



Building the Dream Together



Princeton HealthCare System
Foundation

2008 Annual Report



Princeton HealthCare System Foundation Mission

To develop and strengthen philanthropic support for Princeton HealthCare System from a full range of charitable sources.

To increase public awareness about Princeton HealthCare System and foster effective communications between Princeton HealthCare System and the community it serves.

To support Princeton HealthCare System in its mission to provide the greater Princeton and Central New Jersey region with the finest healthcare services available.

To apply the highest standards of ethical conduct with regard to fundraising practices, governance and stewardship.

Princeton HealthCare System (PHCS)

Princeton HealthCare System is a not-for-profit organization that includes University Medical Center at Princeton, Princeton House Behavioral Health, Princeton Rehabilitation Services, Merwick Care Center, Princeton HomeCare Services and University Medical Center at Princeton Surgical Center.

University Medical Center at Princeton (UMCP) is an acute care, teaching community hospital and a University Hospital Affiliate of UMDNJ–Robert Wood Johnson Medical School. It is a Clinical Research Affiliate of The Cancer Institute of New Jersey, the only facility in the state designated as a Comprehensive Cancer Center by the National Cancer Institute.

PHCS is a joint venture partner in Princeton Fitness & Wellness Center, Princeton Endoscopy Center and Imaging and Radiation Therapy Services. Princeton HealthCare System also operates several additional affiliates including PHCS Occupational Medicine Services, PHCS Medical Equipment, Princeton HealthCare Management Services and Princeton Medical Properties.

PHCS has 477 licensed beds, over 2,800 employees, 45 residents and fellows from the UMDNJ–Robert Wood Johnson Residency Training Programs, and 953 physicians and dentists affiliated with the system.



■ University Medical Center at Princeton	■ Princeton HomeCare Services
■ Princeton House Behavioral Health	■ University Medical Center at Princeton Surgical Center
■ Princeton Rehabilitation Services	■ Princeton Fitness & Wellness Center
■ Merwick Care Center	■ Princeton HealthCare System Foundation



Building on Our Commitment

At Princeton HealthCare System (PHCS) our commitment to the community, as exemplified by the dedication of our staff and our award winning programs, continues to grow. In 2008, University Medical Center at Princeton (UMCP) was named a top hospital for patient safety—one of only 26 nationwide—by the Leapfrog Group. More than 34,000 people attended our free or low cost health education events and many of our clinical services, including maternity care, joint replacement and the UMCP Surgical Center, were recognized for excellence.

We also finalized plans to enhance our pediatric services through an exciting new partnership with The Children's Hospital of Philadelphia (CHOP). Beginning in the summer of 2009, physicians and other health professionals from CHOP will provide services for children at UMCP as part of CHOP Pediatric Care at UMCP (Pediatric Unit) and CHOP Newborn Care at UMCP (Neonatal Intensive Care Unit). This exciting partnership will allow our patients to receive specialized pediatric services closer to home.

In addition to providing excellent services at our current facilities, we are planning for the future. We launched our capital campaign in May and broke ground on our new state-of-the-art hospital in October. Set to open in 2011, University Medical Center of Princeton at Plainsboro is being built with the health care needs of the region in mind, and we look forward to serving the community for many years to come.

Barry Rabner
President & Chief Executive Officer
Princeton HealthCare System

The move to a new facility brings the opportunity to assess the many ways in which a hospital can contribute to the public good. Princeton HealthCare System and its main operating unit, University Medical Center at Princeton, are committed not only to the health and well-being of the people we serve, but also to the overall vitality of the community. This commitment is demonstrated in tangible ways, such as the provision of care to the uninsured and the existence of excellent health education programs for community members. It is also provided in less obvious ways, by thoughtful economic development planning, the existence of disaster preparedness systems, and clinical programs that bring the best and the brightest to the area.

In 2008, we continued to train new doctors, provide outstanding care, and achieve excellent clinical outcomes, all while preparing to build a new hospital. I am proud of our achievements and excited about the future. I invite you to join us in this important work.

Edward E. Matthews
President and Director, C.V. Starr & Co., Inc.
Chair, Princeton HealthCare System Foundation



In June 2008, the Princeton HealthCare System Foundation launched the public phase of the *Design for Healing* campaign—the fundraising effort for the new hospital. The Foundation staff, together with the Princeton HealthCare System Board of Trustees, the Foundation Board of Directors, and many other volunteers, have been hard at work meeting with donors, submitting grant applications and raising awareness about the new facility. I would specifically like to thank Bob Doll and JoAnn Heisen for leading our campaign efforts as Co-Chairs; their commitment to our community and to this exciting project has been exceptional.

I am happy to report that the campaign remains ahead of goal: by year-end 2008 over \$82.2 million had been raised in gifts and pledges. Like most other institutions, we experienced a decline in the value of our long-term investment portfolio, which reduced our ability to contribute to PHCS's current operating and capital budgets. Thanks, however, to the conservative strategy employed by our Investment Committee, all of the funds received for the new hospital project have been placed in secure short-term investments and remain available to fund the project.

I would like to personally thank those who have contributed to PHCS. We are honored and humbled by the generosity of the community and our donors.

Richard Scribner
Retired, President and CEO, Recording for the Blind & Dyslexic
Chair, Princeton HealthCare System Foundation

Design for Healing—The Campaign for the University Medical Center of Princeton is the most ambitious fundraising campaign in the history of the Princeton HealthCare System Foundation and appears to be the largest hospital fundraising campaign ever in New Jersey. The campaign seeks to raise over \$100 million in support of the new, state-of-the-art hospital to be built in Plainsboro in replacement of UMCP's current Princeton facility.

