

2016 Annual Report

THE FUTURE OF BREATHING



**National Jewish
Health®**

Science Transforming Life®



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National Jewish
Health

Southside
Building

*Michael Salem, MD
President and CEO*

*Blair E. Richardson
Chair, Board of Directors*

Focus on the Future

At National Jewish Health, we are focused on innovation and the future. The work we do today will shape health care tomorrow. As the nation's leading respiratory hospital, we are focused on the future of breathing from asthma, chronic obstructive pulmonary disease (COPD), and lung cancer, to disorders of the heart, gut and immune system that make breathing difficult. This year's annual report, **The Future of Breathing**, highlights the myriad ways that our faculty, staff, researchers, volunteers and supporters of National Jewish Health work every day to help people breathe better, both today and tomorrow.

We believe that the future of patient care lies with the kind of teamwork for which National Jewish Health is known. At National Jewish Health, pulmonologists consult with rheumatologists, cardiologists, gastroenterologists and allergists to develop more complete pictures of their patients. As a result, they better understand what is making people sick and how to help them. In the past year, we built on this traditional model, creating a multidisciplinary team to help disadvantaged patients better access care that addresses their needs.

Our collaborations with institutions across Colorado and the nation build on our vision of teamwork as the future of health care. In its second full year, the Mount Sinai — National Jewish Health Respiratory Institute moved into expanded space to accommodate growing numbers of patients attracted to collaborative, multidisciplinary care

now available to respiratory patients in the New York region. Our collaboration with Saint Joseph Hospital and its parent, SCL Health, also flourished, with physician coverage of the intensive care unit extended to 24 hours a day and expansion of surgical options for our patients.

Research seeks solutions that will guide health care in the years and decades to come. Clinicians and laboratory scientists from across the institution are seeking solutions to a baffling variety of respiratory diseases that afflict warfighters who served in the Middle East, thanks to a generous donor and \$11.5 million in grants from the Department of Defense. The Cohen Family Asthma Institute, funded through generous gifts, was established this year and brings together a broad coalition of researchers, physicians, patients and health care organizations to focus on the causes, treatments and prevention of severe asthma.

None of this progress would be possible without the people, foundations and partners that invest in the future of National Jewish Health and our mission through donations and service. Rich Schierburg, who has donated countless hours and sage advice to National Jewish Health as Chair of the Board of Directors, handed his gavel to Blair Richardson, who now leads our board. We hope that you will appreciate and share our vision for the Future of Breathing, which we present in this 2016 National Jewish Health Annual Report.



Blair E. Richardson
Chair, Board of Directors



Michael Salem, MD
President and CEO



A man in a blue shirt and yellow pants is high-fiving a young patient against a brick wall. The man's arm is extended from the left, and the child's arm is visible on the right, reaching up to high-five him. The background is a red brick wall.

THE FUTURE OF CARE

At National Jewish Health, patients come from around the world because of our expertise. We focus on the whole patient and deliver unparalleled care for respiratory, cardiac, immune and related diseases.

National Jewish Health for Kids allergist, Jordan Abbott, MD, high-fives a young patient who can now manage his eczema thanks to instruction from his care team.



Kimbrell Kimbrough is back to leading an active life and getting the right diagnosis and treatment.

Team of Experts Solves a Mystery

Kimbrell Kimbrough was going downhill fast. What had started as swelling in her hands and neck had progressed to extreme fatigue, difficulty breathing and dangerously low oxygen levels in her blood. Her hair was falling out, and she needed a wheelchair – when she could muster the energy to get out of bed. Doctors in Georgia first thought she had double pneumonia, then bronchiolitis obliterans, interstitial pneumonia, tuberculosis, and maybe even HIV. They tried antibiotics, steroids and many other medications to no avail.

“Finally they said that they had tried everything they knew, had no other options, and were sending me home,” said Kimbrough. “Basically they were sending me home to die.”

She wrote letters to her young son and husband to be read after her death. Her family and friends gave her a surprise 37th birthday party, with the unspoken expectation that she would not have a 38th. But Kimbrough’s internist persevered. He found National Jewish Health.

“Right away I felt like they cared. From the valet parking the car, to the receptionist, the nurses taking my vital signs and the doctors who never seemed rushed, they

cared, and they understood me as a whole person,” said Kimbrough.

At National Jewish Health, Kimbrough saw pulmonologist Kevin Brown, MD, and rheumatologist Richard Meehan, MD, in the Autoimmune Lung Center. Drs. Brown and Meehan combine their expertise in pulmonology and rheumatology to diagnose and care for patients whose lung disease is caused by immune disorders. Together, over the course of a week of

extensive testing and consultation, Drs. Brown and Meehan determined that Kimbrough suffered from a rare combination of autoimmune diseases scleroderma and polymyositis, which were attacking her lungs and

other organs in her body.

Over the next 11 months, Drs. Brown and Meehan worked to find the right combination of medications that could protect her lungs by suppressing her overactive immune system, while keeping her from becoming dangerously susceptible to infection. Today, Kimbrough is active once again, playing tennis, running and caring for her family.

“They didn’t give up, and they found the answer,” said Kimbrough. “They saved my life.”

“They didn’t give up, and they found the answer,” said Kimbrough. “They saved my life.”

4:1

**WOMEN/MEN WHO
DEVELOP SCLERODERMA**



Navigators Julie Dezell, RN; Elizabeth Gonzalez, PN; Brittany Lee, PN; Elizabeth Johnson, RN, BSN, MBA; and Maria Carrillo, PN; help patients overcome barriers to obtaining and paying for health care.

Underserved Patients Find Help Navigating Health Care System

The complex, often fragmented American health care system can be a daunting world to navigate. For those struggling with additional non-medical challenges such as lack of transportation, limited finances and homelessness, the path to effective medical care can seem insurmountable. In March 2016, National Jewish Health opened the Comprehensive Respiratory Care Clinic, part of the Kaiser Permanente Center for Prevention and Healthy Living at National Jewish Health, to help disadvantaged and underserved patients get better care.

Funded by a three-year, \$1 million grant from the Kaiser Permanente Foundation, the clinic relies on a team effort, led by pulmonologist Jason McCarl, MD, and Nurse Manager Kaci Chacon, RN, BSN. Social support provided by three “patient navigators” is a unique and crucial element of the clinic. The navigators help patients overcome barriers to care, ranging from finding affordable medications to arranging transportation, and taking extra time to identify and discuss anxieties.

"We're part medical assistant, part patient navigator. Sometimes we're social workers," said Brittany Lee, one of the clinic's three patient navigators and one of two Spanish-speaking clinic staff members.

Patient Harold Tuttle worked in construction before his health deteriorated. "I couldn't breathe," he said. After years of "toughing it out," he went to National Jewish Health. One of the answers for Tuttle was putting him on portable oxygen, enabling him to leave his apartment and walk comfortably to the bus stop a few blocks away for the first time in years.

"They're a different breed of people," said Tuttle. "I don't think anyone could do as much good as they do."

"It's rewarding," said Lee.

It is also proving effective. Fewer patients are missing appointments, a previously common problem for this underserved population. Recent surveys also indicate that 98 percent of the clinic's patients are satisfied with their care.

Extraordinary Giving Provides Support for Children in Need



Molly Blank at the groundbreaking of the Molly Blank Conference Center at National Jewish Health in 2001.

Molly Blank was a champion for the less fortunate. A donor to National Jewish Health for more than 25 years, she helped countless National Jewish Health patients through the Molly Blank Fund for the Care of Children in Need. She also donated the lead \$1 million gift to help build the Molly Blank Conference Center at National Jewish Health.

After Blank's death in 2015, her sons, Arthur and Michael, established The Molly Blank Fund of The Arthur M. Blank Family Foundation to continue her legacy and support the causes she valued most. In 2016, the fund donated an extraordinary \$7 million to establish the Molly Blank Pediatric Care Fund, which will help ensure that all pediatric patients receive the care they need, regardless of their families' ability to pay. Their remarkable gift continues the family's enduring dedication to the National Jewish Health mission of caring for those in need.

"My brother, Arthur, and I believe that this investment from the Molly Blank Fund reflects our mother's deep commitment to children, as well as her appreciation for the wonderful work that National Jewish Health does to provide the highest level of care to everyone, regardless of their economic circumstances," said Michael Blank.

Pediatric Severe Asthma Clinic Helps Sickest Patients

**Thanks to these
multiple interventions,
Kailia's asthma has
improved significantly.**

When 3-month-old Kailia Hill's asthma spiraled out of control and landed her in the hospital several times, her mother, Dominique Hill, knew where to turn. As a child, Hill had severe asthma herself. She attended Morgridge Academy, a free school on the National Jewish Health main campus for children with chronic diseases. At Morgridge, educators and health care staff helped Hill get her own asthma under control.

"Asthma runs through my family," Hill said. "My sister has it. My mother has it. I lost a best friend to it. And now my daughter has it, and I'm scared I might lose her one day."

Like many mothers of children with asthma, Hill spends every day worried about Kailia's health. "It's just a really scary feeling with a 15-month-old," Hill said. "I'm scared to wake up to my child not waking up in the morning. She's only a baby."

When Kailia came to National Jewish Health *for Kids*, she saw pediatrician Ronina Covar, MD, and the entire team in the Pediatric Severe Asthma Clinic. The clinic features a multidisciplinary team of nationally recognized physicians with expertise in asthma, pulmonology, behavioral health and drug pharmacokinetics — plus knowledge about the latest asthma research and patient education protocols — to help severe asthmatics gain control over their condition.

The team taught Hill how to manage medications, better monitor Kailia's lung function and respond appropriately to worsening health. They also suggested changes in the home environment. Thanks to these multiple interventions, Kailia's asthma has improved significantly. As a result, Kailia has been able to attend day care, allowing her mother to return to work.

With National Jewish Health, Hill has a new outlook for Kailia. "I'm hoping that she's able to grow up and play like the other kids."



Morgridge Academy graduate Dominique Hill sought help for her daughter Kailia, pictured, from the same place that helped her as a child, National Jewish Health for Kids.

600,000+

**U.S. PEDIATRIC EMERGENCY ROOM
VISITS ANNUALLY FOR ASTHMA**





SEEKING FUTURE SOLUTIONS

At National Jewish Health, we are always looking forward. Our researchers ask questions and seek answers that can provide insight, so we can better treat, cure and prevent the diseases that afflict our patients.

*Gwen Huitt, MD, MS, investigates *Mycobacterium avium*, one of the organisms that cause nontuberculous mycobacterial infections.*



Army Staff Sgt. Adam DeVore is able to maintain his active status thanks to pulmonologist Cecile Rose, MD, MPH, who found the cause of his breathing problems.

Research Seeks Answers to Baffling Warfighters' Respiratory Disease

When Army Staff Sgt. Adam DeVore returned home after serving four years and four months in Iraq, he faced a new battle. "I couldn't breathe. I felt like I was suffocating," he said.

DeVore's resting pulmonary function tests showed no abnormalities, and numerous doctors told him his lungs were fine. "It's frustrating," said DeVore. "You know your own body. You know when something's wrong."

DeVore is not alone. Warfighters returning from service in Iraq and Afghanistan suffer elevated rates

of respiratory disease, ranging from mild asthma to life-threatening bronchiolitis obliterans. Many seem fine on standard pulmonary function tests, but cannot complete physical tests to maintain their active status.

