site center dedicated solely to the diagnosis and treatment of disorders of the ear
- Creation of the first endowed chair—the Shelley and Steven Einhorn Distinguished Chair of

Ophthalmology—made possible by a \$2 million gift from the Einhorns

- Leading an international effort to raise awareness about glaucoma through the establishment of the first annual World Glaucoma Day, which was launched in New York City with Mayor Michael Bloomberg officiating
- A record-breaking “Thanks for Giving” Ball—raising more than \$600,000—honoring distinguished Board member Susan Liebowitz and esteemed physician Bernard Kabakow, MD
- Recognition of New York Eye & Ear's 188 years of service with the ringing of the opening bell at the New York Stock Exchange

DEPARTMENT OF OPHTHALMOLOGY

INSIGHTS AND INNOVATIONS

The Department of Ophthalmology was the cornerstone of The New York Eye & Ear Infirmary when it was founded in 1820. Today, with some 600 attending ophthalmologists with expertise in every ophthalmic subspecialty, the Department, led by Joseph B. Walsh, MD, Professor and Chairman, is one of the largest and most comprehensive in the country. “True to the mission of our early founders,” says Dr. Walsh, “we continue their commitment to deliver the highest quality of care to those in need; provide outstanding training for the next generation of physicians; and pursue basic, translational, and clinical research that will transform care for patients with serious eye disease.”

As the largest of three major departments constituting The New York Eye & Ear Infirmary, Ophthalmology thrives from the extraordinary advantages that only a specialty hospital can offer. These include a breadth of patient cases that is unparalleled. The availability of sophisticated technology, equipment, and resources allows the hospital’s ophthalmologists to

offer patients the latest innovations in care. An academic environment supports physician training in virtually every eye disease and disorder—from the most common to the rarely seen. Each year, the competitive residency program receives more than 400 applications for seven positions. Fellowships, both clinical and research, attract candidates from around the globe, providing New York Eye & Ear with a true international reach. Additionally, the Department benefits from the commitment of hospital leadership to carry out research on every level.

A FULL SPECTRUM OF CLINICAL EXPERTISE

The Department of Ophthalmology has realized significant growth and clinical expansion in all of its specialty areas. In addition to providing care in the Comprehensive Ophthalmology Service six days a week, the Department offers specialized expertise and care for a variety of complex and highly specific conditions.



Cornea and Refractive Surgery Service

As the largest corneal transplant center in the metropolitan area, New York Eye & Ear is at the forefront of the latest technology regarding corneal transplantation, including implantation of artificial corneas and stem cell transplantation.

Management of patients with infectious diseases of the eye is an important function of the Cornea and Refractive Surgery Service, with patients referred to The New York Eye & Ear Infirmary from throughout the northeast and beyond. Its



Dr. Joseph B. Walsh, Chairman of Ophthalmology, performs a routine eye exam.

microbiology laboratory, one of the most active in the country, handles diagnostic specimens for all infectious diseases of the eye. The hospital participates in many clinical trials, providing patients with access to antimicrobials and other new therapies.

Refractive eye surgery is performed to improve the refractive state of the eye and decrease dependency on glasses or contact lenses. This can be accomplished by remodeling the curvature of the cornea surgically or by laser, or by

implantation of a lens implant in the eye. Successful refractive eye surgery can help to reduce common vision disorders such as myopia, hyperopia, and astigmatism.

Glaucoma Service

Glaucoma, the leading cause of blindness in the United States, most often occurs when the fluid pressure inside the eyes slowly rises, damaging the optic nerve. Ninety percent of this blindness can be avoided with early diagnosis and proper treatment. New York Eye & Ear's

Glaucoma Service is recognized worldwide for the role its physicians play in making advances in the understanding, treatment, and education of this disorder. With the establishment of the Shelley and Steven Einhorn Distinguished Chair of Ophthalmology—made possible by a \$2 million gift from the Einhorns—our physicians are expanding their research further to better understand why glaucoma develops and to identify ways to treat this serious disorder.



Dr. Robert Ritch, Director, Glaucoma and Imaging Center, explains to a patient's daughter the results following surgery for glaucoma.

