Brigham and Women’s Hospital, Inc.

General Information

75 Francis Street
Boston, MA 02115
(617) 424-4300

Website
http://www.brighamandwomens.com/

Organization Contact
Judi Mullen bwhgiving@partners.org

Year of Incorporation
1980
Mission Statement

Mission

Brigham and Women’s Hospital is dedicated to:

• serving the needs of our local and global community,
• providing the highest quality health care to patients and their families,
• expanding the boundaries of medicine through research,
• educating the next generation of health care professionals.

Background Statement

Brigham and Women’s Hospital has deep and rich roots in medicine that date back to 1832. BWH formed in 1980 with the unprecedented merger of three of Boston's oldest and most prestigious Harvard teaching hospitals: the Peter Bent Brigham Hospital, the Robert Breck Brigham Hospital, and the Boston Hospital for Women. BWH's strength as an academic medical center continually evolves but stays true to its mission of the highest quality patient care and service, teaching the next generation of caregivers, and cutting-edge research and discovery. Throughout BWH, innovation is encouraged, and its history and traditions are cherished. BWH is a founding member of Partners HealthCare System, the largest integrated health care delivery network in New England. A top recipient of research grants from the National Institutes of Health – with an annual research budget of more than $640M – BWH is internationally known for its clinical, translational, bench, and population-based research studies, including the landmark Nurses Health Study, Physicians Health Studies, and the Women's Health Initiative.

BWH continues to build on the legacy of its predecessors. It has been ranked in US News and World Report's Honor Roll of America's best hospitals for 23 consecutive years, and in 2015 ranked 6th. BWH was also recently recognized by the University HealthSystem Consortium (UHC) for being one of five top performing academic medical centers in the country in a special quality and safety benchmarking study.

BWH is always growing – not only measured by its physical plants – but through the countless patients it cares for and serves each year. Annual statistics for BWH include:

• Inpatient admissions totaled approximately 52,000.
• Ambulatory visits grew to more than 800,000.
• The Emergency Department treated 58,000 patients.
• As New England's largest birthing center, and a regional leader in high-risk obstetrics and newborn care, approximately 8,000 babies are born annually at BWH, and the Newborn Intensive Care Unit cares for more than 1,800 infants annually.
• BWH employs more than 15,000 people; 3,000 physicians, fellows and residents; more than 1,000 researchers; and 3,300 nurses.

In addition to being the regional leader in preeminent women's health services, BWH is also one of the nation's leading transplant centers, performing heart, lung, kidney, and heart-lung transplant surgery, as well as bone marrow transplantation. BWH is also nationally recognized for clinical and research excellence in cardiovascular medicine, neurosciences, arthritis and rheumatic disorders, orthopedics and cancer care through the Dana-Farber/Brigham and Women's Cancer Center.
Impact Statement

Vision

Brigham and Women's Hospital aspires to transform the future of healthcare, through science, education and compassionate care, locally and globally.

Values

- Quality Patient Care: Delivering quality patient care is the center of everything we do.
- Teaching Excellence: We seek to uphold the highest standards in training health care professionals.
- Research Leadership: We continuously seek new ways to demonstrate our leadership role in research.
- Customer Focus: Our focus is to serve our customers.
- Respect for the Individual: We recognize and value the contributions of every individual.
- Teamwork: We work toward a unified approach to developing health care solutions.

Needs Statement

Support from our generous benefactors has a profound impact on Brigham and Women's (BWH) ability to care for patients, research new treatments, and educate the next generation of healthcare providers. Unrestricted giving ensures that Brigham and Women's Hospital continues to achieve excellence in important research, provide clinical services to the needy, and support a broad spectrum of projects in the community. Every day at BWH, great things happen. Physicians and caregivers find better ways to heal, medical professors develop skills, and researchers expand the boundaries of medical possibility.

Gifts to the Fund for Brigham and Women's Hospital provide flexible financial support that is applied to areas of greatest need, including new staff, the procurement of technologically-advanced equipment, gap funding for important research, medical education programs and community services. Donations to the Fund are considered the most valuable because they can be utilized in areas that benefit our institution and advance its mission the most.

Service Categories

General Hospitals

Geographic Areas Served

Brigham and Women's Hospital offers world-renowned care at our main campus in Boston's Longwood Medical Area and at our satellite offices in many greater Boston locations.

Our distributed campus includes:
- Brigham and Women's Hospital
- Dana-Farber/Brigham and Women's Cancer Center
- Faulkner Hospital
- Brigham and Women's Ambulatory Care Center in Chestnut Hill
- Brigham and Women's/Mass General Health Care Center in Foxborough, MA

- Our network of community health centers and office

Please review online profile for full list of selected areas served.
### Patient Care

**Description**

Brigham and Women’s Hospital (BWH) is committed to providing the best patient care, while also pursuing innovative ways to treat patients. Whether we’re developing a new surgical technique or incorporating the latest medical technology, our motivation is to not simply treat patients, but to do everything possible to make them well.

**Budget**

n/a

**Category**

Health Care, General/Other Health Care, General/Other

**Population Served**

Adults, Aging, Elderly, Senior Citizens, Other Health/Disability

**Program Short Term Success**

In 2012, BWH opened one of the most advanced hybrid operating rooms (ORs) in the country, which allows our staff to perform high-end diagnostic imaging and multiple surgical or non-surgical interventions for an individual patient without leaving the operating room. Treatment that once took several days or more to complete, (and in multiple operating rooms and diagnostic labs), can now all be done with one visit, in one room. This efficient treatment provides a more comfortable, shorter hospital stay with quicker recovery for patients. Furthermore, this operating environment promotes timely communication and collaboration among specialists, leading to better outcomes.