In 2010, Pulmonologist Cecile Rose, MD, MPH, and Rheumatologist Richard Meehan, MD, a veteran of the Iraq and Gulf wars himself, began seeing warfighters with lung disease at the Center of Excellence on Deployment-Related Lung Disease — the only center of its kind in the country. With cardiopulmonary exercise tests, high-resolution chest CT scans and lung biopsy,

physicians diagnosed DeVore with constrictive bronchiolitis and related conditions that basic lung tests had missed.

After experiencing “a lack of compassion” from many doctors, DeVore immediately noticed a difference when he came to National Jewish Health. “At National Jewish Health, there’s a much different feel. They’re actually looking into it to try and find the answer,” he said.

There are many more questions than answers surrounding warfighters’ lung diseases, which research hopes to address. “Warfighters deployed to Southwest Asia suffer a baffling array of lung diseases at almost twice the rate of veterans deployed elsewhere,” said Greg Downey, MD, executive vice president of Academic Affairs at National Jewish Health. His research lab investigates lung injury and repair. In 2016, Dr. Downey and a multidisciplinary team of his colleagues were awarded \$11.5 million by the Department of Defense for research to find the answers warfighters need. The grants take advantage of the unique cohort of previously deployed veterans seen by Dr. Rose and others at National Jewish Health, and leverage the institution’s expertise in lung disease and repair.

This grant will explore the “two-hit hypothesis,” which suggests that chronic exposure to desert dust and other particulate matter predisposes the respiratory tissue to enhanced injury when hit by a second harmful stimulus, such as toxic chemicals, cigarette smoke, allergens or viral infections. The researchers will also evaluate an experimental medication that targets a pathway involved in the repair of injured cells in the lung.

“The history National Jewish Health has of research and moving things in a positive direction for a cure gave me peace of mind,” said DeVore, who is participating in the research. “National Jewish Health is my best hope.”



Marine Sgt. Thomas Joseph Sullivan

Sergeant Sullivan Fund Helps Veterans Struggling to Breathe

Marine Sgt. Thomas Joseph Sullivan left for Iraq in 2004 in perfect health. After several months of serving in the Anbar Province during a period of heavy conflict, he returned home sick. He had been exposed to dust, burn pits and chemical plant fumes. Sgt. Sullivan died on February 16, 2009.

Sgt. Sullivan’s family founded the Sergeant Sullivan Center, an organization dedicated to diagnosis, treatment and prevention of complex post-deployment illness. The Sergeant Sullivan Center created a strong network of premier health institutions to confront deployment-related disease through medical research, including a grant to the National Jewish Health Center of Excellence on Deployment-Related Lung Disease to develop a non-surgical method for diagnosing small-airway lung disease.

In 2015, the Sergeant Sullivan Center and National Jewish Health established the Sergeant Sullivan Fund at National Jewish Health to more effectively fund medical research to prevent and treat deployment-related illnesses. The Sergeant Sullivan Fund is leading lifesaving research and providing care for men and women returning from military service overseas who are struggling to breathe.



*Michael Wechsler, MD, MMSc;
Ronina Covar, MD; and Rohit
Katial, MD; are directing the
Cohen Family Asthma Institute in
its search for a cure for asthma.*

Asthma Institute Advances Toward a Cure

New medications and better diagnostics have brought great improvements in asthma care. However, we still do not know what causes asthma. We can neither prevent asthma nor cure it. Hospitalizations and emergency room visits remain unacceptably high. For patients with severe disease, asthma remains deadly, causing an average of 10 deaths in the United States every day.

Thanks to an initial \$5 million gift from Michele and Martin Cohen, National Jewish Health has launched the Cohen Family Asthma Institute to focus on the causes, treatments and prevention of severe asthma. The institute builds on historic strengths

at National Jewish Health in asthma, allergy and immunology. It brings together a broad coalition of researchers, physicians, patients and health care organizations to seek a cure for severe asthma. The Cohen Family Asthma Institute is led by Co-Directors Michael Wechsler, MD, MMSc; and Rohit Katial, MD; and Associate Director Ronina Covar, MD. The Cohen Family Asthma Institute's Board of Directors is chaired by Richard Martin, MD, who is also chair of the

Department of Medicine at National Jewish Health.

"Severe asthma is a complex disease. Many would say it is several diseases. That is why we need a broad range of medical and scientific expertise to collaborate on this problem," said Dr. Martin. "While many of us here at National Jewish Health have focused on various aspects of asthma, we will reap enormous benefits as the Cohen Family Asthma Institute brings

molecular and cell biologists together with physicians, psychologists, epidemiologists and educators who all have a singular focus on curing severe asthma."

Michele and Martin Cohen are longtime supporters of the institution. Cohen has been a national trustee of National Jewish Health since 2007.

"Severe asthma is a complex disease. Many would say it is several diseases. That is why we need a broad range of medical and scientific expertise to collaborate on this problem."

"We have been so impressed over the years by the extraordinary dedication and excellence at National Jewish Health that we wanted to make an impactful gift," said Cohen. "When I asked, they told me, 'Asthma is where your gift can make an important difference.' Michele and I are proud to fund this pioneering initiative."

10

ASTHMA DEATHS
PER DAY IN U.S.

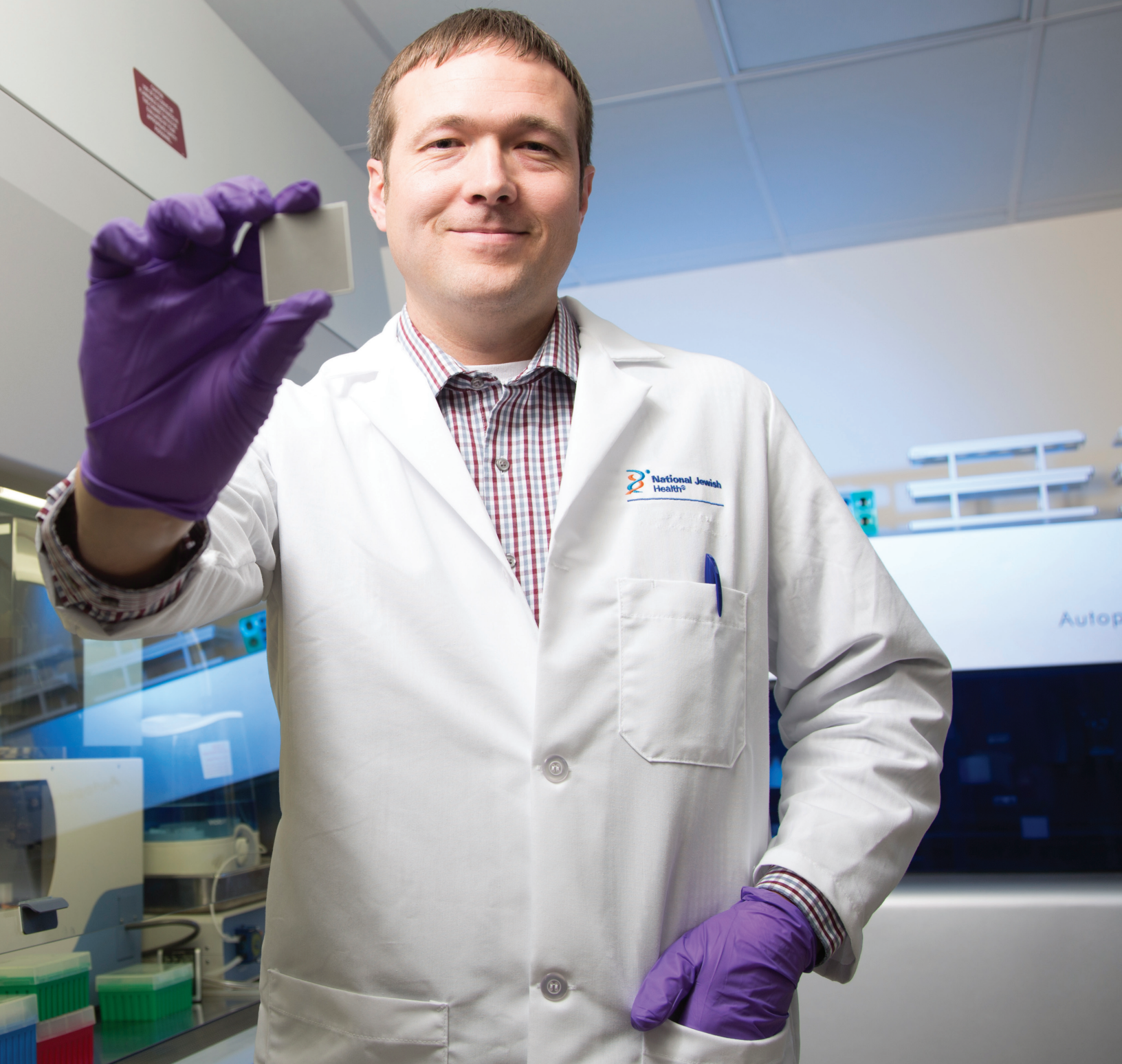
Discovering Asthma's Biological Roots

1,500
MILES OF AIRWAYS
IN ADULT LUNGS

Asthma has traditionally been defined by symptoms of the disease: breathlessness caused by airway inflammation and constriction of the muscles surrounding the airways. That relatively simple description obscures a complex variety of causes, disease pathways and responses to medication that lead many in the medical community to consider asthma as several different diseases masquerading as one. Max Seibold, PhD, associate professor in the Center for Genes, Environment and Health, has developed several new investigational techniques that allow researchers to delve deeply into the biological roots of this deceptively complex disease.

Dr. Seibold's research has focused largely on epithelial cells lining the airways, which drive much of the pathological processes in asthma. Difficult cells to investigate, they have previously required invasive bronchoscopies to obtain samples from patients. In 2014, Dr. Seibold showed that epithelial cells, obtained much more easily from a patient's nose, are an excellent proxy for airway epithelial cells, expressing almost exactly the same genes. In 2015, he used the revolutionary CRISPR-Cas9 gene-editing technique to develop a powerful way to study the function of individual genes in epithelial cells. Most recently, he and his colleagues adapted existing techniques to transform epithelial cells into their stem cell parent, allowing researchers to examine the evolution of healthy cells into pathological ones.

These and other advanced genetic techniques have allowed Dr. Seibold and his colleagues to discover the first gene variant associated with a specific subtype of asthma, known as type 2. He recently discovered how alternative splicing of the IL-33 gene drives type 2 asthma, and identified genetic variants associated with asthma that follows infection with respiratory syncytial virus, or RSV, a common virus among young children.



Advanced genetic sequencing allows Max Seibold, PhD, and National Jewish Health to delve into the biological roots of asthma.

Dr. Seibold's research has focused largely on epithelial cells lining the airways, which drive much of the pathological processes in asthma.

Research Highlights

During fiscal year 2016, National Jewish Health faculty and staff published 395 peer-reviewed scientific articles on topics ranging from basic immunology to diagnostic tests and experimental medications. Below is a sample of published research findings that highlight the range and diversity of investigations at National Jewish Health.



Cells Identified in Transplant Rejection

In order to improve the odds of a successful organ transplant, transplant teams try to match the major histocompatibility complex (MHC) proteins of both the donor and recipient. Even when the MHC proteins match, however, a mismatch of other proteins, known as minor histocompatibility antigens, can cause rejection. Until now, no one had identified the cell type responsible for transplant rejection due to mismatched minor histocompatibility antigens.