Neuro-Ophthalmology

The Neuro-Ophthalmology Service addresses visual problems and diseases related to the nervous system in children and adults. The hospital's neuro-ophthalmologists care for patients with a variety of neuro-ophthalmic diseases, including optic nerve problems, cranial neuropathies, neuromuscular difficulties, orbital and intracranial tumors, systemic inflammatory disease, neurovascular disease, and disorders of visual perception. The service is integrated with the member hospitals of Continuum Health Partners, providing a seamless patient care network for neurosurgical and neurovascular diseases. The Neuro-Ophthalmology Service also provides support to multiple neurological services in the New York metropolitan area. Additionally, Neuro-Ophthalmology staff will

direct a soon-to-be National Institutes of Health-supported research network throughout the United States and Canada for the study of neuro-ophthalmology disorders.

Ocular Oncology

The Ocular Oncology Service provides established, new, and innovative treatments for patients with cancer of the conjunctiva, iris, retina, choroid, and optic nerve. New York Eye & Ear physicians offer the latest diagnostic and treatment modalities, including the use of radioactive ophthalmic plaques to treat intraocular tumors.

The hospital's ophthalmologists have also pioneered new imaging techniques for intraocular, adnexal tumors, and systemic cancers. The Ocular Oncology Service has also taken the lead in the use of whole body FDG-PET/CT imaging to stage

cancer for patients with choroidal melanoma. This technology is rapidly becoming the standard for staging patients with malignant melanoma. In addition, the service offers oncology care for children with retinoblastoma and other pediatric tumors.

Oculoplastic, Orbital, and Reconstructive Surgery

Patients with problems associated with the eyelids, tear glands and ducts, and orbit (the bone around the eye) find comprehensive diagnostic and treatment programs through the Oculoplastic, Orbital, and Reconstructive Surgery Service. Eye surgeons work closely with the hospital's otolaryngologists when surgery is required for orbital cellulitis related to sinusitis or for neoplastic processes that affect the orbit and sinuses.



Dr. Paul A. Sidoti, Director, Comprehensive Ophthalmology Service, discusses glaucoma management with a patient.

Ocular Immunology and Uveitis

The Ocular Immunology and Uveitis Service at New York Eye & Ear has the largest concentration of physicians specializing in uveitis—an inflammatory eye disease—of any single academic center in the tri-state area.

Physicians on this service address all forms of inflammatory eye disease—a leading cause of preventable blindness. In addition to managing these complex disorders, often of unknown origin, the Ocular Immunology and Uveitis Service is actively involved in scientific investigations to increase the understanding of ocular inflammatory disease.

With major support from Morton P. Hyman, Vice Chairman, Board of Directors, researchers are performing studies on tissue damage in the eye that could provide important information for diagnos-

ing and monitoring intraocular inflammation. Inflammatory eye disease can also be secondary to autoimmune disorders. Patients are then co-managed with other subspecialties, in particular, the cornea,

retina, glaucoma, and neuro-ophthalmology services.

Pediatric Ophthalmology

The Pediatric Ophthalmology Service cares for the full range of

Around the Clock Care for Trauma Injuries The New York Eye & Ear Infirmary's Eye Trauma Center is the only such program in the metropolitan area and treats more emergency eye cases than any other facility in New York State. The Eye Trauma Center is an integrated multi-specialty service with over 25 eye surgeons representing the Department of Ophthalmology's Cornea, Retina, and Oculoplastic Services. The Center is available 24 hours a day to patients for primary and secondary repair of complex ocular injuries. In any single week, ophthalmologists will see traumatic injuries to the retina or cornea, ruptured globes, and infections. The New York Eye & Ear Infirmary has been selected as the Eye Injury Registry of the State of New York and as a member of the United States Eye Injury Registry. These affiliations enable the hospital to collect eye injury data that will facilitate epidemiological research, development of preventive strategies, and clinical trials, and optimize treatment modalities.

eye problems and ocular disorders that requires both medical and surgical treatment. Many of these conditions are related to strabismus and amblyopia, the most common pediatric eye disorders. The Department's scope of service also includes ocular plastic and reconstructive procedures in infants and children, and the treatment of cataracts, cornea and anterior segment disease, congenital and developmental retinal problems, and trauma.