Despite difficult economic times, the Princeton community continued to show its support to PHCS in 2008. We had more donors than ever before, over 2500, make gifts to the Foundation's annual campaign and to the relocation project. In total, the PHCS Foundation received more than \$19 million in 2008, an astounding amount in any year, but especially in one of financial uncertainty.

We are delighted to have this once-in-a-lifetime opportunity to build a new hospital from the ground up and to develop the health campus where it is located. None of this could be possible without the generosity of our donors. We are tremendously grateful for their vision, their selflessness and their support.

Joe Stampe
Vice President of Development
Princeton HealthCare System Foundation

Princeton HealthCare System 2008 Performance

Princeton HealthCare System realized a 3.4% operating margin for the fiscal year ending December 31st, 2008.

PHCS's 2008 projected results include \$6.9 million in unreimbursed costs for charity care, a sizable increase from the previous year.

PHCS's projected financial performance places us among the top 10% of hospitals and healthcare systems in New Jersey. PHCS invested \$15 million in new medical equipment, information technology and upgrades to its facilities, including the new 3.0T MRI and digital mammography unit.

Following its reaccreditation survey this year, UMCP was approved as an oncology teaching hospital by the American College of Surgeons' Commission on Cancer (CoC).

UMCP has been a CoC-approved program since 1968. UMCP's Cancer Program also has become involved with the New Jersey Cancer Education and Early Detection Program to provide screenings for breast, colon, prostate and cervical cancer for low-income, uninsured and underinsured residents. The year 2008 also offered UMCP the opportunity to participate in national co-operative group trials through the Cancer Institute of New Jersey (CINJ). UMCP is a Clinical Research Affiliate of CINJ.

In 2008, UMCP added endoscopic ultrasound to its substantial diagnostic arsenal. The equipment provides advanced evaluations of tumors of the digestive tract and surrounding tissues and organs.

UMCP's Sleep Center received five-year program accreditation from the American Academy of Sleep Medicine, a professional medical association representing practitioners of sleep medicine and sleep research dedicated to the assurance of quality care for patients with sleep disorders, advancement of sleep research, and public and professional education.

UMCP became the first hospital in Mercer County to offer balloon sinuplasty, an innovative, new procedure that provides relief for people suffering from chronic sinusitis. The procedure requires significantly less recovery time than traditional sinus surgery. For many patients, the minimally invasive procedure also immediately helps ease headaches, congestion, facial pain and other symptoms of persistent sinusitis.

UMCP began using Radionics™ navigation, a precision 3-D image guided surgical device, to perform neurosurgery, resulting in decreased surgery times, better outcomes and shorter hospital stays for patients.

The Neurophysiology Lab installed a state-of-the-art transcranial Doppler, which went into service January 1, 2009, to help assess the risk of strokes and other conditions by measuring blood flow using noninvasive ultrasound technology.

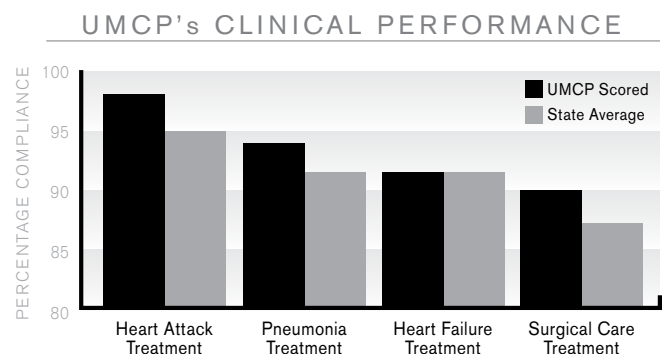
UMCP's Emergency Department (ED), already recognized as a leader in quality care, further enhanced service in 2008, including improving efficiencies in its Fast Track Unit to treat minor conditions promptly and efficiently. As a result, most Fast Track patients are able to leave the ED just 90 minutes after they arrive. By fast-tracking less serious cases, wait times for all patients have been reduced as well, with an average turnaround time of three hours for all non-Fast Track patients.

UMCP's ED has achieved increasingly high marks in patient satisfaction, including an impressive 99th percentile ranking for overall patient satisfaction among its peers in a September 2008 Press Ganey report.