Claudia Jakubzick, PhD, and her National Jewish Health colleagues studied antigen-presenting cells, which take up proteins in the body and hold fragments on their cell surface for recognition by the immune system. Dr. Jakubzick reported in the *Journal of Immunology* that Batf3-dependent antigen presenting cells cause transplant rejection due to mismatched minor histocompatibility antigens. The findings hold promise for improving the organ transplants.



Finding a Hole in the Heart

In the womb, a developing fetus has a hole in the wall between the two upper chambers of the heart, which allows blood to bypass the fetal lungs. After birth, the hole closes in about three quarters of people. The unclosed hole causes no symptoms in most people, but can cause significant shortness of breath in some.

Saline contrast echocardiography can detect the unclosed hole, known as a patent foramen ovale (PFO). It is most often performed with the patient at rest. Cardiologist Brett Fenster, MD, and his colleagues evaluated saline contrast echocardiography for PFO done immediately after vigorous exercise, when blood flow and pressure are higher. They reported in the *International Journal of Cardiovascular Imaging* that they detected PFOs in 22 of 33 patients evaluated at rest. They found an additional four PFOs when the echocardiography was done following vigorous exercise.



Staph Bacteria Associated with Food Allergy

Atopic dermatitis patients are up to six times more likely to develop food allergy than those without the disease. Research at National Jewish Health suggests that colonization of patients' skin with *Staphylococcus aureus* bacteria promotes the development of food allergy. About half of patients with atopic dermatitis have skin colonized by *Staphylococcus aureus* bacteria, which secrete numerous toxins that damage the skin and reduce its ability to serve as a protective barrier against external threats.

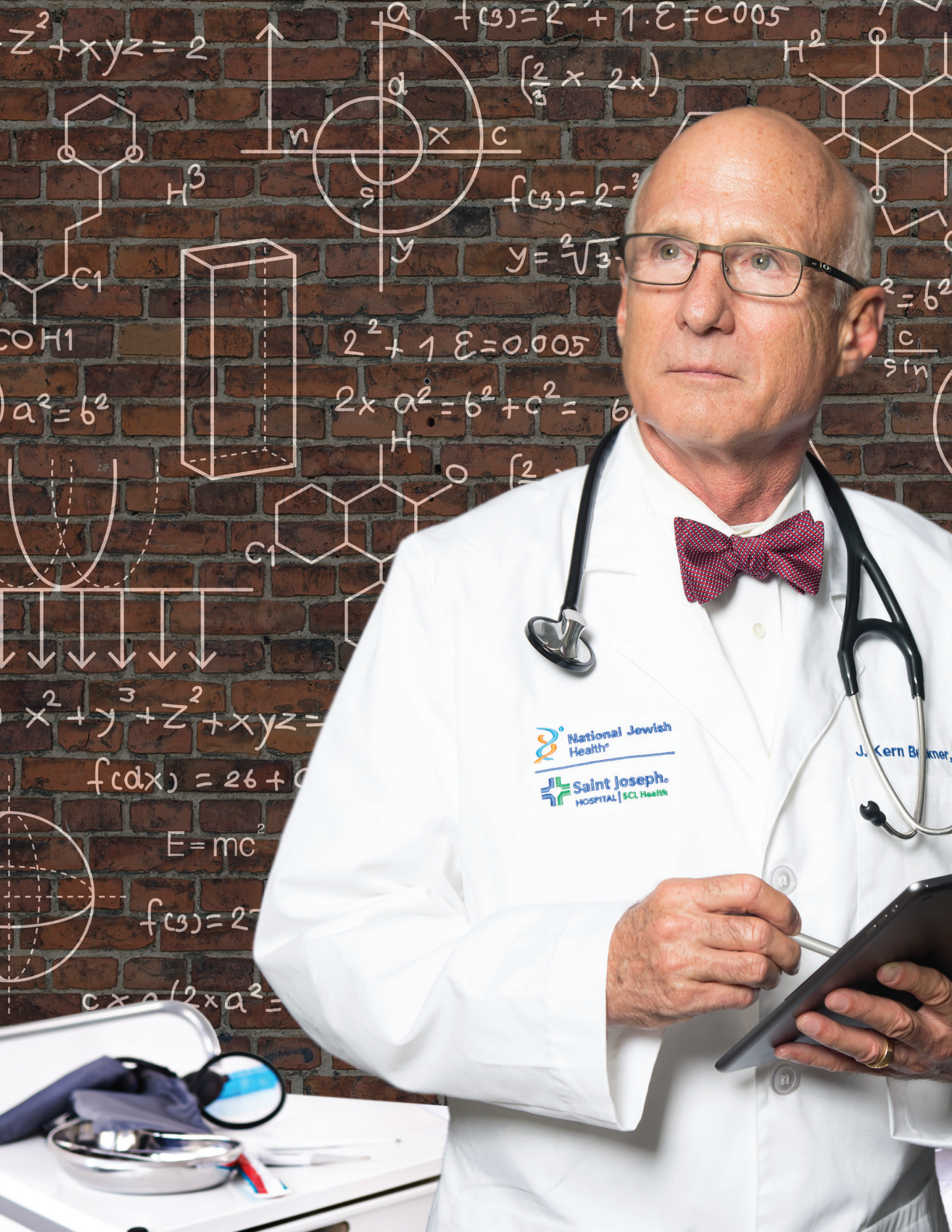
Researchers led by Donald Leung, MD, PhD, reported in the *Journal of Allergy and Clinical Immunology* that blood tests of 718 pediatric atopic dermatitis patients indicated more frequent and more serious allergies to peanut and egg in patients with *S. aureus* on their skin than among patients without the bacteria. The findings support an emerging concept that food proteins entering the body through cracks in the skin can sensitize patients and lead to food allergy.



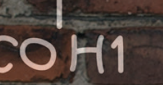
Alternative Therapy for African Americans with Asthma

For more than a decade, there have been safety concerns, especially for African Americans, about long-acting beta agonists (LABAs), a medication combined with corticosteroids in several asthma medications. Professor of Medicine Michael Wechsler, MD, MMSc, and his colleagues reported in *JAMA* that the anticholinergic medication tiotropium is an alternative to LABAs that is equally effective at preventing asthma exacerbations in African American patients when used with inhaled corticosteroids. Tiotropium and LABAs performed equivalently as measured by time-to-first-exacerbation, which is defined as a worsening of asthma requiring treatment with systemic corticosteroids.

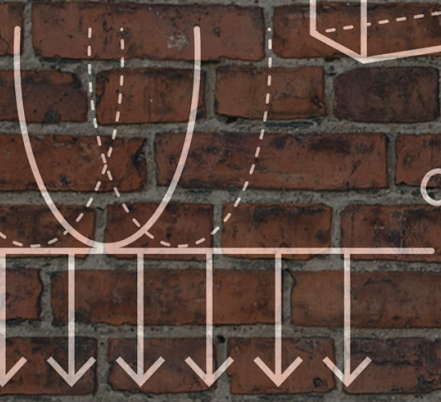
Dr. Wechsler is the principal investigator in the ongoing NIH National Heart, Lung, and Blood Institute-sponsored Best African American Response to Asthma Drugs (BARD) study, aimed at improving asthma therapy for black patients, who are disproportionately burdened by the disease.



$$z^2 + xyz = 2$$



$$a^2 = b^2$$



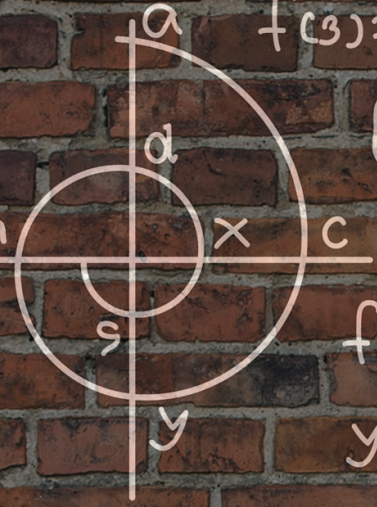
$$x^2 + y^3 + z^2 + xyz =$$

$$f(x) = 26 +$$

$$E = mc^2$$

$$f(x) = 2$$

$$c \times a / (2 \times a^2 =$$



$$2^2 + 1 \cdot \varepsilon = 0.005$$

$$2 \times a^2 = b^2 + c^2 = 6$$



$$f(x) = 2^{-x} + 1 \cdot \varepsilon = 0.005$$

$$\left(\frac{2}{3} \times 2x\right)$$

$$f(x) = 2^{-x}$$

$$y = \sqrt[2]{3}$$



$$2 = 6^2$$

$$\frac{c}{\sin}$$

National Jewish Health

Saint Joseph's HOSPITAL | SCL Health

J. Kern Brinker

SHAPING THE FUTURE

Education has been central to the National Jewish Health mission since its earliest days. By educating patients, we teach them how to better manage their diseases. By educating health professionals and scientists, we share our expertise and raise the level of care and research around the nation.

Thousands of providers annually learn through lectures and other educational events from nationally known experts, including J. Kern Buckner, MD, chief, Division of Cardiology.



Amanda Grabel was able to return to music and sports after learning how to use her inhaler correctly.

A Simple Lesson Saves a Girl's Life

Shortly after moving to Santa Fe, New Mexico, 9-year-old Amanda Grabel's asthma spiraled out of control with a series of colds that led to asthma attacks, emergency room visits and a stay in the intensive care unit of the nearby hospital. Amanda and her family were terrified.

"We were worried every time she stepped on the soccer field that she could fall down and die," said her mother, Rori Grabel. "I was going to her school daily with nebulizer treatments, and our normally happy child was having panic attacks, crying and saying she was afraid of dying in her sleep. It is hard to comfort somebody when you are that panicked yourself."

At the suggestion of two friends, the Grabels came to National Jewish Health for help. Immediately after arriving, the whole family met with Pediatrician BJ Lanser, MD, and Amanda's care team. Dr. Lanser said it appeared that Amanda was not getting any medication into her system in spite of repeated doses.

After that initial meeting, Emily Cole, RN, watched how Amanda took her inhaled medications. She quickly

saw that Amanda was using her inhaler incorrectly, preventing medication from getting deep into her lungs where it was needed. For more than a week, nurse Cole worked daily with Amanda on the proper technique to get the medicine into her lungs.

"Educating our patients and their families is crucial to good outcomes," said Cole. "Whether it is teaching proper inhaler technique, how to monitor their condition or how to respond to emergencies, we give our patients the tools they need to care for themselves and live fuller lives."

"She no longer thinks she is going to die from her asthma in the middle of the night."

"It was such a simple thing," said Amanda's mother Rori. "But that simple mistake would have killed my daughter. I'm unbelievably happy it was so easily corrected. I know it wouldn't have

been discovered anywhere else."

Almost a year after the assessment and training at National Jewish Health, Amanda uses only one inhaler and has had no asthma attacks.

"She no longer thinks she is going to die from her asthma in the middle of the night," Rori Grabel said. "Her panic attacks and night terrors are over. She is back to being the cheerful, active child who gives us such joy."

70% - 80%
OF INHALER MEDICATION ESCAPES
WHEN A SPACER IS NOT USED

Continuing Medical Education Keeps Doctors at Forefront of Patient Care

13K
PROVIDERS AT
EDUCATIONAL EVENTS

With patient care and medical knowledge advancing relentlessly, physicians must constantly invest in their skills and knowledge to best serve their patients. With a robust program of continuing medical education, the National Jewish Health Office of Professional Education helps doctors within the institution and across the country stay abreast of recent advances and improve their practices.