**Program Long term Success**

BWH is recognized as a leader in both patient care and research, with expertise in virtually every specialty of medicine and surgery. The hospital has been ranked on the *U.S. News and World Report’s* Honor Roll of America’s best hospitals for 20 consecutive years and was also named a *Best Place to Work in Healthcare*. BWH was recently recognized by the University HealthSystem Consortium (UHC) as one of the five top-performing academic medical centers in the country in a special quality and safety benchmarking study. The hospital is renowned as one of the nation’s leading transplant centers, performing heart, lung, kidney, and heart-lung transplant surgery, and most recently received international recognition for its pioneering work in face and hand transplantation.
As a national leader in improving health care quality and safety, BWH has helped to develop industry best practices in safety and quality, including those promoted by the Institute for Healthcare Improvement’s recent two-year Million Lives Campaign, a voluntary initiative to protect patients from medical error. BWH has also been recognized as a pioneer developer of a computerized physician order entry system to prevent medication errors, now a nationally accepted safety practice. Another part of our commitment to improving quality is our pledge to publicly share our performance data and provide clear explanations of what these measures mean. This includes data provided by nationally recognized third-party organizations that measure quality and safety, such as the Joint Commission, Centers for Medicare and Medicaid Services and the Leapfrog Group.

In February 2013, our dedicated BWH plastic surgery team—led by Dr. Bohdan Pomahac—performed its fifth face transplant procedure, replacing the facial area of Carmen Blandin Tarleton. Carmen, a 44-year-old mother of two from Thetford, Vermont, was burned with industrial strength lye over 80 percent of her body in a domestic violence attack that took place in 2007. A team of 30 physicians, nurses, anesthesiologists and technicians worked for 15 hours to replace Carmen’s nose, lips, facial skin, facial muscles, nerves, and neck tissue.
### Biomedical Research

**Description**

Brigham and Women’s Hospital is home to one of the most robust biomedical research efforts in the world. With total research funding of $640M, BWH has 3,700 professional and technical staff devoted to research, including over 1,000 Primary Investigators (PIs) and 663 research fellows and post doctoral NIH trainees. The goal of our research is to find new ways to treat the most challenging diseases. Our research arm ensures that BWH remains vibrant, cutting-edge, and always challenging the boundaries of what is possible. Many research projects at BWH later lead to new modalities of treatment, new drugs, and even new policies and procedures. The Biomedical Research Institute provides infrastructure for BWH’s research program, promoting access to resources, information sharing, networking, and the ability to see things from a “big picture” perspective.

### Budget

**Category**

Medical Research, General/Other Medical Research, General/Other

**Population Served**

Adults, Infants to Preschool (under age 5),

**Program Short Term Success**

The *OurGenes, OurHealth, OurCommunity®* study is an innovative new project at Brigham and Women’s Hospital that has the potential to lead the future of biomedical research and transform the practice of medicine. OurGenes® will create a state-of-the-art tissue and data bank that will store genetic and health information from thousands of patients at BWH. The goal of this program is to conduct research on causes, prevention and treatment of diseases by taking an all-inclusive approach to healthcare. This means integrating information about clinical conditions with information about all of the factors that impact health, including genetics, environment, lifestyle/behavioral factors, and family history/personal medical history. This research will help to uncover the links between an individual’s genetics, family history, and environment in the development of disease, and will help bring us one step closer to Preventive Personalized Medicine.
Program Long term Success

The BRI includes nine disease-focused research centers and five resource-and technology-based programs that develop and support collaborative research initiatives. This infrastructure allows our diverse community of physicians and scientists to communicate more effectively, providing numerous opportunities for them to collaborate on research aimed at curing, treating and preventing human diseases. One notable achievement of the BRI is its Fund to Sustain Research Excellence. The fund provides interim (sometimes called “bridge”) support to investigators while they compete for grants from the National Institutes of Health (NIH). So far, the fund has backed more than 60 BWH scientists with more than $4 million in support to allow these scientists to continue their promising research efforts. The investment has paid off—these investigators have brought in almost $58 million in new funding from sources including the NIH, foundations, and corporations.

Program Success Monitored By

BWH’s substantial commitment to research is measured by the magnitude of our important discoveries, the size and scope of our research portfolio, and our volume of scientific publications. Brigham and Women’s Hospital's Biomedical Research Institute is governed by the Research Oversight Committee (ROC). The ROC comprises the BRI Executive Committee, BRI Center and Program Co-Chairs, department chairmen or their designees, and elected faculty and post-doc representatives. The ROC was established to foster transparency and accountability in the decision making process for the research enterprise and to plan new strategic initiatives. ROC members attend monthly meetings in order to represent the needs of researchers and to communicate relevant content to the community and help foster awareness of, and participation in, the BRI and its events.

Examples of Program Success

A top recipient of research grants from the National Institutes of Health (NIH), with an annual research budget of more than $640 million, BWH is internationally known for its clinical and population-based research studies, including the landmark Nurses Health Study, Physicians Health Studies, and the Women’s Health Initiative. In February 2013, the NIH announced a new collaborative initiative to accelerate the search for biomarkers (changes in the body that can be used to predict, diagnose, or monitor a disease) in Parkinson’s disease. As part of this program, launched by the National Institute of Neurological Disorders and Stroke (NINDS), BWH neurologist and researcher Clemens Scherzer, MD, was awarded $2.6 million to work on the development of biomarkers and facilitate NINDS-wide access to one of the largest data and biospecimens bank in the world for Parkinson’s available at BWH. This NINDS initiative is highlighted in an editorial in the March issue of Lancet Neurology.
Medical Education and Training

Description
As one of the nation’s leading teaching hospitals, Brigham and Women’s Hospital is committed to training the healthcare healers and leaders of tomorrow through hands-on experiences that advance leadership, technical facility, and compassionate care. As a major teaching affiliate of Harvard Medical School, BWH has a longstanding tradition of clinical training and educational excellence. We have accredited programs that are among the top-ranked in the country. Today, our residency program is one of the most sought-after anywhere. Each summer, over 350 new MDs come to BWH to learn from the best. In addition, our broad range of accredited clinical and research fellowship programs provide extraordinary opportunities for advanced training. Overall, BWH educates and trains over 850 residents and fellows each year, in more than 15 ACGME residency-training programs and 39 fellowships.