An increasing number of young patients with congenital cataracts have been referred to the service and benefit from the use of intraocular lenses. Pediatric glaucoma, while rare, can result from genetics or trauma or can be secondary to systemic diseases. To diagnose, treat, and follow up with children with glaucoma, New York Eye & Ear established in 1999 the region's first pediatric program for this rare disease.

The Bendheim Family Retina Center

The first retina service in New York City—created in 1959—The Bendheim Family Retina Center is today the largest of its kind in the New York area, treating retinal detachment, retinal tears, and retinal vascular diseases with the newest technologies and techniques. Vitrectomy surgery, including the use of long-acting gases, heavy liquids, and silicone oil for treating difficult retinal detachment cases, is performed routinely here.

Due to a higher incidence of age-related macular degeneration

and diabetes-related retinopathy, The Bendheim Family Retina Center is undergoing significant growth in patient volume. A \$1.5 million gift from the Leon Lowenstein Foundation is helping to support research to develop new technologies for noninvasive imaging to better diagnose and treat retinal disease. The Center's physicians have developed optical coherence tomography—a non-invasive, non-contact digital technology that can image retinal structures with extremely high resolution. With the ability to identify the earliest stages of macular holes and fluid accumulation within the retina, this technology has the potential to revolutionize diagnostic techniques for glaucoma.

Ocular Imaging

At New York Eye & Ear, patients benefit from state-of-the-art anterior segment imaging that enables surgeons to precisely define the diseased area, and computerized field testing for early detection of nerve damage. New York Eye & Ear is the site of the first clinical high resolution ultrasound biomicroscope in the United States. The technique enables ophthalmologists to visualize the cornea, iris, sclera, and other front structures of the eye through non-invasive means.

Ophthalmic Pathology

The Ophthalmic Pathology Service of New York Eye & Ear is a major referral center for the metropolitan area and throughout the northeast.

In addition to providing critical support for the laboratory needs of physicians, faculty pursue both basic and clinical research, making important contributions to the medical literature. The service recently added a molecular pathology laboratory dedicated to genetic analysis of orbital lymphomas, ocular melanoma cell lines, and squamous cell cancers of the head and neck region; has established a fine needle aspiration biopsy service; and provides consultations for the evaluation of immunologic and infectious ocular surface disease.

Research Endeavors

The Department of Ophthalmology has a robust research program, including a broad range of clinical trials of new medical and surgical therapies that keep New York Eye & Ear at the cutting edge of eye care. The hospital's Aborn-Lubkin Eye Research Center at New York Eye & Ear, which was established in 1978, is responsible for the development of the first modern system of corneal topography, and the Department's researchers continue to pursue innovations in the field that incorporate bioengineering and modern technology. Clinical trials address a range of conditions, including glaucoma, macular degeneration, macular telangiectasia, retinal diseases, ocular oncology, thyroid eye disease, uveitis, and many other areas. A new Clinical Trials Center has been created to enhance patient participation in these studies.



LEILANI GRIFFIN: A SIGHT TO BEHOLD

Three-year-old Leilani Griffin was born with strabismus—a misalignment of the eyes commonly known as crossed eyes. As a result, Leilani's depth perception was compromised, and she was unable to determine the different distances of objects in front of her. Her parents brought her to see Dr. Brian Campolattaro, a pediatric ophthalmologist with New York Eye & Ear. Dr. Campolattaro performed strabismus surgery to correct the abnormality by realigning the muscles of Leilani's eyes. Says Dr. Campolattaro, "The procedure was a complete success." By the smile on Leilani's face, she agrees. Pediatrics is a major program of New York Eye & Ear, representing nearly 30 percent of the hospital's patient population.

DEPARTMENT OF OTOLARYNGOLOGY/ HEAD AND NECK SURGERY

THE SOUNDS OF SUCCESS

The Department of Otolaryngology traces its historic origins to 1824 when an otology service was added as a specialty to The New York Eye Infirmary. The hospital's annual report that year stated "a new branch has been added to the institution, and patients have been received and put under treatment affected with deafness and other diseases of the ear."