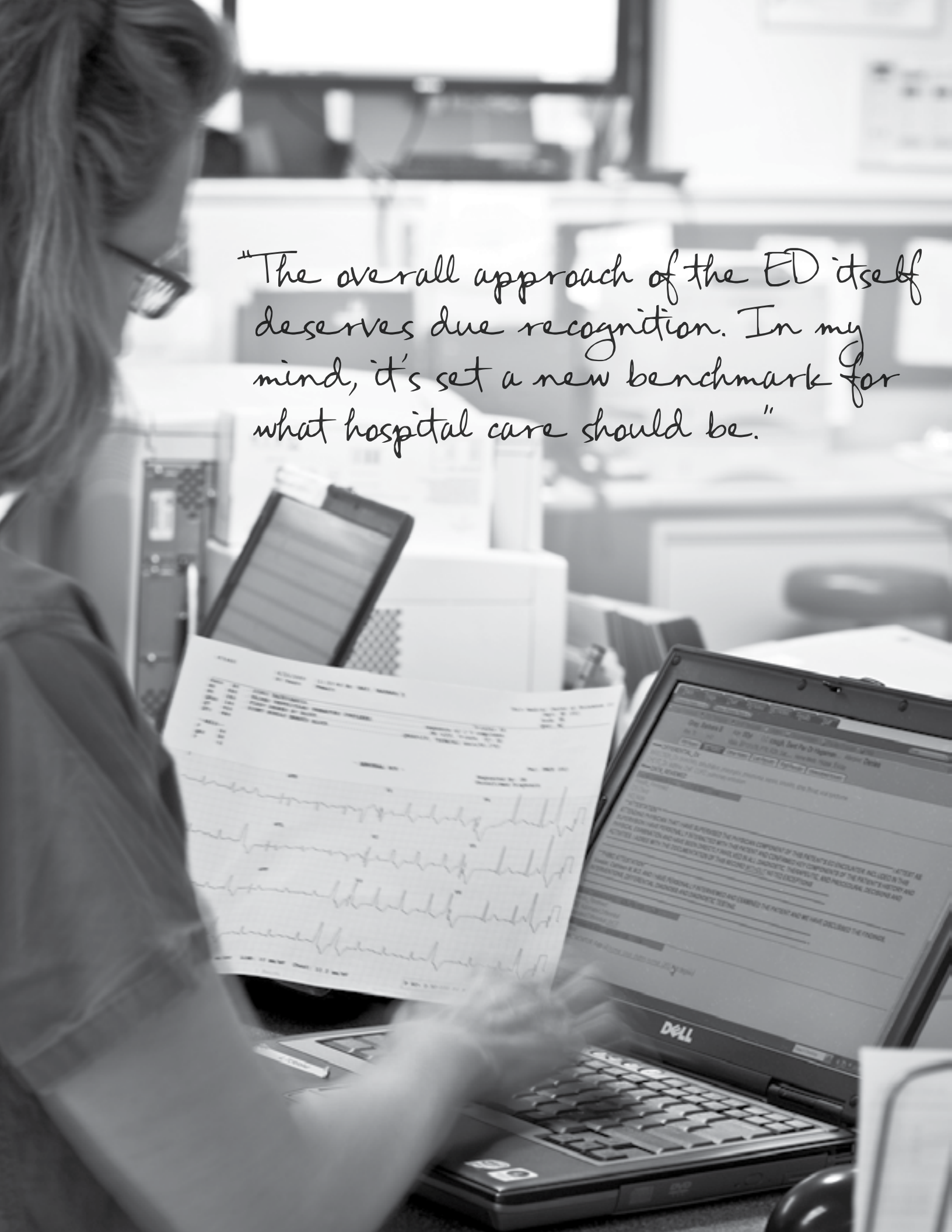
UMCP Laboratory Outreach Services outperformed 2008 expectations in its first year of operation. The program contracted with nearly 40 new physician offices, receiving national attention and acclaim from the College of American Pathologists, and was tapped to send representatives to serve as panelists at a national Mayo Medical Laboratories' conference on building a successful laboratory outreach program.

UMCP's Diabetes Management Program continues to develop a multidisciplinary Diabetes Resource Team with a generous grant from Novo Nordisk. The grant makes it possible to conduct monthly inservice sessions to educate team members with the goal of optimizing clinical outcomes for diabetic patients. Training sessions in 2008 focused on oral and injectable medications, carbohydrate counting, insulin delivery systems and working as a multidisciplinary team.

UMCP's scores in the fifth annual New Jersey 2008 Hospital Performance Report continue to be strong. UMCP's scores were 98% for treatment of heart attacks, 94% for the treatment of pneumonia, 92% for treatment of heart failure, and 90% for surgical care improvement—at or above state averages in all areas studied. (See chart below.)



"The overall approach of the ED itself deserves due recognition. In my mind, it's set a new benchmark for what hospital care should be."



Press Ganey Survey Singles Out Emergency Department

The Department of Emergency Medicine has made tremendous strides in its mission to exceed the expectations of our patients, inspire our staff, and provide superior care to those who entrust us with their health.” says Craig Gronczewski, MD, DABEM, and Chairman of the Department of Emergency Medicine.

In 2008, the Emergency Department’s progress toward reaching its goal of providing superior service was borne out when it was rewarded for its dedication and markedly improved results in a Press Ganey patient satisfaction survey. Press Ganey is an independent organization that measures and reports patient satisfaction for more than 7,000 healthcare organizations, including nearly 40% of all hospitals in the United States. Results are tallied based on such factors as: courtesy of the physician; respect for patient’s privacy; length of registration time; information provided to patient about delays; pain control; and appropriate information given to patient about his/her medical condition. These scores directly correlate with the quality of care a hospital provides to the patient, which means good patient satisfaction scores typically equate to a higher level of care.

As Dr. Gronczewski states, “The accomplishments we’ve made in patient satisfaction reflect the quality of care that our Emergency Department continues to deliver day in and day out. We’re proud of everyone who makes it possible for our patients to receive the best of care.”

Innovative ECG Equipment Saves Time and Lives

The Emergency Department is where life and death can sometimes be measured in moments. That’s why we have continued to make improvements and advancements in our state-of-the-art emergency angioplasty program. For heart attack or stroke victims, timing is critical, and reducing the time between their arrival in the Emergency Department and emergency angioplasty procedure can have a dramatic effect on the outcome. In order to help save precious minutes, the ED has added capabilities to receive electrocardiograms (ECGs) from paramedic units through the LIFENET Cardiac Care System. This new system allows paramedics to transmit a patient’s ECG from the field to the Emergency Department. As a result, we are steps ahead when the patient arrives in the ED. It reduces the “door-to-balloon” time, which allows more time to mobilize and expedite emergency angioplasty.

Recognition as a New Jersey Designated Primary Stroke Center

Once again, Princeton Healthcare System has distinguished itself for excellence in care. Our stroke center has been recognized as being among the first hospitals in the state to earn the designation of Primary Stroke Center from the NJ Department of Health and Senior Services. The designation is based on UMCP’s advanced capabilities and protocols for the rapid and effective treatment of stroke patients. From acute care in the Emergency Department, through rehabilitation and home care, we’ve developed sophisticated procedures that help stroke patients survive and recover.



Turning the Spotlight on Two New Fundraising Campaign Leaders

The baton has been passed from the hands of one extraordinary leader into the hands of two more. Princeton residents Bob Doll and JoAnn Heffernan Heisen have been named by Princeton HealthCare System to succeed campaign Chair Stephen Distler as the new Co-Chairs for the capital campaign of the new University Medical Center of Princeton.