Budget
Category
Education, General/Other Postsecondary Education

Population Served
Adults, ,

Program Short Term Success
The Martin P. Solomon Medical Education Scholars Program provides internal medicine residents the chance to dream of new ways to improve patient care through clinical research projects. Funded entirely through philanthropy, this program provides seed funding to outstanding medical trainees whose innovative ideas are paving the way to better medical care and healthier communities. In 2012, the residents used the funds to develop a global health curriculum in tropical medicine for primary care residents, develop a health advocacy training curriculum for young men in the Boston area, and study the effects of language literacy on access to and quality of healthcare in Bima, Indonesia.

Program Long term Success
As Director of the Internal Medicine Residency Program at Brigham and Women’s Hospital for nearly 30 years, Dr. Marshall Wolf trained more than 2,000 physicians. During the 1970s, Dr. Wolf restructured the medical residency program, making it one of the best in the world. Dr. Wolf expanded the traditional internal medicine residency to add a research residency track. He created one of the first primary care residency programs in the nation. He also created a tremendous culture shift. Moving from the more traditional “sink or swim” practice of forcing sleep-deprived residents to go it alone, at the expense of their own well-being and the safety of patients, Wolf paired residents with active mentors, and implemented shift changes to prevent the severe sleep deprivation that may lead to medical errors. In short, Dr. Wolf created a program that is unparalleled in its ability to produce skilled and compassionate physicians.
Program Success Monitored By

The Office of Graduate Medical Education at Partners HealthCare provides support, coordination, oversight, and programming to enhance the quality of residency and fellowship education at Partners HealthCare. Accreditation standards for GME involve fulfillment of specific curricular elements and documentation of competence in clearly defined areas. Outside agencies including ACGME, JCAHO, ABMS, state medical boards, CMS, and other groups continually monitor the success of medical education and ensure that standards are consistently met. At Brigham and Women’s Hospital, every program has a written curriculum that incorporates components required by ACGME (for accredited programs) and/or by certifying boards, in order to ensure board eligibility of graduates.

Examples of Program Success

BWH is not content to merely to produce good doctors – we want to produce **physician leaders**—people who will inspire others and advance the healthcare field in the future. Many of our graduates go on to lead hospital and university departments across the country, and are on the vanguard of clinical practice and research. BWH has many wonderful stories of physicians and scientists who trained here and have gone on to distinguished roles in medicine. Our graduates include Jim Kim, MD, the 12th President of the World Bank and former President of Dartmouth College. Another graduate is Paul Farmer, MD, United Nations Secretary-General's Special Adviser for Community-based Medicine and Lessons from Haiti and cofounder of Partners In Health. In fact, BWH's president, Betsy G. Nabel, MD, is a graduate of our residency program. Before assuming the helm of BWH in 2010, Dr. Nabel served as director of the National Heart, Lung, and Blood Institute at the National Institutes of Health.
Community Programs

Description

BWH is dedicated to overcoming health disparities in underserved communities locally, nationally, and globally. The Center for Community Health and Health Equity (CCHHE) coordinates BWH’s efforts in the local community, advancing systems of care, research, and health programs to elevate the health status of the communities we serve, especially in the areas of Mission Hill, Roxbury, Jamaica Plain, Mattapan, and Dorchester. In 2016, CCHHE served more than 7,300 patients members, students and employees in 15 programs. Through community health clinics, BWH works to improve medical care and access. Our Prevention and Access to Care and Treatment (PACT) program assists hundreds of HIV and AIDS patients in the Boston area. Our programs help victims of domestic violence and support breast cancer patients. We advocate on Beacon Hill and in Washington to effect policy change. And we work within the community to provide jobs and training to improve our neighborhoods. Internationally, the Department of Social Medicine and Health Inequalities works in underserved areas of the world such as Haiti, the Dominican Republic and Rwanda. Our physicians teach skills and techniques to healthcare workers in these areas, while learning how to work with less, skills that may prove useful in times of crisis.

Budget

Category
Health Care, General/Other Patient Care/Health Care Delivery

Population Served
Adults, Adolescents Only (13-19 years), Minorities

Program Short Term Success

In Boston, a baby born to a black mother is 3-4 times more likely to die by their first birthday than a baby born to a white mother. To address this disparity, CCHHE developed a comprehensive Birth Equity Initiative (BEI) to correct differences in infant mortality and low birth weight, particularly among infants born to black women. Neighborhoods experiencing the highest disparity rates in Boston are in close proximity to BWH. BWH created the Centering Pregnancy Program to provide health assessment, education, and support in a group setting for women receiving prenatal care at three BWH obstetric sites. The Centering model takes into account the special health, social, and cultural needs of young parents and provides them with culturally competent, supportive, and efficient care. In June of 2012, the Boston Globe profiled some young parents participating in the BEI and their success stories.
**Program Long term Success**

The diagnosis and treatment of breast cancer can take a toll on a woman’s emotional, physical, and financial wellbeing. Through our Connecting Hope, Assistance, and Treatment (CHAT) program, BWH provides resources for low-income women (annual income of $25,000 or less) with breast cancer who do not have adequate income or insurance to pay for services related to their breast cancer treatment. Up to $1,200 annually is given to each eligible woman to help with the cost of medication, breast prostheses, bras, wigs, compression sleeves, transportation to treatment, childcare during treatment, denture replacement (if due to bone loss resulting from chemotherapy), dressing changes from hospice care, counseling, and other breast cancer-related expenses. In the absence of the CHAT Program, many participating women would have made the difficult choice between paying for items related to their breast cancer treatment and paying for rent, utilities, food, and other necessities.