Over the years, the specialty has evolved to include comprehensive care of the ear, nose and throat, as well as disorders of the head and neck. Today, under the direction of Steven D. Schaefer, MD, Professor and Chairman, the Department of Otolaryngology/Head and Neck Surgery is an international referral center with 17 full-time faculty and more than 100 voluntary attendings covering all subspecialties of otolaryngology and communicative sciences. Nearly 70,000 outpatient visits are managed and more than 4,800 otolaryngologic procedures are performed yearly at New York Eye & Ear. The Department's specialists see an unusual range of cases in otolaryngology and head

and neck surgery—up to four times the national average.

"If you do an extraordinary number of cases, you can do them well," says Dr. Schaefer. "In addition to the large volume of patients we treat, the success of our service is due, in large part, to the dedication of our physicians to pursuing research in otolaryngology disorders."

The Department has a robust program in basic science, translational, and clinical research. Clinician-scientists are studying topics that include developmental and genetic causes of hearing loss and balance disturbances, thyroid and head and neck cancers, laryngeal nerve and muscle function, congenital malformations and facial plastics, and a number of projects on the structure, function, and pathology of the ear.

Surgeons are also actively involved in the evaluation and refinement of minimally invasive operative procedures with the goal of preserving function without disturbing normal structures. The contributions of otolaryngology

faculty to journals and textbooks are recognized internationally.

The Department's highly sought after residency program accepts four residents a year for five years of training. Some 250 applications are received for these coveted positions. "We choose these residents carefully," says Dr. Schaefer. "They are caring, capable, and in the top five percent of their medical class. They are the best and the brightest who will ultimately represent New York Eye & Ear when they go on to start their own practice."

STATE-OF-THE-ART SURGERY AND SERVICES

The Department of Otolaryngology/Head and Neck has greatly enhanced its subspecialty programs over the years through important collaborations with members of Continuum Health Partners, recruitment of new subspecialty faculty, significant funding for research, and, most recently, with the opening of a 25,000-square-foot facility that houses its expanded Ear Institute. The Ear Institute encompasses the



Surgery of the paranasal sinuses and skull base is performed using optical telescopes to permit minimally invasive surgery.



Dr. Steven D. Schaefer, Chairman of Otolaryngology/Head and Neck Surgery, instructs resident physicians in head and neck surgery.

following subspecialty programs:

- Hearing and Learning Center
- Cochlear Implant Center
- Center for Hearing and Balance Disorders
- Otolaryngology and Neurotology

In addition, patients benefit from the Department's nationally recognized expertise and extensive experience in:

Facial Plastic and Reconstructive Surgery

The Facial Plastic and Reconstructive Surgery Service collaborates with the Department's Rhinology and Otolaryngology Services and the Oculoplastics Service of the Department of Ophthalmology to offer the most current reconstructive surgery techniques. Their expertise is applied to post-traumatic, post-surgical, and congenital facial malformations,

facial skin cancers and other lesions, or to repair microtia—an abnormally small or absent outer ear.

Head and Neck Surgery

A multidisciplinary team of physicians and allied health care professionals who specialize in the treatment of patients with head and neck cancer work together to care for the more than 150 new patients seen annually. The Head and Neck Surgery Service, which is integrated with the oncology services of Continuum Health Partners, has an established tumor board to manage the complexity of these patients. Here individual patients' laboratory, radiological, and endoscopic reports are discussed among surgeons, radiation therapists, medical oncologists, oral and maxillofacial surgeons,

radiologists, and pathologists to develop an optimal treatment plan. Nurses, speech therapists, prosthodontists, dietitians, and social workers also participate in treatment planning to assure a comprehensive level of specialty care and best possible outcome.

Pediatric Otolaryngology

The Pediatric Otolaryngology Service, one of the largest in the country, cares for infants and children with hearing loss and complex conditions, including cleft lip and palate malformations, airway abnormalities, and neck masses. Physicians on the service also manage common concerns such as middle ear infection, tonsil and adenoid disease, and sinusitis, and hold a monthly pediatric otolaryn-

gology clinic at the New York Foundling Hospital. High resolution computer tomographic (CT) scanning, lasers, endoscopes, and video monitoring are among the sophisticated technologies available to diagnose and treat children with ear, nose, and throat disorders.