“Bob Doll and JoAnn Heffernan Heisen exemplify leadership with their dedication, guidance and personal support.”

—PHCS President and CEO Barry Rabner

Distler was appointed Chairman Emeritus of the campaign following a nearly three-year leadership term during which more than \$76 million in gifts and pledges were raised.

Both Co-Chairs have been part of Princeton's corporate community for years. To say they have distinguished themselves throughout their careers is truly an understatement.

Bob Doll is Vice Chairman and Global Chief Investment Officer for Equities at BlackRock, one of the world's largest publicly traded investment management firms. He also appears regularly as a financial expert on CNBC news. Mr. Doll's volunteer service to UMCP includes co-chairing the campaign's principal gifts committee with Charles Townsend Jr.

JoAnn Heffernan Heisen is a member of the Princeton HealthCare System Board of Trustees and recently retired from Johnson & Johnson as Corporate Vice President and Chief Global Diversity Officer. Prior to that Ms. Heisen served as chief information officer and coordinated the first integration of the firm's information technology.

“We look forward now to JoAnn's and Bob's leadership as we enter the public phase of the campaign,” said Mr. Rabner.

Both Mr. Doll and Ms. Heisen will build on the efforts of Steve Distler and others on the fundraising team to make the new University Medical Center of Princeton one of the great hospitals in the nation.

Charles Evans Foundation Gives \$1 Million in Honor of Doctors Gutowski, Pine and Vukasin

Linda J. Munson, President and Trustee of The Charles Evans Foundation, truly feels that the doctors and staff are the real faces of our hospital. “It’s not the facility, it’s the people in the facility,” says Mrs. Munson. “They’re the real super stars.” In fact, after her husband, Richard, was successfully operated on by Dr. Tom Gutowski, and under the care of Drs. Rogelio Pine and Alexander Vukasin, she generously made her point by committing from the Foundation a \$1 million gift in their honor. The gift will be used to fund the new pulmonary rehabilitation gymnasium.

For those who have never heard of Charles Evans, you may recognize the famous sportswear company he founded, Evan-Picone. Brother of famous movie producer, Robert Evans, he was also a movie producer in his own right, developing the Academy Award-winning film, *Tootsie*.

Linda Munson worked with Charles Evans for more than 25 years in many different capacities. Before he passed away in 2007, he named her as a Trustee with the responsibility of distributing his Foundation’s assets, and it’s been her responsibility to help distribute the assets as she determines.

“Not only are Drs. Gutowski, Pine and Vukasin intelligent and good medical men, they are also caring, knowledgeable, and sensitive to their patients.”

—Linda Munson

Mrs. Munson thoughtfully selected a naming opportunity reflective of Evans’ vitality. “He died when his granddaughter was very young. I wanted her, and other people, to know a little more about who he was.”

The new pulmonary rehabilitation gym will reflect the dedication and hard work of the staff who will help their patients heal and live better lives. For Mrs. Munson, it also represents a lasting tribute to a wonderful gentleman named Charles Evans.

“The new gymnasium will help other people have a healthier, more productive life,” explains Mrs. Munson. “Charles loved life. He would have approved of this gift.”



Linda Munson and Charles Evans



Hospice Volunteers—Being Present at a Difficult Time

There are all kinds of ways Hospice volunteers use their skills to support families of Hospice patients who have chosen to live their last days at home with peace and dignity and in the care of family. For Hospice patients, home may also be considered the nursing home or assisted living facilities in which they reside. Princeton HealthCare System Foundation funding supports the ongoing education of the 50 to 60 Hospice volunteers. Many families of patients in the Hospice Program also give memorial gifts to the program. These gifts allow the Hospice program to assist family caregivers by providing some respite care during a very challenging time.

According to Naomi McCarty, Hospice Nurse Manager for Princeton HomeCare Services—Hospice Program, “Our volunteers go through 18 plus hours of training to help give them a comfort level for walking into a patient’s home. Training includes

communication, spirituality, medical guidelines, the dying process and even the essential paperwork.” Medicare and commercial insurances provide a Hospice benefit that covers these services.

After a physician orders a Hospice care evaluation, a Hospice nurse and a social worker will visit the patient’s home to do an overall assessment of his or her needs. Then they will set up a plan of care with the patient and family and determine the best way for a Hospice volunteer to be utilized. The Hospice volunteer may help with the cooking, shopping, or organizing a closet. They have assisted in the completion of manuscripts, provided the support to allow the patient to continue working, and most importantly, provided the time for conversation, which many times is sharing memories.

Whatever the situation, Hospice volunteers are there to help, to comfort, and most of all, to provide a sense of calm to patients and their families.

Holding a hand. Reading a story. Teaching a caregiver how to knit a coverlet. Or simply just being present.

Making Prescription Drugs Available to the Underinsured

In these challenging times, reducing the cost of prescription medication for clinic patients with limited financial means is more important than ever.

Fortunately, the Outpatient Clinic, under the medical direction of Margaret Lancefield, MD, PhD, has developed some significant ways to defray the expense of these vital medications.

“The first thing we do,” says Dr. Lancefield, “is pay an enormous amount of attention to what kind of medications we prescribe, and the problems we treat, like high blood pressure and diabetes.

“By providing these medications for a minimal co-pay, we enable our clinic patients to maintain their well-being and prevent costly hospitalizations.”

For certain other more expensive medications that are not available in the program, such as inhalers and insulins, Dr. Lancefield relies on personal donations through the fundamentally important grant funds.

Whatever the cost of necessary medications, the goal is to be sure patients have access to the right medications so they stay healthy.

In these challenging times, reducing the cost of prescription medication for clinic patients with limited means is more important than ever.