**Program Success Monitored By**

BWH, its health centers, and the CCHHE are dedicated to working with community residents and organizations to meet the needs of racially and ethnically diverse and underserved populations of our communities. To ensure progress in meeting established goals, the CCHHE uses evaluation plans and regularly collects data on its community health programs. This data is used to determine program effectiveness and to inform planning and decision-making. It also enables the CCHHE to make an accurate assessment of strengths and accomplishments and to identify opportunities to enhance existing services. In addition, BWH use the framework of the Balanced Scorecard to measure organizational effectiveness and to develop performance improvement efforts designed to eliminate observed care disparities.

**Examples of Program Success**

BWH has implemented community outreach programs to encourage young people in the communities we serve. Our award-winning Student Success Jobs Program is a year-round paid internship program that introduces students from seven Boston public high schools to medical, health, and science professions. The program matches students with mentors in the medical field, provides hands-on work experience at BWH, and enhances students’ interest in health care and higher education. The Project TEACH Program gives younger teens the opportunity to learn about careers in health, science, and medicine through paid summer internships. The Summer Science Academy program for middle school students provides valuable exposure to careers in health and science education through field trips and intensive science instruction. And our Health and Science Club program helps 4th and 5th graders develop scientific inquiry skills through interactive health and science projects led by BWH employee volunteers.
### Management

<table>
<thead>
<tr>
<th>CEO/Executive Director</th>
<th>Executive Director</th>
<th>Term Start</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. Elizabeth G. Nabel M.D.</td>
<td></td>
<td>Jan 2010</td>
<td><a href="mailto:enabel@partners.org">enabel@partners.org</a></td>
</tr>
</tbody>
</table>
Experience

Betsy Nabel has served as president of Harvard-affiliated Brigham and Women’s Health Care (BWHC) since 2010. A cardiologist and distinguished biomedical researcher, Nabel is Professor of Medicine at Harvard Medical School.

Nabel brings a unique perspective to health care based on her experience as a physician, research scientist, academic medicine leader, and wellness advocate. At BWHC, she led development of a comprehensive strategic plan that defines a new model of medicine characterized by seven strategic commitments focused on innovation in care redesign toward population health management, in research and discovery through multiple life sciences collaborations, and in personalized therapies and precision medicine. Initiatives include a new translational research and clinical facility, and a $1 billion campaign to advance innovation, patient care and community health.

Building on her lifelong commitment to improving health through science, in 2015 Nabel was appointed chief health and medical advisor to the National Football League. In this newly created advisory role, Nabel provides strategic input to the NFL’s medical, health and scientific efforts; participates as an ex-officio member on each of the NFL’s medical advisory committees; and identifies areas for the NFL to enhance player safety, care and treatment.

Nabel has a long record of advocacy for health and broadening access to care. As director of the National Heart, Lung, and Blood Institute from 2005-2009, Nabel leveraged the $3 billion research portfolio to establish pioneering scientific programs in genomics, stem cells, and translational research. One of her signature advocacy efforts was the Red Dress Heart Truth campaign, which raises heart awareness in women through unprecedented industry partnerships.

Throughout her career, Nabel has been a champion for global health. At the NHLBI, she established Centers of Excellence in developing countries to combat cardiovascular and lung diseases. At BWHC she helped create a national teaching hospital in Haiti and is advancing training for clinicians in under-resourced countries.

An accomplished physician-scientist, Nabel’s work on the molecular genetics of cardiovascular diseases has produced 17 patents and more than 250 scientific publications. Nabel’s scientific contributions in cardiovascular gene transfer have developed molecular and cellular techniques, delineated that the pathophysiology of atherosclerosis and clarified the processes of cell division and growth of vascular smooth muscle cells in blood vessels. Her studies on Hutchinson-Gilford Progeria Syndrome have characterized the vascular smooth muscle cell defect leading to premature heart attack and stroke.

Nabel has been named one of the nation’s top leaders in medicine by Modern Healthcare and Becker’s Hospital Review, and one of Boston’s 50 most powerful people by Boston Magazine. Her honors include the Distinguished Bostonian Award from the Greater Boston Chamber of Commerce, the Kober Medal from the Association of American Physicians, the Champion in Health Care award from the Boston Business Journal, the Willem Einthoven Award from Leiden University in the Netherlands, the Amgen-Scientific Achievement Award, two Distinguished Achievement Awards and the Eugene Braunwald Academic Mentorship Award from the American Heart Association, and six honorary doctorates.

Her colleagues have elected her to the American Academy of the Arts and Sciences, the Institute of Medicine, the Association of American Physicians, the American Society of Clinical Investigation, and she is a Fellow of the American Association for the Advancement of Science. Nabel is currently on the TEDMED Editorial Advisory Board, and previously served on the editorial boards for the New England Journal of Medicine and Science Translational Medicine as well as editor-in-chief of Scientific American Medicine.