Rhinology and Sinus Disease

The treatment of diseases of the nose and related structures has been a clinical area of expertise within the Department of Otolaryngology since the earliest days of The New York Eye & Ear Infirmary. The hospital kept pace with developments in the field, including the introduction of surgical endoscopes, CT imaging, and optical instruments, rapidly expanding their capabilities in rhinology and sinus diseases—a very high volume subspecialty at New York Eye & Ear. According to a 2006 issue of *Laryngoscope*, the Depart-

ment's endoscopic sinus surgeons have some of the best published results noted in the world literature.

Speech and Language Pathology

The Hector R. Giancarlo, MD Center for Communicative Sciences is a fully accredited, nationally recognized center providing comprehensive services for disorders of hearing, balance, speech, language, voice, and swallowing in an advanced diagnostic and therapeutic facility. Evaluations and therapeutic interventions are provided in English, Spanish, Russian, and Chinese.

Thyroid Center

A team of specialists in otolaryngology/head and neck surgery, endocrinology, radiology, pathology, and nutrition come together in the Thyroid Center to treat benign and malignant diseases of the thyroid gland. A continuum of care is provided from evaluation to surgical

management through long-term follow-up. Patients benefit from receiving all aspects of diagnosis and treatment in one location, including thyroid ultrasound, fine needle biopsy, fluorescence spectroscopy, and a fiber-optic laser technique to evaporate tumors.

Through the Thyroid Center, New York Eye & Ear has been leading the way in caring for the increasing number of thyroid disorders, especially benign and malignant tumors, found among the Russian immigrant population in Brooklyn. This is the result of exposure to the radiation fallout from Chernobyl, the site of the world's worst nuclear power plant explosion in 1986. They are now focusing on immigrants from the Ukraine, Belarus, and Russia to determine if they may have been harmed as well.



Dr. Michael Pitman uses the most advanced equipment in the diagnosis and treatment of voice and swallowing disorders.

Important research is underway on new diagnostic modalities, minimally invasive treatment of thyroid neoplasms, and benign and cancerous growths of the thyroid. Research on growths of the thyroid is complemented by a screening program and international conferences on the topic of radiation-induced thyroid disorders, such as those seen following the Chernobyl accident. A nasopharyngeal cancer study and screening program is being conducted in Chinatown and Queens, in coordination with Hong Kong medical institutions.

Voice and Swallowing Institute

The Voice and Swallowing Institute is comprised of a team of specialists—representing medical, surgical, therapeutic, and vocal counseling services—who work cooperatively to address the needs of individuals with voice disorders and other problems related to the larynx. The Institute's research program is dedicated to advancing the field of diagnosis and rehabilitation of voice disorders so that care is provided based upon the very latest findings.

At the Voice and Swallowing Institute, neurological disorders that affect the larynx and vocal folds form an area of special focus for clinical care and research. These include vocal fold paralysis, spasmodic dysphonia, voice disorders associated with Parkinson's disease, vocal tremor, stroke, and other disorders of involuntary movement of the larynx, such as tics and myoclonus.

To aid in the diagnosis of these disorders, the Institute offers expertise in neurolaryngology supported by the latest techniques, such as laryngeal electromyography and videokymography. Researchers are focused on understanding neural signals controlling laryngeal muscles that arise from the central nervous system and sensory mechanisms of the vocal process, including those involving tracheal and pharyngeal components.

Most recently, The New York Eye & Ear Infirmary was awarded a \$275,000 grant from the National Institutes of Health to study the cause of spasmodic dysphonia, a disorder that triggers involuntary spasms of the vocal cords and causes a whispering or severely strained voice. Studies will focus on identifying specific motor neuron firing patterns that occur during vocal spasms using multi-dimensional physiologic and artificial intelligence technologies.

Swallowing problems (dysphagia) have many underlying causes, including sudden onset neurologic damage, progressive neurologic disease, head and neck tumors, and medical problems such as rheumatoid arthritis, scleroderma, and diabetes. They also can be the result of surgery for head and neck cancer and other conditions. Patients with suspected swallowing problems are evaluated in the Swallowing Laboratory and treated to prevent complications, such as dehydration, malnutrition, choking, and pneumonia.