George Conover
August 17, 1918 – August 8, 2008

George Conover Leaves a Legacy of Leadership to the Hospital and the Community

“Every Christmas, before we had our family dinner,” said George Conover’s daughter, Robin, “my father would visit Princeton Hospital and wish a ‘Merry Christmas’ to every single patient who wasn’t fortunate enough to be home.”

On August 8, 2008, George Conover, a lifelong resident of Princeton, died at age 89. Mr. Conover left a legacy of voluntary service and leadership not only with the University Medical Center at Princeton, but also with the entire Princeton community. Founder and sole proprietor of Nassau Conover FLM Motor Company for over four decades, Mr. Conover was elected to the Hospital Board in 1949. He was later appointed to the public relations committee and immediately became involved in a major fundraising project for the growing hospital. In 1953, he became treasurer and continued in that capacity until he became Chair of the board in 1963. He also served as Chair of the Foundation Board.

Ms. Conover explains, “He was on the Board of Directors for 46 years. He even donated cars to the June Fete raffle. And I can remember that in snow emergencies when the workers couldn’t make it to the hospital, he would show up in the hospital’s kitchen to make soup and sandwiches for the patients.”

“My dad’s passion was the Princeton Medical Center and the Princeton community. That’s the kind of man he was... warm, friendly, devoted to his work and worthy causes.”

—Robin Conover

Compassion Gave the Levin Family the Strength to Keep Going



Several of Dr. Levin’s caregivers gathered for a photo. From left to right: Miran Kim, RN; Jennifer Woodruff, RN; Michele Theagene, NA; Inez Brandon, RN; Jason Young, PT; and Donna Kosher, RN are some of the nurses and technicians who cared for Dr. Levin.

The University Medical Center at Princeton has always been known as a hospital that reflects a deep sense of compassion. For Dr. Mark Levin and his wife Joan, it was this sense of caring and kindness that helped pull them through their most difficult moments. On January 31, 2008, Dr. Levin was admitted to the hospital with pancreatic cancer. A well-known Princeton pediatrician for more than 30 years, and one time Chairman of the Department of Pediatrics at UMCP, Dr. Levin had dedicated his life to compassionately caring for others.

Now he was the recipient of such compassion.

“From the radiologists to the physicians to the nurses, we always felt that everybody went above and beyond to make us feel at home in the hospital.”

—Joan Levin

“In addition to providing for all of Mark’s medical needs,” said Joan Levin, “they were accommodating, empathetic, and made us feel like they understood what we were going through, making a painful and emotional experience slightly more bearable.”

Mrs. Levin and her family practically lived in the hospital for four months. On nights that they stayed over, the staff brought them blankets and made sure they had food.

“Our family is truly grateful for the excellent care that Mark received as an inpatient. All the staff who treated him will forever hold a special place in our hearts.”

Dr. Levin passed away on June 8, 2008. Mrs. Levin chose to remember her husband by designating memorial gifts to the Oncology Nursing Education Fund, which enables nurses to further their education in this critical medical specialty area.

Vital Foundation Funding Creates Better Healthcare Services

Princeton HealthCare System Foundation's grants and allocations to the system sustain programs, fund improvements to clinical services and processes, and provide seed money for innovation and new ideas. In 2008, the Foundation provided funding for 12 projects, conceived by PHCS physicians and staff, totaling \$303,865. A few examples follow.

In-kind services for uninsured or underinsured patients. From wheelchairs to vehicle transportation, special beds to walkers, grant funding enables the smooth transition of patients from the acute care hospital to the community. As Project Director Bonnie Hoegl states, "It's very gratifying knowing that the Foundation is supporting our endeavors and maintaining the continuity of care for the patients that are leaving the hospital to ensure they have a safe discharge and the follow-up care they need."

Emergency services support and improvement initiative. Twenty-six pressure relieving mattresses for the ED were purchased to prevent patients from developing pressure ulcers. LIFENET, a computer system which allows the paramedic units to send ECGs from the patient's home or from the ambulance so the emergency department is more prepared when they arrive, was fully implemented in 2008. These emergency service enhancements were made possible by foundation grants in 2008. These grants also provided additional training for EMT workers, implementation of a recognition program for emergency department nurses, and purchase of wireless communication equipment to improve staff support and efficiency.

Neonatal and Perinatal orientation and educational programs. For three consecutive years, the Maternal-Child Health Program has been ranked by HealthGrades, the nation's leading healthcare quality ranking company, in the top five percent of hospitals in the United States for maternity care. The Foundation grant enables the Maternal-Child Health Program to sustain the excellent quality of care provided by strengthening the current orientation and staff education in the Special Care Nursery and Labor Delivery Recovery Post-Partum. The fund enabled Maternal-Child Health to participate in the Neonatal Orientation and Education Program and Perinatal Orientation and Education Program developed by the Association of Women's Health, Obstetric and Neonatal Nurses.



Llura and Gordon Gund Donate \$5 Million Leadership Gift in Support of the New State-of-the-Art Intensive Care Unit

Thankfully I managed to live 67 years without ever frequenting an intensive care unit,” declares Mrs. Llura Gund. But after being hospitalized twice between 2007 and 2009, Mrs. Gund’s experience with intensive care units (ICUs) and emergency departments broadened tremendously, and became an important impetus for one of the most significant donations in Princeton HealthCare System’s history. The other impetus for this gift was the life saving actions of Dr. Bruno Cole for the intuition and conviction to investigate, Dr. Banu Mahalingam for the wisdom to know and act, and Dr. Andrew Shanahan for the skill to respond decisively and successfully.