A native of St. Paul, Minnesota, Nabel attended Weill Cornell Medical College and completed her internal medicine and cardiology training at Brigham and Women’s Hospital. She and her husband Gary, who is the chief scientific officer for Sanofi, have three children, all of whom are pursuing
careers in medicine.

**Former CEOs**

<table>
<thead>
<tr>
<th>Name</th>
<th>Term</th>
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</thead>
<tbody>
<tr>
<td>Dr. Gary Gottlieb M.D.</td>
<td>Mar 2002 - Dec 2009</td>
</tr>
<tr>
<td>Mr. Jeffrey Otten</td>
<td>Jan 1994 - Feb 2002</td>
</tr>
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</table>

**Senior Staff**

**Dr. Stanley Ashley M.D.**

**Title**
Chief Medical Officer

**Experience/Biography**

**Dr. Jackie Somerville PhD, RN**

**Title**
Chief Nursing Officer and Senior Vice President

**Experience/Biography**

**Dr. David W. Bates M.D., MSc.**

**Title**
Chief Quality Officer

**Experience/Biography**

**Ms. Erin McDonough**

**Title**
Senior Vice President, Communications and Public Affairs

**Experience/Biography**

**Mr. Mark Andersen, MHA, MS**

**Title**
Interim Chief Information Officer, Brigham and Women's Health Care

**Experience/Biography**

**Dr. Paul J. Anderson, MD, PHD**

**Title**
Chief Academic Officer, Senior Vice President of Research, Brigham and Women's Health Care

**Experience/Biography**

**Ms. Julie Celano**

**Title**
Vice President of Human Resources, Brigham and Women's Health Care

**Experience/Biography**
Dr. Jessica Dudley, MD
Title: Chief Medical Officer, Brigham and Women’s Physicians Organization (BWPO) and Vice President of Care Redesign, Brigham and Women’s Health Care

Experience/Biography

Mr. Richard W. Fernandez, MBA
Title: Senior Vice President of Ambulatory Services, Brigham and Women’s Health Care

Experience/Biography

Dr. Michael Gustafson, MD, MBA
Title: Chief Operating Officer, Brigham and Women’s Faulkner Hospital

Experience/Biography

Dr. Allen Kachalia, MD, JD
Title: Chief Quality Officer, Brigham and Women’s Hospital

Experience/Biography

Ms. Wanda McClain
Title: Vice President of Community Health and Health Equity, Brigham and Women’s Hospital

Experience/Biography

Mr. David McCready, MBA, MHA
Title: Senior Vice President of Surgical Services and Imaging, Brigham and Women’s Hospital

Experience/Biography

Mr. John Pierro
Title: Senior Vice President of Facilities and Operations, Brigham and Women’s Hospital

Experience/Biography

Ms. Susan Rapple
Title: Chief Development Officer, Brigham and Women’s Health Care

Experience/Biography
Ms. Julia Sinclair, MBA, MHA
Title
Senior Vice President of Clinical Services, Brigham and Women's Hospital

Experience/Biography

Dr. Allen Smith, MD, MS
Title
President, Brigham and Women's Physicians Organization (BWPO)

Experience/Biography

Mr. Steven Thompson, MBA
Title
Senior Vice President, Chief Business Development Officer

Experience/Biography

Dr. Ron Walls, MD, FAAEM, FRCPC
Title
Executive Vice President, Chief Operating Officer, Brigham and Women's Health Care

Experience/Biography

Ms. Susan Wheeler, MBA
Title
Interim Chief Financial Officer, Brigham and Women's Health Care

Experience/Biography

Staff Information
Full Time Staff 10887
Part Time Staff 4466
Volunteers 663
Contractors 3088
Retention Rate 88%

Staff Demographics - Ethnicity
African American/Black 15
Asian American/Pacific Islander 10
Caucasian 64
Hispanic/Latino 9
Native American/American Indian 1
Other 1
Staff Demographics - Gender

Male: 30
Female: 70
Unspecified: 0

Formal Evaluations

CEO Formal Evaluation: Yes
CEO/Executive Formal Evaluation Frequency: Annually
Senior Management Formal Evaluation: Yes
Senior Management Formal Evaluation Frequency: Annually
NonManagement Formal Evaluation: Yes
Non Management Formal Evaluation Frequency: Annually

Plans & Policies

Organization has a Fundraising Plan?: Under Development
Organization has a Strategic Plan?: Yes
Years Strategic Plan Considers: 8
Date Strategic Plan Adopted: Jan 2012
Does your organization have a Business Continuity of Operations Plan?: Yes
Management Succession Plan?: Yes
Organization Policy and Procedures: Under Development
Nondiscrimination Policy: Yes
Whistleblower Policy: No
Directors and Officers Insurance Policy: Yes
Is your organization licensed by the Government?: Yes
Registration: Yes
Permit: Yes

Awards

Awards

<table>
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<tr>
<th>Award/Recognition</th>
<th>Organization</th>
<th>Year</th>
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<tbody>
<tr>
<td>Ranked #6 on Honor Roll of Best Hospitals</td>
<td>U.S. News &amp; World Report</td>
<td>2015</td>
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</table>
### Board & Governance

#### Board Chair

- **Board Chair**: Mr. Scott M Sperling
- **Company Affiliation**: Thomas H. Lee Partners, L.P.
- **Term**: Jan 2014 to 0
- **Email**: ssperling@THLee.com