One area with a vital need for ongoing training of health professionals is the treatment of rheumatoid arthritis. This disease is most recognizable by the damage to joints that can lead to gnarled and painful hands and feet. In recent years, research has shown that heart disease also poses a major threat to rheumatoid arthritis patients; it is the most common killer of rheumatoid arthritis patients, accounting for about half of all their deaths. Yet, rheumatologists and general practitioners evaluate their rheumatoid arthritis patients for cardiovascular disease much less often than their elevated risk requires.

National Jewish Health rheumatologist Barbara Goldstein, MD, and cardiologist Darlene Kim, MD, worked with the Office of Professional Education at National Jewish Health to educate their colleagues about the cardiovascular risk faced by rheumatoid arthritis patients and to develop protocols that make cardiovascular screening an easier, routine part of their care. National Jewish Health rheumatologists now regularly ask questions about cardiovascular symptoms and screen for lipids in the blood. Referrals of rheumatoid arthritis patients to cardiologists for additional screening more than doubled since the program began. That success led in 2016 to a grant that will help National Jewish Health teach general practitioners at community practices to better diagnose, treat, manage and refer rheumatoid arthritis patients for the care they need.

The National Jewish Health Professional Education Office provides continuing medical education for more than 5,000 doctors nationwide through 90 or more activities per year. Education is a key component in fulfilling our organizational mission to heal, to discover and to educate.



Flavia Hoyte, MD, is one of many physicians who help train fellows as specialists in one of six fellowship programs.

The National Jewish Health Office of Professional Education helps doctors within the institution and across the country stay abreast of recent advances and improve their practices.



COLLABORATION FOR THE FUTURE

With ongoing rapid changes in the health care environment, National Jewish Health is extending its reach and ability to positively affect the nation's health through partnerships and collaborations.





A healthy Eric White stands in the middle of care team members Kevin Miller, MD; Misty Sieracki, RN; Tristan Huie, MD; Stephanie Wilson, MD; Kathy Owens, BSN, RN; and Ken Lyn-Kew, MD.

Teamwork Bounces Ball the Right Way

Eric White began New Year's Day 2016 as many did, feeling a little tired and run-down from celebrating the evening before. Yet, within 24 hours, the previously healthy 39-year-old would be fighting for breath — and his life.

"I figured I'd lie on the couch for a couple days and be fine," White said. However, instead of getting better, he got worse. That's what sent him to the emergency room on the National Jewish Health | Saint Joseph Hospital campus. This lifesaving move took the combined efforts of an extraordinary team of physicians and nurses from both institutions working seamlessly together.

National Jewish Health pulmonologists and critical care physicians manage and staff the intensive care unit at Saint Joseph Hospital as part of the joint operating agreement between National Jewish Health and Saint Joseph Hospital, a part of the nonprofit SCL Health system. National Jewish Health Pulmonologist Vipin Malik, MD, was the attending physician when White was admitted to the intensive care unit. He quickly put White on a ventilator to help him breathe.

"We rarely see patients who get this sick so fast," said Dr. Malik, who stayed at White's bedside for 10 hours straight.

White was suffering from acute respiratory distress syndrome caused by a virulent bacterial infection that attacked his lungs. With only 10 percent of a functioning lung and fluid flooding into his lungs, a standard ventilator did not provide the oxygen White needed to survive.

Dr. Malik called Kevin Miller, MD, a cardiothoracic surgeon at Saint Joseph Hospital. Together, they put White on extracorporeal membrane oxygenation (ECMO), an extreme measure typically used only briefly in operating rooms to serve as both heart and lungs for a failing patient.

A host of National Jewish Health and Saint Joseph Hospital doctors and nurses constantly monitored

White and the ECMO machine. At one point, National Jewish Health pulmonologist Tristan Huie, MD, took White on a lifesaving "road trip" to the hospital's interventional radiology

unit, where Saint Joseph physicians stopped the bleeding caused by a feeding tube.

White was taken off ECMO after three and a half weeks and was finally breathing on his own again. "We were just elated with the outcome," said National Jewish Health Pulmonologist Michael Schwartz, MD, who was part of White's care team. "It was a team effort."

Today, White has almost completely recovered. "I got sick," he said. "I got better because a lot of smart and caring people took care of me. Sometimes the ball bounces your way."

**"I got sick. I got better because
a lot of smart and caring people
took care of me."**

365

**BEDS AT NATIONAL JEWISH
HEALTH | SAINT JOSEPH HOSPITAL**

Collaborations Improve Care, Extend Reach in Colorado and Nation

National Jewish Health | Saint Joseph Hospital

In 2016, the Joint Operating Agreement between National Jewish Health and Saint Joseph Hospital, with its nonprofit parent SCL Health, is flourishing. Working together with the excellent staff of Saint Joseph Hospital, National Jewish Health doctors and staff have extended our ability to provide care along the full continuum from outpatient clinics based on the National Jewish Health campus to intensive inpatient care based at the new 365-bed, state-of-the-art Saint Joseph Hospital.

- The Adult Cystic Fibrosis Program, the largest of its kind in the nation, is based on the National Jewish Health campus and now includes a fully integrated, specialized inpatient care unit on the campus of Saint Joseph Hospital. This inpatient unit was designed specifically to meet the unique needs of cystic fibrosis patients. With both inpatient and outpatient care now managed by National Jewish Health physicians and staff from both organizations, adult cystic fibrosis patients receive well-integrated, comprehensive care.
- The cardiothoracic surgery clinic continued to demonstrate the power of collaboration. Thoracic surgeons from our academic partner the University of Colorado School of Medicine, now see patients on the main National Jewish Health campus and perform surgery in state-of-the-art facilities at Saint Joseph Hospital. This collaboration allows us to deliver a seamless experience for patients.
- National Jewish Health critical care physicians manage care in the hospital's intensive care unit, and work with their colleagues to provide extended physician coverage 24 hours a day.
- Quality measures continue to be outstanding for the collaborative programs. This past year, Saint Joseph Hospital, long a top-rated hospital by Healthgrades, has also earned the A rating from The Leapfrog Group, a widely watched hospital quality indicator.



National Jewish Health | Saint Joseph Hospital

NO
PARKING
ANY
TIME

→ Main
Entrance

→ Parking A



MOUNT SINAI - NATIONAL JEWISH HEALTH

Respiratory Institute



Bringing a Collaborative Model of Care to New York City

Mount Sinai – National Jewish Health Respiratory Institute

The collaboration with the Icahn School of Medicine at Mount Sinai Hospital in its first full year brought the National Jewish Health approach to patient-centered care to New York City with the opening of the Mount Sinai – National Jewish Health Respiratory Institute.

In 2016, the Respiratory Institute moved into expanded space on the Mount Sinai Hospital campus, meeting the needs of growing numbers of New Yorkers. In its first full year, the program had about 18,000 patient visits, and that number continues to grow. The relationship creates a strong, integrated program for diagnosis and treatment of respiratory illness and lung disease, including asthma, chronic obstructive pulmonary disease, and interstitial lung disease.

The Respiratory Institute uses the multidisciplinary approach practiced by National Jewish Health in its outpatient programs. Pulmonologists collaborate with specialists in related disciplines, including cardiology, allergy, gastroenterology, rheumatology, ENT and

thoracic surgery, to provide team-based, patient-centered care. The Respiratory Institute also draws on Mount Sinai's programs in personalized medicine, genomics and data-driven clinical protocols to enhance the quality and outcomes of the respiratory disease practice.

Respiratory Institute leadership includes Charles Powell, MD, the Janice and Coleman Rabin professor of medicine, pulmonary, critical care and sleep medicine at the Icahn School of Medicine at Mount Sinai, serving as the CEO. Louis DePalo, MD, the Lane associate professor in the Division of Pulmonary, Critical Care and Sleep Medicine at the Icahn School of Medicine at Mount Sinai, serves as the clinical director. Richard Martin, MD, chair of the Department of Medicine and Edelstein Chair in Pulmonary Medicine at National Jewish Health, led the effort to create protocols and plans for care at the Respiratory Institute and continues to serve in a guiding role as part of the Respiratory Institute Board of Directors.



Rocky Mountain Pediatric
Respiratory *and* Allergy Care

with



National Jewish
Health®
for kids

Focus on Training the Next Generation of Accomplished Researchers and Physicians

A long relationship with the University of Colorado School of Medicine has benefited both clinical and research training. Medical students, residents and postgraduate fellows at the University of Colorado School of Medicine all spend time at National Jewish Health during their training. Postgraduate fellows often spend an extra year devoted exclusively to research, which is a component of launching a successful academic career. They work with established investigators who offer insight and guidance to help their research succeed.

In addition, National Jewish Health physicians and researchers continue to collaborate with physicians and researchers at the University of Colorado on specific programs and projects. They also rely upon each other for various consultations in the course of treating a variety of illnesses.



School of Medicine

UNIVERSITY OF COLORADO
ANSCHUTZ MEDICAL CAMPUS

Pediatric Reach Grows with Collaboration

Our collaboration extends to our Department of Pediatrics. A year ago, we began working with Rocky Mountain Hospital for Children, a part of the HealthONE system. National Jewish Health provides protocols and staff to run a respiratory care program for children at the Rocky Mountain Hospital for Children.

More children are benefiting from National Jewish Health pediatric expertise thanks to the agreement. National Jewish Health *for Kids* provides diagnostic and treatment services for a variety of diseases, including allergy, asthma, atopic dermatitis and immune deficiencies. Care is provided on site at Rocky Mountain Hospital for Children, and is coordinated through National Jewish Health physicians. In addition, National Jewish Health *for Kids* physicians provide “on-call” service for emergency and inpatient needs for other HealthONE facilities throughout Colorado needing pediatric consultations.

Financial Report

Fiscal year 2016 was a strong year for National Jewish Health, with continued financial success. Net patient service revenue grew 11 percent in 2016 to \$145 million. Patient demand remains strong, and National Jewish Health continued to expand services in order to meet demand. New clinicians were recruited in allergy/immunology, pulmonology, oncology, gastroenterology and, for the first time on campus, general surgery. In addition, we continue to provide pediatric allergy, immunology and pulmonology services at Rocky Mountain Hospital for Children. In total, patient encounters grew 16 percent on campus and 39 percent at our numerous off-site locations.

The 2016 fiscal year was the second year of our joint operating agreement with Saint Joseph Hospital and SCL Health in Colorado. Over the past two years, the joint programs have grown and matured. Now, a substantial number of our patients receive inpatient care under the close supervision of our specialists in a new inpatient facility. Our patients benefit from the convenience of having access to surgeons and other specialists on the National Jewish Health campus. Also in its second year, The Mount Sinai – National Jewish Health Respiratory Institute with the Icahn School of Medicine continues to grow, with double-digit increases in clinic visits and two new large, joint research grants. These joint operating agreements benefit both our mission and our finances. Combined, these ventures generated \$4.9 million of new, net operating revenue.

In a continued effort to diversify our research program and expand our future funding opportunities, new researchers were recruited during the year in genetics, pulmonology and pediatrics. Though grant expenditures were down for the year, total grant awards increased year over year by more than 8 percent, including a new \$10 million U.S. Department of Defense grant for the treatment of deployment-related lung injury. Expenditures on this grant will begin in 2017.