Megan Kuhlmeier, a clinical audiologist, instructs her patient on the maintenance of the cochlear implant processor.

In 2008, The New York Eye & Ear Infirmary opened the Ear Institute, a state-of-the-art center of excellence dedicated to the diagnosis and management of diseases of the ear and skull base. The Ear Institute brings together a diverse group of outstanding clinicians from New York Eye & Ear and Beth Israel Medical Center. These specialists are pioneers in cochlear implantation, medical and surgical otology and neurotology, and hearing and balance disorders in adults and children. The Ear Institute leads and participates in many of the nation's most advanced basic science research studies and Food and Drug Administration clinical trials focusing on speech, language, and hearing.

The Ear Institute subspecialty centers include:

Medical and Surgical Otology and Neurotology—offers advanced medical

THE EAR INSTITUTE

A COMMITMENT TO EXCELLENCE



A young patient fitted with bilateral cochlear implants is being tested audiotically using visual response techniques by Sandra Delapenha, Clinical Supervisor, Audiology.



Physical therapist Anu Abraham helps diagnose the source of a patient's dizziness with a sensory organization test that assesses the three main systems of balance.

and surgical therapy for all ear and skull base disorders. Areas of expertise include hearing and balance disorders in adults and children, chronic ear disease, cholesteatoma, tumors of the ear and skull base, facial nerve disorders, cochlear implantation, and other advanced auditory prostheses. Otolgic diagnostic services include standard audiometry, speech audiometry, and impedance testing.

Hearing and Learning Center—a unique resource for children with hearing loss that offers the most advanced diagnostic audiology, hearing aid fitting, speech and language evaluation, and educational support. Staff are specially trained to evaluate and rehabilitate young children and those children who are difficult to test due to auditory processing disorders.

Cochlear Implant Center—one of the largest in the United States that com-

bines several clinical programs dating from 1979. Physicians here have helped to develop this remarkable, implantable device that is eliminating severe to profound deafness both in children as young as six months old and adults into their 90s. Center physicians participate in numerous national and international research protocols, making available the latest advances in implant technology. In addition, support is provided to help mainstream children with cochlear implants and facilitate access to early intervention programs for children with developmental challenges.

Center for Hearing and Balance Disorders—provides the highest quality diagnostic and therapeutic treatment of complex hearing and balance disorders. A thorough and comprehensive evaluation begins with laboratory testing that includes,

among others:

- audiometry
- videonystagmography/
electronystagmography
- rotational chair
- computerized dynamic
posturography

Vestibular Rehabilitation Center—offers exercise-based treatment to improve function of the three critical systems that contribute to balance well-being: the inner ear, eyes, and muscles in the legs. In addition, therapy promotes the integration of signals from each system in the brain. Vestibular rehabilitation can benefit patients who suffer from benign paroxysmal positional vertigo—the most common cause of dizziness; inner ear disorders; imbalance caused by changes with aging; head trauma; and cervical neck problems.



Dr. Donald Wood-Smith, Chairman of Plastic and Reconstructive Surgery, leads a department of outstanding plastic and reconstructive surgeons.

DEPARTMENT OF PLASTIC AND RECONSTRUCTIVE SURGERY

A BODY OF WORK

The Department of Plastic and Reconstructive Surgery is dedicated to bringing accessible and affordable, high quality plastic surgery to the community. Under the leadership of Donald Wood-Smith, MD, Chairman, the Department's 50 plastic

surgeons are among the most outstanding in the region, caring for patients who need reconstructive surgery as a result of disease, malformation, or traumatic injury. They also perform elective cosmetic surgery of the nose, face, and breasts.

“My directive as chairman is to ensure that we provide the very best of care in a comfortable environment and with a strict emphasis on safety and respect for our patients,” says Dr. Wood-Smith. “As part of New York Eye & Ear, we interface with



experts in otolaryngology and ophthalmology, which further benefits our patients. Anesthesia is a particularly superb department here and is integral to these procedures and their outcomes.”