#### Board Members

<table>
<thead>
<tr>
<th>Name</th>
<th>Affiliation</th>
<th>Status</th>
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<tbody>
<tr>
<td>Dr. Stanley W Ashley, MD</td>
<td>Brigham and Women's Hospital</td>
<td>Voting</td>
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<tr>
<td>Mr. Michael A Bell</td>
<td>Monitor Clipper Partners</td>
<td>NonVoting</td>
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<tr>
<td>Mr. Marc N. Casper</td>
<td>Thermofisher Scientific</td>
<td>Voting</td>
</tr>
<tr>
<td>Ms. Julie C. Chattopadhyay</td>
<td>Partners HealthCare System, Inc.</td>
<td>Voting</td>
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<tr>
<td>Ms. Brandon Elizabeth Earp, MD</td>
<td>Brigham and Women's Faulkner Hospital</td>
<td>Voting</td>
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<tr>
<td>Ms. Deborah C. Enos</td>
<td>Neighborhood Health Plan</td>
<td>Voting</td>
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<tr>
<td>Ms. Anne Finucane</td>
<td>Bank of America</td>
<td>Voting</td>
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<tr>
<td>Ms. Gretchen S Fish</td>
<td>Community Volunteer</td>
<td>NonVoting</td>
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<tr>
<td>Mr. Jeffrey A. Golden, MD</td>
<td>Brigham and Women's Hospital</td>
<td>Voting</td>
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<tr>
<td>Mr. Albert A. Holman III</td>
<td>Chestnut Partners, Inc.</td>
<td>Voting</td>
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<tr>
<td>Ms. Melissa W. Janfaza</td>
<td>Community Volunteer</td>
<td>Voting</td>
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<tr>
<td>Mr. Steven M. Kaye</td>
<td>Community Volunteer</td>
<td>Voting</td>
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<tr>
<td>Mr. Josh M. Kraft</td>
<td>Boys &amp; Girls Clubs of Boston</td>
<td>Voting</td>
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<tr>
<td>Dr. Jeffrey A. Leiden, MD, PhD</td>
<td>Vertex Pharmaceuticals</td>
<td>Voting</td>
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<tr>
<td>Dr. Joseph Loscalzo M.D.</td>
<td>Brigham and Women's Hospital</td>
<td>Voting</td>
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<tr>
<td>Mr. Peter Markell</td>
<td>Partners HealthCare System, Inc.</td>
<td>Voting</td>
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<tr>
<td>Mr. G. Marshall Moriarty Esq.</td>
<td>Ropes &amp; Gray</td>
<td>NonVoting</td>
</tr>
<tr>
<td>Dr. Elizabeth G. Nabel M.D.</td>
<td>Brigham and Women's Hospital</td>
<td>Voting</td>
</tr>
<tr>
<td>Mr. Mark Nunnelly</td>
<td>Retired</td>
<td>Voting</td>
</tr>
<tr>
<td>Mr. Michael Reney</td>
<td>Brigham and Women's Hospital</td>
<td>Voting</td>
</tr>
<tr>
<td>Mr. Eric D. Schlager</td>
<td>The Bullfinch Companies, Inc.</td>
<td>Voting</td>
</tr>
<tr>
<td>Mr. Scott Schuster</td>
<td>Wingate Healthcare</td>
<td>Voting</td>
</tr>
<tr>
<td>Mr. Gerald Schuster</td>
<td>Continental Wingate Company, Inc.</td>
<td>NonVoting</td>
</tr>
<tr>
<td>Mr. Scott M. Sperling</td>
<td>Thomas H. Lee Partners, L.P.</td>
<td>Voting</td>
</tr>
<tr>
<td>Ms. Tracy Sykes, Esq.</td>
<td>Partners HealthCare System, Inc.</td>
<td>Voting</td>
</tr>
<tr>
<td>Mr. James Taiclet</td>
<td>American Tower Corporation</td>
<td>Voting</td>
</tr>
<tr>
<td>Mr. Lanny Thorndike</td>
<td>Century Capital Management</td>
<td>Voting</td>
</tr>
<tr>
<td>Mr. Neil W. Wallace</td>
<td>General Investment and Development</td>
<td>NonVoting</td>
</tr>
<tr>
<td>Dr. Ron M. Walls M.D.</td>
<td>Brigham and Women's Hospital</td>
<td>Voting</td>
</tr>
<tr>
<td>Ms. Gwill York</td>
<td>Lighthouse Capital Partners</td>
<td>Voting</td>
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</tbody>
</table>
**Board Demographics - Ethnicity**

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Count</th>
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<tbody>
<tr>
<td>African American/Black</td>
<td>1</td>
</tr>
<tr>
<td>Asian American/Pacific Islander</td>
<td>0</td>
</tr>
<tr>
<td>Caucasian</td>
<td>33</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>0</td>
</tr>
<tr>
<td>Native American/American Indian</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
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</tbody>
</table>

**Board Demographics - Gender**

<table>
<thead>
<tr>
<th>Gender</th>
<th>Count</th>
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<tbody>
<tr>
<td>Male</td>
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<tr>
<td>Female</td>
<td>9</td>
</tr>
<tr>
<td>Unspecified</td>
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**Board Information**

<table>
<thead>
<tr>
<th>Information</th>
<th>Value</th>
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<tbody>
<tr>
<td>Board Term Lengths</td>
<td>3</td>
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<tr>
<td>Board Term Limits</td>
<td>9</td>
</tr>
<tr>
<td>Number of Full Board Meetings Annually</td>
<td>12</td>
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<tr>
<td>Written Board Selection Criteria?</td>
<td>Yes</td>
</tr>
<tr>
<td>Written Conflict of Interest Policy?</td>
<td>Yes</td>
</tr>
<tr>
<td>Percentage Making Monetary Contributions</td>
<td>100%</td>
</tr>
<tr>
<td>Constituency Includes Client Representation</td>
<td>Yes</td>
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</table>
Impact