Due largely to the cost of pharmaceuticals, new recruitment and general inflation, expenses increased 4 percent year over year. The investment markets were adverse most of the year. In total, a loss of \$3 million was recorded, reflecting \$8.5 million in unrealized losses, offset by \$5.5 million in realized investment returns.

With the help of our loyal donors, fundraising completed another successful year, raising \$29.3 million. These funds are crucial for our future, helping us to build new facilities, to recruit the brightest new physicians and to continue our mission of charity care, education and research.



Larry Silverstein
Treasurer

Statement of Activities

CONSOLIDATED STATEMENTS OF ACTIVITIES (in millions)	2016	2015
Revenues, Gains and Other Support:		
Net Patient Service Revenue	\$145.2	\$131.0
Health Initiatives Revenue	7.9	8.4
Revenue from Affiliates	4.9	3.9
Grant Revenue	46.6	48.6
Contributions	29.3	31.3
Investment Returns	(3.0)	0.1
Other Income	11.1	11.2
Total Revenues	\$242.0	\$234.5
Expenses:		
Academic Services	\$92.5	\$91.7
Clinical Services	84.3	79.0
Administration and Fiscal Support	29.5	27.7
Support Services	11.5	11.8
Health Initiatives and Marketing	12.5	11.1
Fund Development	7.6	7.8
Other Expenses	3.9	3.9
Total Expenses	\$241.8	\$233.0
Increase (Decrease) in Net Assets	\$0.2	\$1.5
Net Assets Beginning of Year	\$189.4	\$187.9
Net Assets End of Year	\$189.6	\$189.4

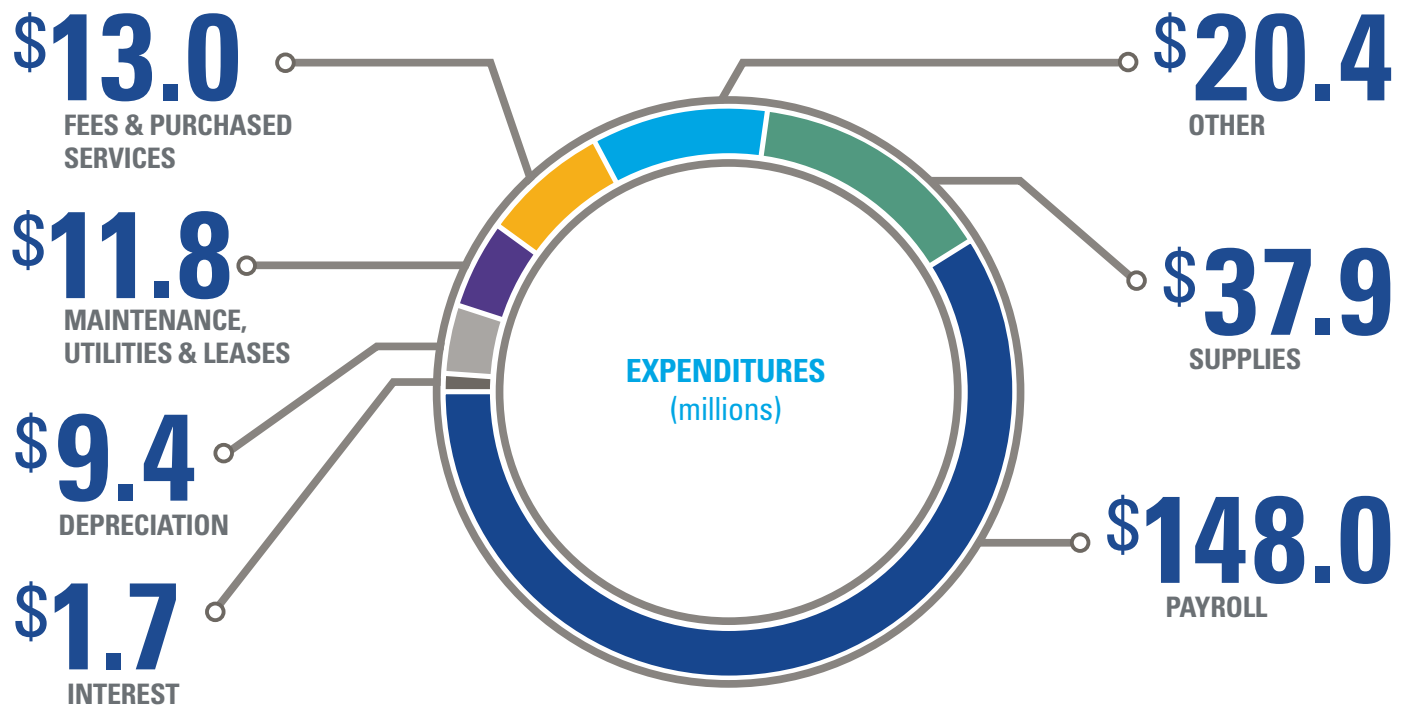
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION (in millions)	2016	2015
Assets:		
Cash and Cash Equivalents	\$2.2	\$3.2
Accounts Receivable — net	42.0	39.6
Investments — at fair value	109.3	108.4
Other Assets	44.4	42.3
Property, Plant and Equipment — net	80.8	86.1
Total Assets	\$278.7	\$279.6
Liabilities and Net Assets:		
Accounts Payable and Current Liabilities	38.4	36.8
Long-term Debt	36.7	40.0
Other Long-term Liabilities	14.0	13.4
Net Assets	189.6	189.4
Total Liabilities and Net Assets	\$278.7	\$279.6

132,257

PATIENT VISITS
IN FY 2015

33.3%

INCREASE IN PATIENT
REVENUE SINCE 2011



50

STATES WHERE PATIENTS CAME
FROM IN FY 2016

17%

INCREASE IN RESEARCH
GRANT REVENUE OVER 2012

1,731

NATIONAL JEWISH HEALTH
EMPLOYEES



Patient Service Revenue (millions)

Demand for National
Jewish Health expertise
continues to grow.



Research Grant Revenue (millions)

National Jewish Health
researchers have looked
increasingly to non-federal
sources of funding to offset flat
federal research budgets and
increased competition.



Net assets and Liabilities (millions)

National Jewish Health
net assets and liabilities
remain stable.





A close-up photograph of a hand holding a small globe of the Earth. The hand is positioned on the left side of the frame, with fingers gently gripping the globe. The background is a brick wall, which is split vertically: the left half is dark blue and the right half is light grey. The lighting is soft, highlighting the texture of the skin and the details of the globe.

INVESTING IN THE FUTURE

Since the doors opened in 1899, National Jewish Health has depended on the generous support of people, foundations and corporations to help provide innovative research, educational programs, cutting-edge technology and patient-focused care. We celebrate the contributions of all who believe in our mission and choose to invest in tomorrow's health care.

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The Natalie V. Zucker Research Center for Women Scientists – An Endowed Fund to Support Women Doctors and Researchers

Dr. Natalie V. Zucker

Zuckerman Family/Canyon Ranch Structural Biology/ Crystallography Lab

Mel Zuckerman and Family and Canyon Ranch

Retreat Inspires, Educates and Motivates

More than 300 directors, trustees and other supporters came from around the nation to the main campus of National Jewish Health for an educational and inspirational retreat. The three days of seminars, tours and celebrations encouraged attendees to learn more about National Jewish Health, inspired them to invest in the institution's future and motivated them to share new ideas about the transformation of health care, medicine and science.

Among the highlights of the "Leading Transformative Change in Medicine & Science" retreat were Behind The Scenes Tours; an update from the Centers for Disease Control (CDC) doctor, Anne Schuchat, MD, on efforts to fight the Zika virus; historian and Pulitzer Prize-winning author Jon Meacham's perspective on presidential leadership; and Jefferson Health CEO Stephen Klasko's talk about patient-centric care and precision medicine.

From the welcome dinner to the speaking sessions to the dinner with physicians and scientists, all who attended had a memorable experience that was thought-provoking and inspirational.

"You are here because National Jewish Health means something to you," said Board Chair Blair E. Richardson. "You want to see National Jewish Health continue its mission to care, to discover and to educate for another 117 years."



The retreat began with a welcome reception at the home of National Jewish Health President and CEO Michael Salem, MD. Pictured from left: Long-time National Jewish Health supporter David D. Mandarich, Dr. Salem, and Board Members Norman Brownstein and R. S. Dodge.



Jon Meacham, Pulitzer Prize-winning author and presidential historian, gives insights on what characteristics are necessary for the next U.S. president during day one of the retreat.



Jennifer McCullough (right), Morgridge Academy director of education, shows retreat attendees at the nursing station of the school for chronically ill children during a Behind The Scenes tour of National Jewish Health.



Anne Schuchat, MD (RADM, USPHS), principal deputy director of the CDC and rear admiral of the U.S. Public Health Service, shares the latest information about the Zika virus during day two of the retreat.

Research and Educational Support

The following corporations, foundations and organizations provided research grants, contract and educational support for a variety of investigators and laboratories at National Jewish Health.

Actellon Clinical Research Inc.	Glaxosmithkline Research & Development LTD	Pennsylvania State University
Aeolus Sciences Inc.	Health Resources and Services Administration	Pfizer Inc.
Alamosa County Public Health Department	Healthy Lifestars, Inc.	PneumRx, Inc.
Alpha One Foundation Inc.	Hershey Medical Center	Pulmonary Fibrosis Foundation
American Lung Association	Howard Hughes Medical Institute	Questcor Pharmaceuticals, Inc.
Amgen Inc.	Icahn School of Medicine at Mount Sinai	Rheumatology Research Foundation
Anacor Pharmaceuticals, Inc.	Intermune, Inc.	Samsung Medical Center
Astra Zeneca Pharmaceuticals LP	Janssen Research & Development, LLC	Skippy Frank Translational Medicine & Life Sciences Fund
Bayer HealthCare Pharmaceuticals Inc.	Juvenile Diabetes Research Foundation International	State of Colorado
Boehringer Ingelheim Pharmaceuticals, Inc.	La Jolla Institute for Allergy & Immunology	University of California, San Francisco
Boettcher Foundation	March of Dimes	University of Colorado Denver
Cancer League of Colorado, Inc.	Merck & Co, Inc.	University of Illinois
Centers for Disease Control and Prevention	Multiclonal Therapeutics, Inc.	University of Illinois at Chicago
Chiesi Farmaceutici S.p.A.	N30 Pharmaceuticals LLC	University of Nebraska Medical Center
Children's Hospital of Philadelphia	National Institutes of Health	University of North Carolina
Colorado Department of Public Health & Environment	National Sleep Foundation	University of Pittsburgh
Cystic Fibrosis Foundation	Novartis Pharmaceutical Corp.	University of Utah
Cystic Fibrosis Foundation Therapeutics	Oak Ridge Associated Universities	University of Wisconsin
Duke University	William and Ella Owens Medical Research Foundation	U.S. Department of State
Emory University	Patient-Centered Outcomes Research Institute	VA Eastern Colorado Health Care System
FAMRI	PeerView Institute for Medical Education	Vertex Pharmaceuticals
Fibrogen, Inc.		WaferGen Biosystems, Inc.
Genentech Inc.		Wake Forest University
Gilead Sciences, Inc.		Yale University

National Jewish Health Events

Across the country in fiscal year 2016, people came together to celebrate National Jewish Health, its mission and its supporters.