“I was extremely fortunate to have been across the street from UMCP when I had my heart attack in 2007,” notes Mrs. Gund, “because I was instantly in the hands of the hospital’s skilled and capable staff.” The high degree of professional care, and attentiveness from both the physicians and the nursing staff helped allay her fears. Round-the-clock thoroughness and information helped her family cope with the situation.

Mrs. Gund’s two hospital admissions provided an eye-opening realization. “In a time of so much specialization and segmentation in medical care, it’s easy to forget that in an emergency you must rely completely on the local ED and ICU where the incident happens.” Ultimately, this realization was the deciding factor for the Gunds to make a gift of \$5 million. In recognition of such an extraordinary contribution, the Princeton HealthCare System Trustees have named the new facility’s ICU The Llura and Gordon Gund Intensive Care Unit.

Scheduled to open in 2011, the new ICU facility will measure 18,600 square feet, almost three times the size of the current ICU. The new facility has opened the doors for exciting new technology and innovative programs while still providing the unparalleled care for which the current hospital is renowned.

“My husband and I intend that our gift will continue to enhance the highest level of care and ensure that the latest technological capabilities and procedures are always available in the new hospital.”
—Llura Gund

Inspired by Mrs. Gund’s experience in the ICU, the Gunds have demonstrated their profound commitment to making the University Medical Center of Princeton one of the nation’s great hospitals.



Gordon and Llura Gund





Barry Rabner and Joe Stampe



Peter I. Yi, MD; Rao H. Andavolu, MD and Vani B. Andavolu, MD



Karen Fagard and Denise Wood



Michael and Maria Antoniadis



Barry Rabner and Meredith Asplundh



Jeff and Betsy Sands



David Ertel, Jack and Mary Chamberlin

Edward E. Matthews, Stephen Distler
and Barry Rabner

Gala Event Celebrates New Hospital Campaign Kick Off

June 5th, 2008 was an evening of celebration as 300 friends gathered at BlackRock's corporate headquarters in Plainsboro, to recognize the public launch of the *Design for Healing* campaign—the fundraising effort to raise \$115 million in support of the new hospital. It was also a time to thank former Campaign Chair Stephen Distler for his tireless fundraising efforts in helping to raise \$76 million during the initial phase of the campaign. Guests had the opportunity to speak to the architects, medical staff, and others involved in the planning and design. They also viewed site plans and artistic renderings.



A Groundbreaking Moment for Our New Hospital

On October 3rd, 2008 “building the dream” became “building the reality” with the groundbreaking ceremony for the new University Medical Center of Princeton. The new state-of-the-art hospital will be superior in every way, reflecting the thinking of world class healthcare planners, architects, engineers and physicians. “PHCS has a remarkable opportunity to build a healthcare facility that will shape the region’s future,” stated Barry Rabner, President and CEO of Princeton Healthcare System. The revolutionary hospital is slated to open its doors to the public by the end of 2011.



*The Honorable Peter Cantu,
Mayor of Plainsboro Township*



*Edward E. Matthews, Chairman of the
Board of Princeton HealthCare System*

“We are honored that you turn to us for something that is so important and so personal—your healthcare. We will continue to fulfill our commitment to you, each and every day. When we open our doors here in 2011, we will welcome you into a new era of healthcare that is now being planned and designed by some of the best minds in the country—and it is being designed and built for you.”

—Edward E. Matthews

Capital Campaign Donors

\$10,000,000 +

Mr. and Mrs. David R. Atkinson

\$5,000,000 – \$9,999,999

Mr. and Mrs. Gordon Gund

Mrs. Estelle Sands

Mr. and Mrs. William A. Schreyer

Bristol-Myers Squibb Foundation, Inc.

The 1993 Gordon and Llura Gund Foundation

Robert Wood Johnson Foundation

George H. & Estelle M. Sands Foundation

\$1,000,000 – \$4,999,999

Anonymous (3)

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\$500,000 – \$999,999

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\$10,000 – \$24,999

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THE CAMPAIGN FOR THE UNIVERSITY
MEDICAL CENTER OF PRINCETON

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Mr. Vincent Giordano and
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These lists reflect all pledges and gifts made to the Capital Campaign. Please note that due to space considerations, contributors whose total giving is under \$100 have not been included. Their donations are listed on the Foundation's website at www.princetonhcs.org/foundation.

We apologize for any errors or omissions. Please contact us with corrections at 609.497.4190.



A Gift from the Heart

George and Estelle Sands Leave a Legacy of Giving and Great Compassion

Helping. Giving. Sharing. That was how long time Princeton residents George and Estelle Sands lived their remarkable lives. Recently, the Princeton HealthCare System Foundation benefited from their overwhelming generosity as recipients of a \$7 million gift from the George H. Sands and Estelle M. Sands Foundation in support of the new University Medical Center of Princeton.

This magnificent gift represents the second largest received thus far by the PHCS Foundation in support of its ongoing campaign, and will fund The George and Estelle Sands Center for Cardiac and Pulmonary Care.

The new Center will be truly extraordinary in every way, dedicating over 9,300 square feet of space to the most technologically advanced cardiac and pulmonary equipment and programs in the world today.

Everywhere you look, it will be a facility that reflects state-of-the-art thinking. Diagnostic cardiology will feature the most sophisticated echocardiograms, stress tests, and heart monitoring systems. Pulmonary procedures and testing will provide the most effective evaluations. There will also be fully digital catheterization laboratories, as well as cardiac and pulmonary rehabilitation programs that will provide the quickest path to recovery and good health.

“When we started planning the replacement hospital, I was fortunate to have spent many hours with George and his son, Jeffrey, discussing project details and management issues,” said Barry Rabner, President and CEO of Princeton HealthCare System. “We benefited greatly from their experience and integrity.”

“We are very grateful to the George H. Sands and Estelle M. Sands Foundation for this generous gift,” said Bob Doll, Co-Chair of the Design for Healing capital campaign in support of the new hospital. “I believe that their generosity will encourage others within our community to give to the new hospital so that we can leave a legacy for our children and our grandchildren.”