Goals

With a long history of medical firsts, Brigham and Women’s Hospital (BWH) is a clinical, scientific, and academic powerhouse dedicated to delivering the highest level of patient care. Discovery and innovation have always been at the heart of what we do—from the compassionate care and groundbreaking treatments that provide new hope for the patients of today, to the pioneering research and extraordinary educational opportunities that promise to improve outcomes for the patients of tomorrow. BWH’s current focuses include:

• Patient Care: Delivering personalized care with warmth and compassion in a world-class institution
• Discovery and Innovation: Pioneering discoveries that will translate into new cures and medical innovations for patients
• Leadership: Educating, training, and inspiring the next generation of medical leaders
• Health Equity: Reducing health disparities locally and globally
• Revitalization: Investing in capital projects to accelerate innovation and improve our world-class care

Strategies

We maintain an unwavering commitment to delivering high-quality, affordable, and safe care consistently across our distributed campus—providing cutting-edge, patient-centered care for thousands of patients we see every day. To maintain this level of excellence in delivering compassionate and collaborative care, we are taking targeted action to design and implement innovative care models that will enable us to manage patient populations and reduce costs while serving as a model for healthcare centers across the country.

Our medical and support staff are the heartbeat BWH, delivering world-class care with a profoundly human touch that distinguishes BWH as a beacon of transformational healthcare. As major teaching affiliate of Harvard Medical School, BWH is recognized for excellence in clinical training and education. We educate and train more than 800 residents and fellows each year through accredited programs that are among the top-ranked in the country. To sustain our reputation and caliber of the education and training programs we provide, we see broad opportunities to strengthen the infrastructure that will enable us to continue this long-standing tradition in medical excellence, while leveraging opportunities to reengineer medical and health professional education to keep pace with the expected transformations in the healthcare delivery system.
Capabilities
BWH is an international leader in virtually every area of medicine and has been the site of pioneering breakthroughs that have improved lives around the world. As a leading academic medical center that is consistently ranked among the top 10 hospitals in the nation, BWH’s capacity for furthering medical breakthroughs has never been stronger.

Research and innovation are core values of BWH—where science, learning, and clinical care intersect to benefit our patients and their families. The BWH Biomedical Research Institute (BRI) is among the most powerful biomedical research institutes in the world. We are also one of the largest recipients of National Institutes of Health (NIH) funding among independent hospitals in the United States with $640M in total research funding and a dedicated community with more than 1,000 principal investigators, 3,700 researchers, and approximately 2,800 professional and technical staff.

In the summer of 2013, BWH broke ground on the site of the Brigham Building for the Future—a 360,000 square foot building designed to facilitate the delivery of outstanding patient care and innovative research for neurologic diseases and musculoskeletal disorders. Scheduled to open in 2016, the Brigham Building for the Future will be a state-of-the-art facility that will foster collaborative connections between clinicians and scientists working together to develop new ways to tackle some of the world’s most devastating diseases. In addition to the construction of the Brigham Building for the Future, we are investing in significant capital improvements throughout the distributed BWH campus to fuel more life-saving breakthroughs that will help transform the future of medicine. Projects include the Newborn Intensive Care Unit, Cancer Pavilion, and the main campuses of Brigham and Women’s Hospital and Brigham and Women’s Faulkner Hospital.

Indicators
BWH has long had great success in research as measured by the number of important discoveries made, the size and scope of our research portfolio, the volume of annual publications and our impact in the medical industry on a global scale.

As a national leader in improving health care quality and safety, we have helped to develop some of the industry’s best practices including influencing hospital standards of Patient Safety. One of our contributions includes the computerized physician order entry (CPOE) to prevent medication errors. The CPOE is now a nationally-accepted safety practice.

BWH is an established training ground for physicians, nurses, and allied health professionals and we continue to attract talented staff, learners and future medical leaders. We have 1,100 trainees in over 140 of the most sought after training programs in the world, and also host Harvard Medical School students in rotations throughout our programs. As our global health services expand, our clinical trainees have rich opportunities to contribute and learn in challenging environments around the world.

Progress
BWH has a longstanding commitment to addressing and overcoming healthcare disparities in underserved communities locally, nationally, and globally. Locally, we collaborate with more than 20 community health partners and provide tens of millions of dollars of free care each year to improve the health of our community. We work with local, national and international health organizations, training the next generation of global health leaders and improving the health and lives of people in some of the world’s most underserved locations. BWH seeks to expand efforts that contribute to the improvements in quality of care, provide access to comprehensive care for populations in need, mitigate the social and economic determinants that contribute to poor health outcomes, and expand the evidence base for effective interventions.
Financials

Fiscal Year

- **Fiscal Year Start**: Oct 01, 2016
- **Fiscal Year End**: Sept 30, 2017
- **Projected Revenue**: $3,799,958,540.00
- **Projected Expenses**: $3,623,502,330.00
- **Endowment?**: Yes
- **Endowment Value**: $33,566,351.40
- **Spending Policy**
  - **Percentage**: 5%
- **Credit Line?**: Yes
- **Reserve Fund?**: Yes
- **Months Reserve Fund Covers**: 0

Detailed Financials

Revenue and Expenses

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$3,350,126,000</td>
<td>$3,392,962,000</td>
<td>$3,311,176,000</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>$3,424,184,000</td>
<td>$3,185,849,000</td>
<td>$3,143,264,000</td>
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</table>