CALIFORNIA

Bella Sera in the Desert

Co-Chairs

Debbie Breslawsky

Madeleine Larson

Los Angeles Breath of Life Golf Classic

Co-Chairs

Anthony Behrstock, Commonwealth

Land Title

David Sonnenblick, Sonnenblick-

Eichner Company

Los Angeles Professional Services

Black & White Ball

Honorees

Michael M. Savoy, Gumbiner Savett Inc.

Donald J. Nunnari, Merchant Factors Corp.

Dinner Co-Chairs

Robert Ezra, Freeman, Freeman & Smiley LLP

Ronald Friedman, Marcum LLP

Robert K. Lewin, CIT Commercial Services

Debbie Steinberg

Honoree Co-Chairs

Valerie Colin, Gumbiner Savett Inc.

William Kernochan, Merchant Factors Corp.

COLORADO

National Jewish Health Night & Day

Golf Classic

Chair

Marc Steron, Shanahan's

Committee

R. Stanton Dodge, Dish Network

David Engleberg, Paragon Investment

Marc Paolicelli, RK Mechanical

Laszlo Pook, National Jewish Health

Dan Raap, SimplexGrinell, LP

Eddie Robinson, Robinson Management

Meyer Saltzman, RubinBrown, LP

Tim Stevens, Longview Systems

Gregg Stone, Kuni Lexus of

Greenwood Village

Aaron Wiebelhaus, Turner

Construction Company

Hoops & Hoopla

Coach Committee

Denise Cito, Consolidated Electrical

Distributors

Patrick Fairfield, UMB Bank

Peter Fox, Trautman & Shreve Service, Inc.

Craig Gallogly, Consolidated Electrical

Distributors

William Gregor, Mortenson Construction

Jerry Laflen, BKD, LLP

Tom Tarver, Greiner Electric

Ryan Wilson, GE Johnson Construction

Company

Kris Wintroub, Greiner Electric

FLORIDA

New Directions for Women

Event Chair

Carole Vollman Mahler

Event Co-Chairs

Rhona Guberman

Janet Verdiglione

Event Committee

Sandi Bresnick

Kathy Fryburg

Jane Garcia-Deale

Carole Goldstein

Judy Haas

Anne Jacobson

Jane Mandell

Linda Myrick

Myrna Norwitz

Glenaan Robbins

Arleen Roberts

Donna Robins

Sally Rossi-Rosenberg

Micki Schner

Lila Siegel

Sheila Stern

Shirley Stern

Barbara Tornberg

Elaine Weinberg

GEORGIA

Peter J. Mallen Memorial Atlanta

Golf Outing

Hosts

Arthur Blank

Robert Paller



HOOPS & Hoopla presented by Greiner Electric is an annual watch party in Denver for the college men's semifinal basketball games. This year's event on April 2, 2016, attracted more than 420 fans and raised \$146,000 for the National Jewish Health Morgridge Academy for chronically ill children.



The 2016 Los Angeles Professional Industries Black & White Ball on June 4, 2016, raised \$470,000 for National Jewish Health and honored Donald J. Nunnari of Merchant Factors Corp. and Michael M. Savoy of Gumbiner Savett Inc. Pictured from left: Nunnari with his wife, Maureen, and Darcy Savoy with her husband, Michael.

NEW MEXICO

New Mexico Spirit of Achievement Awards Dinner

Honorees

James H. Hinton, Presbyterian Healthcare Services

Paul B. Roth, MD, MS, University of New Mexico Health Sciences Center

Co-Chairs

Sherman McCorkle, Sandia Science & Technology Park Development Corporation
Debbie Johnson, CNM

Treasurer

Valerie Dodd, CenturyLink

Committee

Adelmo Archuleta, Molzen-Corbin & Associates

Susan Broersma, FRENCH Funerals – Cremations

David Buchholtz, Rodey Law

Dale Dekker, Dekker/Perich/Sabatini

Christine & Joe Di Gregorio

Rev. Jesse Dompheh

Joanne Fine

Harris Hartz

Michael Stanford, PayDay, Inc.

Lynn Trojahn

JoLou Trujillo-Ottino,

HALO Branded Solutions

NEW YORK

Financial Industries Dinner

Honoree

Albert Spada, Santander Bank, N.A.

Dinner Chair

Michael P. McGonigle, Audax Group

Honorary Chair

Jeffrey J. McLane, Bank of America

Merrill Lynch

Dinner Treasurer

Robert V. Love, Signature Bank

Induction of Trustee

William D. Brewer, Winston & Strawn LLP

Fund to Cure Asthma

Tournament Co-Chairs

Robert E. Helpern, Tannenbaum Helpern

Syracuse & Hirschtritt LLP

Stephen B. Siegel, CBRE, Inc.

Chair Emeritus

Samuel B. Lewis

Fund to Cure Asthma Founders

Nancy & James Berry Hill

Marjorie & Stephen Raphael

WASHINGTON, DC

Capital Area Breath of Life Golf Classic

Co-Chairs

Solvin W. Gordon, Gordon Insurance

Robert M. Keats

Committee

Neal M. Charkatz, Goodman-Gable-Gould/Adjusters International

Michael S. Cornfeld, Heritage Investors

Mark S. Goldstein, Paley Rothman

Benjamin Hofheimer

Dr. Robert D. Keehn, OrthoMaryland

Robert L. Koenig, Strosniders Hardware

Dale Lipnick

Marc A. Magazine, Savills Studley

Hospitality Group

Barry Minkoff, Minkoff Company, Inc.

Franklin Paulson, Borger Management

Dale D. Schuble, The Schuble Family

Foundation

Andrew B. Seested, BNY Mellon

Wealth Management

R. Joshua Simon, KLN LLC

Marc Wertheimer, Selzer Gurvitch Rabin

Wertheimer Polott & Obecnny, P.C.



The 39th Annual Financial Industries Dinner was held March 10, 2016, in New York City. Nearly 600 attendees came together to honor Albert Spada, of Santander Bank, and raised nearly \$480,000 for National Jewish Health. Pictured from left: Spada accepts the National Jewish Health Humanitarian Award from Dinner Chair Michael McGonigle.



The 20th Annual Capital Area Breath of Life Golf Classic on June 1, 2016, at Whiskey Creek Golf Club in Ijamsville, Md., raised \$83,400 to support a variety of programs at National Jewish Health.

Beaux Arts Ball

More than 1,200 guests came together Saturday, March 19, 2016, for the Beaux Arts Rock 'n' Roll Ball. The annual black-tie event raised \$2 million for National Jewish Health, including \$650,000 to find a cure for children and adults with life-threatening, severe asthma. The event was held at the Hyatt Regency Denver at Colorado Convention Center.

Grand Marshal Honorees

Libby Anschutz
Janie & David Eves
Rebecca & Lewis Kling

Co-Chairs

Kelly Brough
Jackie & Jerome Davis
Lindsey & Stanton Dodge
Penny & Jack TerHar
Alissa & Will Frankfurt

Executive Committee

Sue & John Bolger
Sunny & Norman Brownstein
Brad Busse
Robin & Steven Chotin
Jennifer Crick & Justin Cooper
Faye & Steve Demby
Arlene & Barry Hirschfeld
Kristen & Marc Holtzman
Bonnie & David Mandarich
Carrie & John Morgridge
Shereen & Michael Pollak
Kristin & Blair Richardson
Linda & Rich Schierburg
Susan Juroe Schonbrun &
Michael Schonbrun
Debbie & Don Silversmith
Kelly & Marc Steron
Michelle & Steven Toltz

Leadership Committee

Paige & Marco Chayet
Megan Datwyler
Leslie & Noel Ginsburg
Laszlo Pook
Maja & Mark Rosenquist
Sofia & Ryan Stoll
Ellen Stewart & Donald Vancil
Sarah Walker

5280 AIR Society Chairs

Angela & Daniel Feiner

5280 AIR Society

Mia & Jeremy Abelson
Rachelle & Chris Bodnar
Karyn & Ross Chotin
Karyl & Brad Farber
Julie & Brent Farber

Erin & Jonathan Marsico
Dana & Brian Parks
Leigh Sullivan & Travis Plakke
Stephanie & Sam Zaitz

Presenting Sponsor

Morgridge Family Foundation

Gold Sponsors

Acklie Charitable Foundation
Anne & Rich Baer
Brownstein Hyatt Farber Schreck
Clear the Air Foundation
Rebecca & Lewis Kling
MDC Foundation
David & Laura Merage Foundation
Sturgeon Company Electric, Inc.
Teva Pharmaceuticals
Xcel Energy



The Beaux Arts "Rock 'n' Roll" Ball included live music and dance performances.



Pictured from left: Grand Marshals Janie and David Eves; and Libby Anschutz; National Jewish Health President and CEO Michael Salem, MD; and Grand Marshals Rebecca and Lewis Kling.

A Winter's Evening

New York Real Estate & Construction Industries Dinner Dance

The 46th Real Estate and Construction Industries Dinner Dance honored Matthew Lustig of Lazard on Dec. 12, 2015, at the Grand Hyatt New York. The \$2 million raised at the event supported the newly established Matthew and Andrea Lustig Family Fund for the Advancement of Precision Medicine.

Honoree

Matthew J. Lustig, Lazard

Dinner Chairs

Leonard Boxer, Stroock & Stroock & Lavan, LLP

Jonathan L. Mechanic, Fried, Frank, Harris, Shriver & Jacobson, LLP

Alan Riffkin, Lazard

Executive Chair

Wendy Siegel

Co-Chairs

Ric Clark, Brookfield Property Partners

Martin L. Cohen, Cohen & Steers, Inc.

Joseph A. DeLuca, Joseph A. DeLuca, Inc.

Marc Holliday, SL Green Realty Corp.

Robert J. Ivanhoe, Greenberg Traurig, LLP

James D. Kuhn, Newmark Grubb Knight Frank

Charles Kushner, Kushner Companies

Bruce E. Mosler, Cushman & Wakefield, Inc.

Lee S. Neibart, Ares Management LLC

Stephen B. Siegel, CBRE

Larry A. Silverstein, Silverstein Properties, Inc.

Honoree's Circle

Michele & Martin L. Cohen

The Feil Family Foundation

Lazard

Matthew & Andrea Lustig

The Murnick Family

Mr. & Mrs. Larry A. Silverstein

Ventas Inc.

Founders

Ares Management, LLC

Blackstone

Brookfield

CBRE

Chicago Title Insurance Company

Commonwealth Land Title Insurance Co.

Cravath, Swaine & Moore LLP

Crown Acquisitions

Emmes Group of Companies

Fidelity National Title Insurance Company

Fried, Frank, Harris, Shriver & Jacobson LLP

Greenberg Traurig LLP

Jones Lang LaSalle

The Kuhn Family

The Kushner Companies

James T. Lee Foundation/Wendy &

Stephen Siegel

The Litwin Foundation Inc.

Newmark Grubb Knight Frank

Northwood Investors

SL Green Realty Corp.

Starwood Hotels & Resorts Worldwide

Stonehenge Management, LLC

Lisa & Mark Walsh

Benefactors

5 Penn Plaza LLC

Colliers International

Cushman & Wakefield, Inc.