Mr. Sands passed away in November of 2007. Estelle Sands passed away recently on March 6, 2009. The Sands will always be remembered as having a profound love of Princeton and an unyielding commitment to support quality healthcare.



Anyone who knew them can truly say they epitomized the word philanthropy.



Grateful Patient Giving

Every day we receive praise from patients about individual PHCS caregivers or entire care teams, who were there for patients at times of their greatest need. Often, these thanks come in the form of letters and phone calls. Other times patients and their families choose to express their gratitude through charitable gifts in honor of a physician, nurse, therapist or other PHCS staff. These gifts are deeply appreciated and provide a meaningful way to help PHCS care for patients.

We gratefully recognize the following donors who made gifts in honor of PHCS caregivers and employees during 2008.

Ms. Carol A. Azzarone	Ms. Vivian Greenberg, ACSW, LCSW	Petok Charitable Foundation
Bristol-Myers Squibb Foundation, Inc.	Mr. and Mrs. Gordon Gund	Ms. Ruth D. Pierson
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Congratulations to the following physicians and staff in whose honor gifts were made during 2008.

Dr. Manuel Amendo	Dr. Stephen Felton	Dr. Robert Pickens
Dr. Doreen Babott	Dr. Tobe Fisch	Dr. Rogelio Pine
Dr. Jerry Bagel	Dr. Gary Forester	Barry Rabner
Dr. Debra Baseman	Dr. Joyce Glazer	Cherisena Reveil
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Dr. Douglas Fein	Dr. Jonathan McCabe	Jason Young

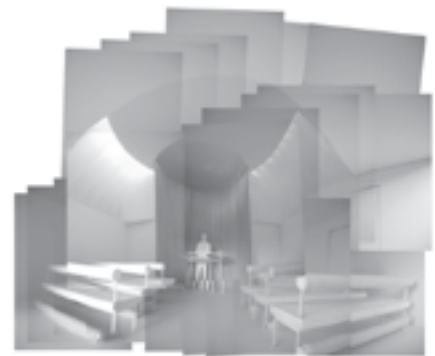
Sometimes patients think our doctors and staff work miracles, but patients and families can work miracles, too.



Robert Hillier, Leslie Doll, and Bob Doll



Rev. Richard White, Chaplain of UMCP, and Robert Hillier



Remarkable New Chapel Receives \$1 Million Gift from the Dolls

Princeton residents Bob and Leslie Doll have donated \$1 million to support the construction of a truly inspirational chapel within the new University Medical Center of Princeton.

“Our faith plays an important role in our lives,” Bob Doll said. “Leslie and I are pleased to make this gift, knowing that a special place of prayer, refuge and celebration will be built at the new hospital.”

Bob Doll, who is also the Design for Healing Campaign Co-Chair, and wife Leslie have enjoyed the opportunity to provide input on the design to lead project architect, Robert Hillier. The 1,910 square foot chapel will feature a dramatic foyer. Thanks to the generosity of the Bunbury Company, the foyer will be named in honor of Charles C. Townsend, Jr., former PHCS Trustee, PHCS Foundation Director and long time supporter of the Religious Ministries Program. A family respite area will complement the chapel’s worship and meditation space. Chaplain and staff offices will provide ample room for counseling and administration. A nearby meditation garden, visible from the main corridor and public dining area, and a water wall in the corridor itself, will enhance the chapel’s spiritual appeal and overall contribution to the new hospital.

Richard White, UMCP director of Religious Ministries, applauds the Doll gift saying, “Patients, family members and hospital staff can be found in the chapel night or day. I sometimes call it the ‘soul’ of the hospital system. We are grateful that attention is being paid to the new chapel.”

Since 1950, Princeton HealthCare System’s Chapel and Religious Ministries Program have spiritually served the patients, families and staff throughout our hospital community. In 2008, the Program provided over 10,000 visits to those needing spiritual comfort. The number of patients served by the new University Medical Center of Princeton is projected to increase 30% during the first two years of its operation and the diversity will continue to expand. Today it is more important than ever for the chaplains to understand a variety of ethnic and religious backgrounds and provide comfort and support to an ever growing and diverse community. The construction of the new hospital provides an opportunity to build a chapel that brings a fresh and dynamic perspective to the important role played by the facility and the services provided through the Religious Ministries Program.

Thanks to the generosity of donors like Bob and Leslie Doll, the chapel will stand out as a remarkable jewel of the new hospital.



“My late husband, Bill, and I have been longtime supporters of University Medical Center at Princeton. It has been there for both of us. I want it there for all, now and in the future.”

—Mrs. Dorothy Noonan

Impactful Philanthropy Through Planned Giving

Many of America's leading educational, scientific, and healthcare institutions were founded and sustained through difficult times with planned gifts, especially bequests. Most planned gifts are payable at death through a donor's estate, trust, life insurance policy or individual retirement account.

The Princeton HealthCare System has benefited substantially not only from bequests, but also from a number of creative planned giving techniques available during a donor's lifetime.

Some notable gifts include:

The Alex and Katherine Ettl Charitable Remainder Trust for the creation of single room maternity care.

The James Scott Hill Charitable Remainder Unitrust for the unrestricted use of the System.

The Robert Clancy Charitable Remainder Annuity Trust which will be providing the future home of the Princeton HealthCare System Foundation to be located on Route 1.

The David Mathey Charitable Lead Trust providing generous and unrestricted annual support of the System.

The Barry L. Goldblatt Charitable Lead Trust supporting the construction of our new hospital in Plainsboro.

The turbulence in today's financial markets and anticipated changes in the income taxation of investments and the transfer taxation of estates and gifts place a premium on careful tax and philanthropic planning.