The Department emphasizes fellowship training as part of its mission. Approximately one-third of all candidates who graduated from the country’s residency programs in

BREAST RECONSTRUCTION: A MORE NATURAL APPROACH

The Department of Plastic and Reconstructive Surgery now offers the latest breast reconstruction technique for women following mastectomy. The perforator breast flap surgery uses the patient’s own skin and tissue from the abdomen without interfering with muscle to replace skin and tissue removed during the mastectomy. The flap is transplanted to the mastectomy site and tailored to be as symmetrical as possible with the other breast. The result is a breast that feels more natural. The procedure carries fewer complications, preserves muscle function, and the patient experiences less postoperative pain and length of stay is shorter.

plastic surgery apply for the two available positions.

Skills that Transform

Clinical innovations taking place in the Department of Plastic and Reconstructive Surgery of New York Eye & Ear are helping to transform people’s lives using the latest endoscopic, laser, liposuction (both standard and ultrasonic), and other surgical instrumentation available.

Surgeons are exploring the use of various plastic materials and the patient’s own cartilage to construct an absent outer ear for a condition called microtia. Microvascular surgeons perform a unique surgical procedure to transfer tissue in order to repair or reattach fingers and thumbs. A multispecialty team at New York Eye & Ear performs life-changing reconstructive surgery on children born with cleft lip and palate malformation.

The newest laser surgery techniques are used for the treatment of port wine stains and other vascular malformations. The Department was

the first in New York City approved to use the Fraxel re:pair™ laser system. Since this new laser has the ability to ablate tissue deep within the dermis—the dense inner layer of skin beneath the epidermis, composed of connective tissue, blood and lymph vessels—it is an effective resurfacing solution with minimal risk and a much shorter recovery time, as compared to traditional CO₂ lasers and surgical procedures.

Cosmetic Surgery

Patients seeking elective plastic surgery are offered a wide array of the latest cosmetic procedures. These include the endoscopic face lift, which is a refinement of the facial plastic operation. This procedure uses a straw-like telescopic instrument that is inserted through small incisions to smooth wrinkles from beneath the skin.

In addition, the Department’s plastic surgeons perform no-incision eyelid plasty, nasalplasty, and liposuction for reshaping body contours.

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 EYE & EAR INFIRMARY**

310 East 14th Street
 New York, NY 10003
 (212) 979-4000

PHYSICIAN OFFICES

Manhattan
Manhattan Office
 1430 Second Avenue
 Suite 110
 New York, NY 10021
 (212) 535-2298

Chinatown
 80 Bowery
 New York, NY 10013
 (212) 343-8399

Brooklyn
Brighton Beach Office
 2748 Ocean Avenue
 Brooklyn, NY 11229
 (718) 616-1000

Queens
Flushing Office
 136-40 39th Avenue
 Flushing, NY 11354
 (718) 321-8246

Long Island
Mineola Office
 200 Old Country Road
 Mineola, NY 11501
 (516) 408-4900

Westchester
Chappaqua Office
 59 South Greeley Avenue
 Suite 4
 Chappaqua, NY 10514
 (914) 238-5500

TEACHING AFFILIATE

New York Medical College
 Valhalla, NY 10595
 (914) 594-4000

**IMPORTANT TELEPHONE
 NUMBERS**

Administration (212) 979-4301
 Alumni Association (212) 473-6390
 Ambulatory Care Centers
 (Appointment Desk) (212) 979-4192
 Continuing
 Medical Education (212) 979-4444
 Development (212) 979-4019
 Ear Institute (646) 438-7800
 Emergency Services
 5 pm – 11:30 pm (212) 979-4418
 11:30 pm – 7:30 am (212) 979-4353
 Human Resources (212) 979-4275
 Information Systems
 (Help Desk) (212) 979-4273
 Ophthalmology (212) 979-4500
 Otolaryngology (212) 979-4164
 Physician Referral
 Service (212) 979-4472
 Plastic and Reconstructive
 Surgery (212) 979-4493
 Public Affairs and
 Marketing (212) 979-4274
 Volunteer Department (212) 979-4462

DEVELOPMENT DEPARTMENT

Vice President for Development
 Carol L. Bohdan
Director of Development
 David Stiles
Development Associate
 Maisel Mazier

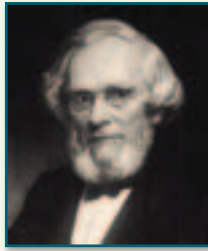
The *Excellence in Specialty Care* report is published by the Development Department. Photographs throughout this report were taken by award-winning photojournalist John Shearer in celebration of the hospital's "A Day in the Life of New York Eye & Ear" campaign.