Fetner Properties

First American Title Insurance Company

Gazit Globe

The Holliday Foundation

Andrea & Ivan Lustig

The Pyramid Companies

Royal Abstract of New York LLC

David E. & Jacqueline S. Simon Charitable Foundation

Skadden, Arps, Slate, Meagher & Flom, LLP

Wachtell, Lipton, Rosen & Katz

Patrons

Alliance Building Services

Atria Senior Living

Boston Properties

Alison & Martin S. Burger

CIBC Capital Markets

Ric Clark

The Cooper Family Foundation Inc.

Deloitte

Eastdil Secured, LLC

Ernst & Young

Ferguson Partners Ltd./ FPL Associates L.P.

Firequench Inc.

First Nationwide Title Agency

FTI Consulting

Goodwin Procter LLP

Jon & Mindy Gray Family Foundation

Kratos Public Safety & Security Solutions, Inc.

LongPond Capital

Morgan Stanley

Murray Hill Properties, LLC

Normandy Real Estate Partners LLC

RFR Realty LLC

Alan Riffkin & Anne Turner

Rising Capital

RREEF Management LLC

Joseph B. Rubin

Glenn J. Rufrano

Savills Studley

SJP Properties

Strook & Strook & Lavan LLP

Sullivan & Cromwell LLP

Tri-Star Construction Corp.

UDR, Inc.

Urban Edge Properties



Pictured from left: A Winter's Evening Dinner Chair Alan Riffkin; Former National Jewish Health Chair and current Board member Rich Schierburg; A Winter's Evening Dinner Chair Leonard Boxer; 2015 Honoree Matthew J. Lustig; National Jewish Health Board Treasurer, Trustee and Dinner Co-Chair Larry A. Silverstein; A Winter's Evening Executive Chair and National Jewish Health Council of National Trustees Co-Chair Wendy Siegel; National Jewish Health Trustee and Dinner Co-Chair Robert J. Ivanhoe; National Jewish Health President and CEO Michael Salem, MD; National Jewish Health Board member and Dinner Co-Chair James D. Kuhn; and National Jewish Health Trustee Ric Clark.

Chairman's Award

The Chairman's Award for Special Achievement is presented by the chair of the Board of Directors to recognize those who have made exceptional contributions to National Jewish Health.

2015

Murray D. Fischer

2013

Anne & Norman K. Jacobson
Neva & Marvin I. Moskowitz

2011

Boettcher Foundation
Adolph Coors Foundation
Kenneth L. Tucker

2010

Molly Blank
H. A. & Mary K. Chapman
Charitable Foundation
Mrs. Frances B. Cohen
Brian Greenspun

2008

Edelstein Family Foundation
Mrs. Edith S. McAllister
Milton Schneiderman

2006

Doug & Dale Anderson
Bella Feinstein
Alex Fryburg
Rachel Kodanaz
Taner Kodanaz
Steve G. Schorr

2005

Amy M. Murnick, Jay M. Murnick
& Lee S. Murnick
(New York AIR Society)
Myra Schaps
Van Pelt Foundation

2004

Grand Aerie Order of Eagles
C.L.C. Kramer Foundation
Armstrong McDonald Foundation
Abraham & Sonia Rochlin
Foundation

2003

Carol Aaron
Philip Leitman
Lucille Raphael
Dale & Joseph Schuble
Ralph Tornberg

2002

Daniel Freed
Irma Jacobson
Jeffrey H. Kapur
Samuel Lewis
Robert Paller
Lila Siegel
David Sonnenblick

2001

Joan & Stanford Alexander
Herbert L. Ash, Esq.
Bruce H. Corbin
John Knott
Ambrose Monell Foundation
Vickie & Trygve E. Myhren

2000

Evelyn Best
Paul R. Charron
Sherman McCorkle
Howard Michnick
Milton Morris

1999

Carole & Albert Angel
Marianne Cohn
Roger Gibson
David Liniger
Samuel J. Rosenfeld
Melba Steeg

1998

Maurice Austin
William Gold II
Mike O'Callaghan
Ron Ruskin
Allan Zidell

1997

Joseph J. Carroll
Walter F. Imhoff
Donald W. Hoagland
Wendy Siegel
William D. White Jr.

1996

Leonard Boxer
Larry Buchanan
Kenneth Chirba
Cary Marmis
Henry Zarrow
Jack Zarrow

1995

Joseph Berenbaum, Esq.
Sunya Kronstadt
Michele S. Marvins
New York AIR Society

1994

Robert L. Mettler
Carol D. Nichols
Randy Rutherford

Schierburg Closes Out Successful Tenure as Board Chair

During Rich Schierburg's four-year tenure as Board of Directors chair, National Jewish Health expanded its reach through collaborations, experienced significant revenue growth, and raised the most money in its 117-year history. Schierburg, a developer and investment broker, became the chair in 2012 and oversaw the formation of the joint operating agreement between National Jewish Health, SCL Health and Saint Joseph Hospital, and collaborations with the Icahn School of Medicine at Mount Sinai, Banner Health and Rocky Mountain Hospital for Children. The institution's 20 percent increase in revenue and nearly 50 percent increase in fundraising were due in part to Schierburg's nationwide relationship building with donors.

On Jan. 27, 2016, National Jewish Health welcomed Blair E. Richardson, managing partner of Bow River Capital Partners, as the institution's 29th board chair. Schierburg continues to serve on the Board.



Lorber Award

The Arthur B. Lorber Award for Distinguished Service, the highest honor at National Jewish Health, recognizes singular achievement in helping to advance medical science. Under Arthur Lorber's leadership, the Sheltering Home at National Jewish Health grew from an orphanage into the premier treatment and research center for respiratory diseases in the United States.

2012

The Honorable Daniel K. Inouye,
U.S. Senator

2010

Michael & Iris Smith

2008

Norman Brownstein, Esq.
Wendy Siegel

2004

Herbert L. Ash

2002

The Fund to Cure Asthma
Nancy & James Berry Hill
Marjorie & Stephen Raphael

2001

Albert D. Angel

2000

Sunya P. Kronstadt

1999

Robert L. Mettler

1997

Carol D. Nichols

1996

Peter M. Henson

1995

Burton M. Tansky

1994

Larry A. Silverstein

1993

Leonard M. Perlmutter

1991

J. Peter Grace

1990

Philippa Marrack, PhD, &
John Kappler, PhD

1989

Conrad D. Stephenson

1988

Cecil Green & Howard V.
Rickenberg, PhD

1987

Richard S. Farr, MD

1986

Robert L. Silber & David S. Touff

1985

Arthur Robinson, MD

1984

Dollie & Jack Galter

1983

Richard N. Bluestein

1982

Andrew Goodman

President's Award

The President's Award, presented by the president of the institution, pays tribute to business and philanthropic leaders whose support goes far beyond the usual to promote the mission and vision of National Jewish Health.

2014

William Gold II
Philip H. Karsh
Edward A. Robinson

2013

The Hearst Foundations
Dr. Antonio J. L. Simoes

2011

Roger A. Silverstein
Allan Zidell

2010

Rich Baer
Natalie Zucker

2009

Diane & Charles Gallagher
Family Foundation

2008

Monfort Family Foundation

2005

Myra Levy
Sherman McCorkle
Drs. Harold & Mary Zirin

2003

Thomas M. Flexner
James D. Kuhn
Milton Morris
Wendy Siegel

2002

Molly Blank

2001

Seryl & Charles Kushner

2000

Louise & Richard Alderson

1999

The Honorable Ben Nighthorse
Campbell, U.S. Senator

1998

Norman Brownstein

1996

Alan Landsburg

Legacies of Hope

The Legacies of Hope is a society established to recognize all those supporters who have included National Jewish Health in their estate and financial plans, including a will, charitable gift annuity, trust or insurance policy. These gifts will live on for generations, helping to ensure that National Jewish Health will continue its mission.

The following names are new Legacies of Hope members who added National Jewish Health to their estate plans between July 1, 2015, and June 30, 2016.

ARIZONA

Joseph R. Heller, PhD
Barbara J. Mattingley
Sherman Weitzmon

CALIFORNIA

Anonymous
Oscar Peters

COLORADO

Anonymous
Robert Black
John M. Borky
Dan C. & Anna R. Edelen
Margie McNamara
Robert L. Jones & Dixie L. Savio-Jones
George Turner

DISTRICT OF COLUMBIA

Anonymous

FLORIDA

Harold G. & Patricia P. Barkhuff
Howard A. & Dorothy G. Berger
Joyce V. Hiller
Louise B. Scheril
Lila Siegel
Gilbert Wegad
Sara Sacks Wegad

ILLINOIS

Anonymous
Shannon A. LaFrance Corum & Michael Corun
Lillian G. Rubenstein
Helen Simons, PsyD

MARYLAND

Marcia G. Levinsohn
Harold Morganstern
William & Marga Smolin

MICHIGAN

Anonymous

MINNESOTA

Robert D. Andring

NEW MEXICO

Gary A. Weisbart

NEW YORK

Anonymous

PENNSYLVANIA

Bernard Savransky
Antonio J. L. Simoes, MD

UTAH

Edward & Ellen Thorp

WYOMING

Anonymous

Bequests

Those who remember National Jewish Health in their estate plans leave a lasting legacy in support of our programs. During fiscal year 2016, the friends listed below remembered National Jewish Health with bequests that will further our mission.

ARIZONA

Harry J. & Sylvia C. Mayer
Hollowell Family Trust
(Estate of Helen L. Hollowell)
Wanda N. Wright

ARKANSAS

Alvin S. Tilles

CALIFORNIA

Ben Alt
Jeanette Brown
Shirley M. Christensen
Stanley L. Gendler
Astrea Garnet Gorin
Muriel R. McMurtrey
Harry W. Ofshay
Rose Silverman

COLORADO

Richard H. Alderson
M. Frances Bennett
Lillian Bloom
Thomas D. Day
Marie E. Ewing
Julia A. Giles
Arthur Hayutin
Virginia E. Kelly
Kaye L. Kohler
Martha E. Pfeiffer
Florence B. Silberstein
Mary Sisson
John J. Wehman

CONNECTICUT

Stuart S. Bernard

FLORIDA

Milton M. Galperin
Elfriede Grevendick
Mary D. Hodenius
Jules & Evelyn Jacobsen
Eleanor E. Kolpan
Rose B. Tobias
Laurette E. Van Voorhis
Herbert I. Weisz

ILLINOIS

Jeanette Chalet
Harold Heyward
Florence t. Stein
Morris Thikoll

INDIANA

Marian Loeb Kochman

IOWA

Robert B. Wilson

KANSAS

Ethel M. Cheatum

MARYLAND

Marian K. Gordon
Lucille B. Karr

MICHIGAN

Jeanne F. Jacobson

MINNESOTA

Jean C. Ratchye

MISSOURI

Robert B. Kahn

MONTANA

Florence A. Showell

NEBRASKA

Rosalie Cohen

NEVADA

Bernard Greenblatt

NEW HAMPSHIRE

Benjamin Cohen
Gladys A. Cohen
Godfrey F. Klein

NEW JERSEY

Ethel and Alex Kargman
Endowment Fund of the Jewish
Federation of Monmouth
County
Gerda Petzall
M. Charles Pariser
Larry Stock

NEW MEXICO

Rosina Patterson
Adolph C. Serrano

NEW YORK

Peter J. Cohn
Greta Dobschiner
Nedda Feuerstein
Lillian B. Gross
Eva Kahn
Earle Muroff
Helen R. Oken
Jordan H. Prince
Seymour C. Simonson
Richard C. White

NORTH CAROLINA

Jerome Shain

OHIO

Gertrude Klempner
Lina Weintraub Memorial
Fund of the Jewish Community
Federation of Cleveland

OKLAHOMA

Dora R. Roberts

PENNSYLVANIA

Fernal R. Marlier

SOUTH DAKOTA

Ken & Lois Borecky Fund
National Jewish Center for
Immunology of the South
Dakota Foundation

TENNESSEE

Myra Sue Ellis

TEXAS

Charles Eilenberg
Ethel L. Morris
Adolf & Kaethe Wechsler
Memorial Fund Bank of
America, N.A., Trustee

VIRGINIA

Grace B. Siegel

WASHINGTON

Benjamin W. &
Martha L. Wolfgram

Honor Roll of Philanthropy

Lifetime Achievement Societies

The Frances Wisebart Jacobs Founder's Society, the Chairman's Society and the President's Society pay tribute to the lifetime giving of individuals, foundations and corporations whose steadfast support serves as inspiration to others and whose dedication has helped make National Jewish Health a world-renowned institution.