Revenue Sources

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation and Corporation Contributions</td>
<td>$44,174,000</td>
<td>$45,708,000</td>
<td>$35,868,000</td>
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<tr>
<td>Government Contributions</td>
<td>$513,427,000</td>
<td>$460,764,000</td>
<td>$485,926,000</td>
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<tr>
<td>Federal</td>
<td>$513,427,000</td>
<td>$460,764,000</td>
<td>$485,926,000</td>
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<tr>
<td>State</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Local</td>
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<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Unspecified</td>
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<td>--</td>
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<tr>
<td>Individual Contributions</td>
<td>$180,000</td>
<td>$23,139,000</td>
<td>$29,394,000</td>
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<tr>
<td>Indirect Public Support</td>
<td>$145,595,000</td>
<td>$144,281,000</td>
<td>$143,213,000</td>
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<tr>
<td>Earned Revenue</td>
<td>$2,563,602,000</td>
<td>$2,498,250,000</td>
<td>$2,417,052,000</td>
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<tr>
<td>Investment Income, Net of Losses</td>
<td>($66,708,000)</td>
<td>$80,777,000</td>
<td>$60,372,000</td>
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<tr>
<td>Membership Dues</td>
<td>--</td>
<td>--</td>
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</tr>
<tr>
<td>Special Events</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Revenue In-Kind</td>
<td>--</td>
<td>--</td>
<td>--</td>
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<tr>
<td>Other</td>
<td>$149,856,000</td>
<td>$140,043,000</td>
<td>$139,351,000</td>
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### Expense Allocation

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<thead>
<tr>
<th>Fiscal Year</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Expense</td>
<td>$3,006,765,000</td>
<td>$2,840,077,000</td>
<td>$2,780,680,000</td>
</tr>
<tr>
<td>Administration Expense</td>
<td>$173,510,000</td>
<td>$126,416,000</td>
<td>$147,320,000</td>
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<tr>
<td>Fundraising Expense</td>
<td>$20,847,000</td>
<td>$21,145,000</td>
<td>$17,308,000</td>
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<tr>
<td>Payments to Affiliates</td>
<td>$223,062,000</td>
<td>$198,211,000</td>
<td>$197,956,000</td>
</tr>
<tr>
<td>Total Revenue/Total Expenses</td>
<td>0.98</td>
<td>1.07</td>
<td>1.05</td>
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<tr>
<td>Program Expense/Total Expenses</td>
<td>88%</td>
<td>89%</td>
<td>88%</td>
</tr>
<tr>
<td>Fundraising Expense/Contributed Revenue</td>
<td>3%</td>
<td>3%</td>
<td>2%</td>
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### Assets and Liabilities

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Assets</td>
<td>$4,400,692,000</td>
<td>$4,173,355,000</td>
<td>$3,730,468,000</td>
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<tr>
<td>Current Assets</td>
<td>$1,423,874,000</td>
<td>$1,571,368,000</td>
<td>$1,426,114,000</td>
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<tr>
<td>Long-Term Liabilities</td>
<td>$2,072,760,000</td>
<td>$1,651,652,000</td>
<td>$1,391,469,000</td>
</tr>
<tr>
<td>Current Liabilities</td>
<td>$617,056,000</td>
<td>$538,468,000</td>
<td>$495,746,000</td>
</tr>
<tr>
<td>Total Net Assets</td>
<td>$1,710,876,000</td>
<td>$1,983,235,000</td>
<td>$1,843,253,000</td>
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</table>

### Short Term Solvency

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Ratio: Current Assets/Current Liabilities</td>
<td>2.31</td>
<td>2.92</td>
<td>2.88</td>
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</table>

### Long Term Solvency

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-Term Liabilities/Total Assets</td>
<td>47%</td>
<td>40%</td>
<td>37%</td>
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</table>

### Top Funding Sources

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>2015</th>
<th>2014</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Funding Source &amp; Dollar Amount</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Second Highest Funding Source &amp; Dollar Amount</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Third Highest Funding Source &amp; Dollar Amount</td>
<td>--</td>
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</tr>
</tbody>
</table>

### Capital Campaign

**Currently in a Capital Campaign?** Yes

**Campaign Purpose**

With a long history of medical firsts, Brigham and Women’s Hospital (BWH) is a clinical, scientific, and academic powerhouse dedicated to delivering life-giving breakthroughs. Discovery and innovation have always been at the heart of what we do—from the compassionate care and groundbreaking treatments that provide new hope for the patients of today, to the pioneering research and extraordinary educational opportunities that promise to improve outcomes for the patients of tomorrow. At BWH, we are finding new ways to predict, prevent, and treat the most challenging diseases of our time while delivering world-class care with a profoundly human touch. With so many breakthroughs within our reach, we know that the time to confront the world’s toughest medical challenges is now. That is why we are embarking on Life.Giving.Breakthroughs.—a $1 billion comprehensive campaign dedicated to sustaining and fueling the quality patient care, innovative training, and life-changing discoveries that will benefit both current and future patients, locally, nationally, and globally.

**Goal** $1500000000.00

**Dates** Sept 2013 to Sept 2020
Amount Raised To Date $1040700000.00 as of Feb 2017
Capital Campaign Anticipated in Next 5 Years? Yes

Comments

Foundation Staff Comments
Beginning in fiscal year 2010, as an administrative convenience for Partners HealthCare System Inc. and the Internal Revenue Service, Partners has filed and received a group exemption 501(c)(3) letter, audited financial statements, and IRS Form 990 for its hospitals and affiliates, including Brigham & Womens Hospital.

The numbers in the charts and graphs above are per Brigham & Womens Hospital, per their internal records and data. Contributions from foundations and corporations are listed under individuals when the breakout was not available.