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For more information on The New York Eye & Ear Infirmary, visit www.nyee.edu.

A LEGACY OF EXCELLENCE



Dr. Edward Delafield



The New York Eye & Ear Infirmary



Dr. John Kearney Rodgers

In the early 1800's, London became the center of world surgery. America had "inherited" English traditional medicine and surgery, and many surgeons throughout the world, including Americans, visited London to learn and perfect their skills.

In 1816, two young graduates of the New York College of Physicians and Surgeons, Edward Delafield, a medical resident, and John Kearney Rodgers, a surgical resident, set out from New York to continue their medical training with the London Infirmary for Curing Diseases of the Eye.

In 1818, Drs. Delafield and Rodgers returned to New York City. Upon finding that facilities for caring for patients, especially the indigent, with eye disease were woefully inadequate, they launched the original New York Eye Infirmary with their own funds on August 1, 1820, in a two-room suite on the second floor in a small, two-story brick house across from City Hall.

One of the nation's most

respected citizens, Col. William Few, who fought in the Revolutionary War and was a signer of the U.S. Constitution, became the Infirmary's first President.

In 1823, the Infirmary established lectureships that were probably the first organized efforts at teaching ophthalmology in the United States.

While the very beginning of New York Eye & Ear's rich history was based on diseases of the eye, patients with conditions of the ear had also been treated there since its inception. The otology department was given official recognition in 1824, and in 1864, the hospital's name was legally changed to The New York Eye & Ear Infirmary.

In 1890, the School of Ophthalmology and Otolaryngology, chartered by the State Legislature, was officially founded, launching the first otolaryngology resident training program in the United States. At that time, training for ophthalmology and otolaryngology was combined. It was not

until 1896 that the services were separated. In 1980, New York Eye & Ear began its affiliation with New York Medical College, located in Valhalla, New York.

By the turn of the century, almost one million patients had been treated in its clinics, and almost every state in the nation and a number of countries abroad are represented in the Infirmary's roster of graduates and postgraduate students, many of whom have gone on to illustrious careers.

The latest facility (North Building) was completed in 1968 on Fourteenth Street and Second Avenue with 207 beds, 10 operating theaters, and a staff of over 150 physicians. The old Infirmary (South Building) was also renovated and modernized.

Today, The New York Eye & Ear Infirmary is recognized as the most historic specialty hospital in the Western hemisphere. Since its founding almost 200 years ago, the hospital has remained at the forefront of its specialties.

THE NEW YORK EYE & EAR INFIRMARY

FINANCIAL SUMMARY
(in thousands of dollars)

	December 31	
	<u>2007</u>	<u>2006</u>
STATEMENT OF OPERATIONS		
Revenues		
Patient revenues	\$ 84,617	\$ 76,425
Other operating revenues	10,824	11,137
Total Revenues	95,441	87,562
Expenses		
Salary and wages	43,512	40,138
Employee benefits	13,241	12,247
Supplies and other expenses	32,786	29,986
Depreciation	5,888	5,523
Total Expenses	95,427	87,894
Gain (Loss) from Operations	\$ 14	\$ (332)

STATEMENT OF FINANCIAL POSITION

Assets		
Current assets (excluding investments)	\$ 21,647	\$ 18,180
Investments		
Current	12,565	13,683
Assets limited as to use	4,429	2,322
Property and equipment	40,662	35,062
Other non-current assets	2,545	2,931
Total Assets	\$ 81,848	\$ 72,178
Liabilities and Net Assets		
Current liabilities	\$ 18,727	\$ 13,395
Pension payable	11,151	12,832
Other non-current liabilities	2,052	2,195
Total Liabilities	31,930	28,422
Net Assets	49,918	43,756
Total Liabilities and Net Assets	\$ 81,848	\$ 72,178