Frances Wisebart Jacobs Founder's Society

\$10,000,000+

Auxiliaries of National Jewish Health
Estate of David & Leigh Eddings
John D. & Carrie Morgridge/
Morgridge Family Foundation

The Chairman's Society

\$5,000,000-\$9,999,999

Anonymous
The Molly Blank Fund of The Arthur M. Blank
Family Foundation
Michele & Martin L. Cohen
Estate of Milton Morris
Iris & Michael S. Smith
Tuchman Family Foundation

President's Society

\$1,000,000-\$4,999,999

Richard H. Alderson*
Anonymous
Anonymous
Estate of Joe J. Ballard
Sally Lease Bartalot
Estate of Madeline and Girard J. Beno
Estate of Evelyn Best
Molly Blank*
Estate of Anna Marie A. Blum
Boettcher Foundation
Garthe Brown and Grace L. Brown Fund II of
The Oregon Community Foundation
H. A. and Mary K. Chapman Charitable Trust
Children's Miracle Network
Frances B. Cohen*
Adolph Coors Foundation
Estate of Hazel M. Crismon
Daniels Fund
Estate of Dr. Larry A. Dornburg
Estate of Esther B. Dunlap

Edelstein Family Foundation
Estate of Beatrice M. & Miguel G. Elias
ExxonMobil Foundation
Estate of Rose Galin/Estate of Michael E.
Felsher Trust #2
Estate of Oscar H. Friedman
Estate of Joseph H. Fuchs
Estate of Esther Galinsky
Diane and Charles Gallagher
Family Foundation
Mr. & Mrs. Jack Galter*/Galter Foundation
Thomas W. Gamel*
Estate of Virginia L. Garrison
Estate of Grace A. George
Alexander Sr. and Willie Mae Goldstein
Family Foundation
Nena & Andrew Goodman*
Grand Aerie, Fraternal Order of Eagles/
Max Baer Heart Fund
Mrs. Barbara Greenspun/Brian Greenspun/
Greenspun Family Foundation
Jane & Frederic C.* Hamilton
Estate of Mildred S. Hansen
The Hearst Foundations
Albert & Ethel Hertzstein Charitable
Foundation
Estate of Lewis Humphreys
Estate of Irma B. Jacobson
Mr. & Mrs. Norman K. Jacobson
Kaiser Permanente Colorado
Estate of Rose I. Kalman
Leah Kayem
William E. Keller*
Estate of Veola S. Kerr
Mr. & Mrs. Lewis M. Kling
Estate of John J. Kohberger
C.L.C. Kramer Foundation
Charles and Seryl Kushner Family Foundation
Estate of Burton H. Ladenson
Estate of Helen Lambert
Estate of Mary Levy

Estate of Grace M. Lieberthal
Estate of Dorothy J. Lord
The Marcus Foundation, Inc.
Estate of Rudolf E.S. Mathias
Armstrong McDonald Foundation
Estate of Selma Merkin
Estate of Beatrice Mersereau
Ambrose Monell Foundation
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Dedication Held to Honor Silverstein and Tuchman Families

In May, during a three-day retreat for directors, trustees and other supporters, National Jewish Health honored two families whose steadfast and generous support for decades has immeasurably benefited National Jewish Health. National Jewish Health is proud to be home to The Tuchman Family Division of Pulmonary, Critical Care and Sleep Medicine and The Silverstein Family Department of Pediatrics.

Klara and Larry Silverstein have supported National Jewish Health for nearly 50 years. They helped establish the New York Real Estate and Construction Industries Dinner Dance, the institution's largest fundraiser. Larry also commits countless hours as a national trustee and board treasurer. With three children and eight grandchildren, Klara and Larry have always been motivated to help children with asthma and food allergies, and they have found a devoted partner in National Jewish Health. With their ongoing support of the institution, The Silverstein Family Department of Pediatrics will lead the next generation of discoveries to curb the allergy epidemic and cure severe asthma for children for generations to come.

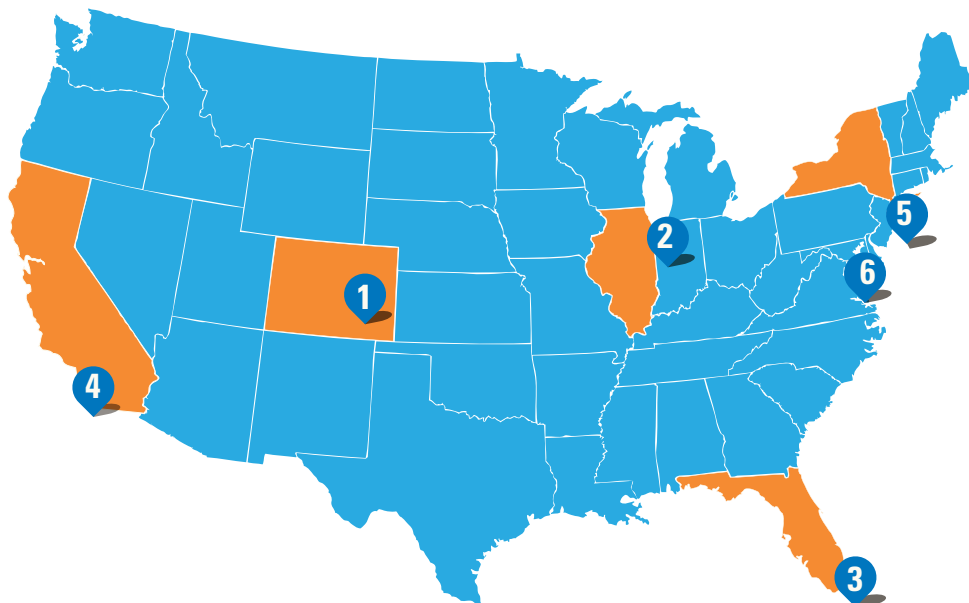
Debra and Ken Tuchman have been devoted to National Jewish Health for 20 years — Debra as a board member and Ken as an outstanding advocate for the institution. The Tuchmans made a transformational gift to National Jewish Health in 2014 that will help the institution continue its leadership in pulmonary medicine by building state-of-the-art facilities that are equipped with the most advanced equipment available.



Klara and Larry Silverstein speak at the dedication of The Silverstein Family Department of Pediatrics on May 12, 2016.



Ken Tuchman (left) and President and CEO Michael Salem, MD, watch Debra Tuchman accept flowers from Morgridge Academy students at the dedication of The Tuchman Family Division of Pulmonary, Critical Care and Sleep Medicine on May 12, 2016.



DEVELOPMENT OFFICE

1 Denver

1400 Jackson Street
Denver, CO 80206

303.728.6591 | 303.728.6663
800.423.8891, ext. 6591

Lisa Tadiri, Vice President, Development

Susan Latimer, Associate Vice
President for Development, Campaign

Gordon P. Smith, Associate Vice
President, Planned Giving

Clem Connolly, National Director of
Special Events, Western Region

Rebecca Reutlinger, Director of Special
Event Operations

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Special Projects and Strategic Initiatives

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Corporate and Foundation Support

Mindy Gumb, National Director,
Annual Fund

Jennifer Beck, Senior Director,
Development Communications

Meg Hilletework-Tesfaye, Senior
Director, Research and Records

REGIONAL OFFICES

2 Chicago

100 North La Salle Street, Suite 1612
Chicago, IL 60602

800.268.0252 | 312.920.1798

Sherry Krockey Wolf, Director,
Regional Development

Sylvia Berman-Peck, Senior Associate
Director, Major and Planned Giving

3 Florida

7900 Glades Road, Suite 410
Boca Raton, FL 33434

800.286.6886 | 561.477.5400

Victor Levitt, Director, Regional
Development

Stephanie Ballman, Senior Associate
Director, Special Events

4 Los Angeles

14724 Ventura Blvd., Suite 1004
Sherman Oaks, CA 91403

800.821.3670 | 818.905.1300

Andrea Morseburg, Assistant Vice
President for Development,
Western Region

Michael Andrulis, Regional Director
of Development

Lynne Bierut, Senior Associate Director
of Development, Major and Planned Gifts

5 New York

271 Madison Ave., 19th Floor
New York, NY 10016

212.868.3062

Marc Krause, CAP, Associate
Vice President for Development,
Eastern Region

Dru Finkelstein, National Director of
Special Events, Eastern Region

Mattie Shephard, Senior Associate
Director, Special Events

Michele Mosko, Senior Associate
Director, Major and Planned Giving

6 Washington, DC

901 North Washington Street,
Suite 510
Alexandria, VA 22314

703.519.5760

Kelly Ferris, Regional Director,
Development



National Jewish Health is the leading respiratory hospital in the nation.

Founded 117 years ago as a nonprofit hospital, National Jewish Health today is the only facility in the world dedicated exclusively to groundbreaking medical research and treatment of patients with respiratory, cardiac, immune and related disorders. Patients and families come to National Jewish Health from around the world to receive cutting-edge, comprehensive, coordinated care.



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National Jewish Health has been ranked by *U.S. News & World Report* as #1 or #2 every year that the Pulmonology category has been included in the rankings (since 1997).

U.S. News & World Report recently added a new award category, “**Best Hospitals for Common Care.**” This year, we were rated “high performing,” the highest rating available, for COPD (chronic obstructive pulmonary disease) care and Lung Cancer Surgery.

Thanks to the following people for their contributions to the writing, photography, design and production of this annual report.

Writing and Editing: William Allstetter, Jennifer Beck, Adam Dormuth, Lauren Green-Caldwell, Cyndy Mitchell, Shannon Mulhall, Bridget O’Toole, Aden Roucloux

Graphic Design: Debra Beaudette, Julie Beckett

Design Studio Manager: Alan Barry Hesker

Vice President, Communications: Lauren Green-Caldwell

Vice President, Development: Lisa Tadiri

Photography:

Chia-Chi Charlie Chang, page 57

Steve Friedman, page 59

Bitá Honarvar, page 6

Peak Photography, page 56

Steve Peterson, page 58

Dan Sidor, pages 2, 8, 12, 14, 16, 18, 22, 26, 27, 30, 33, 60 and 80

Barry Silverstein, page 9

Steven St. John, page 24

Jamie Watts, page 57

Beth Woods, pages 54, 55, 56, 58 and 78 (National Jewish Health Golf Classic)



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