As friends and supporters of the System revisit their estate plans in the coming year in response to these changes, they will know the answers to these three questions:

1. Which of my assets are the most tax-efficient to leave to my heirs?
2. How does the current low interest rate environment offer an unprecedented opportunity to maximize an inheritance to my heirs, while benefiting my favorite charitable institutions?
3. Which tax planning techniques can improve my cash flow while enhancing portfolio diversification during my lifetime while leaving a charitable legacy?

Christopher P. Woehrle, Esq., Director of Planned Giving, welcomes the opportunity to assist you and your advisors in enhancing a meaningful legacy for your family and our mission. Chris is a graduate of Cornell University and has earned his J.D. and LL.M (Taxation) from Villanova Law School. Chris also teaches Charitable Gift Planning as an adjunct professor of tax law in the Graduate Tax Program at Villanova Law School.



Princeton HealthCare System has benefited substantially not only from bequests, but also from a number of creative planned-giving techniques.



The original 22-bed Princeton Hospital traces its roots to a creative planned gift of real estate from Moses Taylor Pyne made in 1919.

1919 Society

The 1919 Society is named for the year in which University Medical Center at Princeton, then known as Princeton Hospital, was founded. The Society recognizes and honors benefactors who have included Princeton HealthCare System Foundation as a beneficiary of their estate plans. Popular ways to support the Foundation include wills, living trusts, life insurance policies, charitable lead and charitable remainder trusts, as well as rollover IRAs.

Each year members of the 1919 Society are invited to a Spring luncheon and Fall breakfast to receive the latest information on the hospital as well as the latest developments in estate and income tax planning.

Anonymous (3)
 Dr. and Mrs. Georg Albers-Schönberg
 Mr. Alan Axelrod
 Mrs. Frances H. Berger
 Mr. and Mrs. John S. Chamberlin
 Mrs. Helen Marie Chapman
 Mrs. Margaret Considine
 Mr. Howard Cymes
 Mr. John P. De Gara
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** Deceased in 2008*

Trusts and Estates

Robert Clancy Charitable Remainder
 Annuity Trust
 Estate of Cassie Fitz
 Barry L. Goldblatt Charitable Lead Trust
 Testamentary Trust of Marjorie C. Kerr
 David Mathey Charitable Lead Trust
 David Mathey Charitable Remainder
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 Estate of Ethel Seel
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 Estate of Irene P. Wynne

For information on how to support our mission while benefiting your family through a variety of planned gifts, please contact Christopher P. Woehrle, Esq., who directs the planned giving effort at the Foundation.

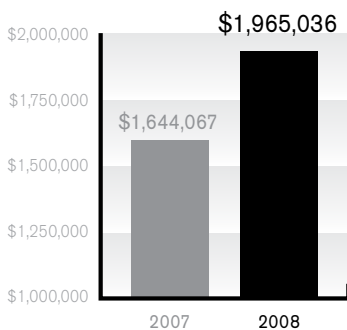
The Importance of Supporting Current Needs While Building for the Future



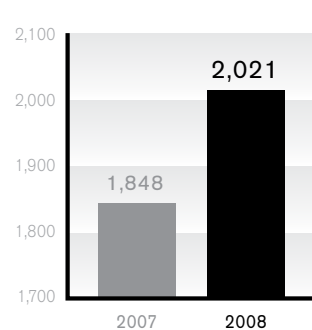
“Annual, unrestricted gifts made by individuals, businesses and charitable foundations are the most important sources of support for Princeton HealthCare System. These gifts fund the System’s critical existing needs, as well as provide flexibility to seize new opportunities. Thanks to the generosity of our consistent supporters, the Annual Fund has grown steadily over the past several years. It is an honor to participate in this important effort to ensure excellent healthcare for our community.”

— Kim Pimley
Chair, Annual Giving Committee

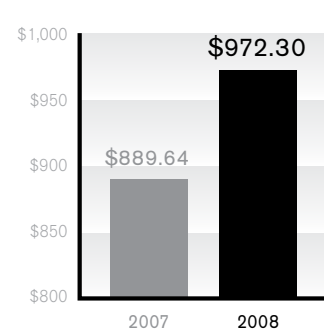
DOLLARS
19.5% Increase over 2007



DONORS
9% Increase over 2007



**AVERAGE DOLLAR
AMOUNT OF GIFTS**
9% Increase over 2007



Annual Giving



“As a relatively new Princeton family, we are very interested in the quality of our hospital. We chose to become leadership donors for the Annual Fund because it's the best way to keep our hospital strong, and to provide the best medical care in the area. When it came time to participate in the capital campaign for the new hospital, that was an easy decision, too. The new hospital is the future, state-of-the-art in every way, coupled with strong alliances with premier institutions like Children's Hospital of Philadelphia.”

— Alyson and Will Landers & family

“One of the things that make Princeton so special is its strong community hospital and the talented physicians it attracts. Having worked for many years in medical research, healthcare has been one of our charitable priorities. We have been long-time supporters of the PHCS Annual Fund to ensure that our community can continue to have access to the highest quality of medical care and treatment. Princeton Healthcare System has served us both well over the years and we feel fortunate to be able to receive excellent care so close to home.

We are very enthusiastic about the new hospital, which will give our community a 'center of excellence' healthcare facility with the latest clinical technology. New sophisticated diagnostic technology is a critically important component of effective medical treatment. Heinrich Albers-Schönberg was a physician and pioneer in the development of X-ray radiology one hundred years ago. Unfortunately, he was one of the early victims of his work with radiation and died young of his burn injuries. In his memory, we are supporting the campaign for the new hospital with a special gift designated for the radiology area, in addition to our ongoing commitment to the Annual Fund.”

— Joyce and Georg Albers-Schönberg



Auxiliary

“The Auxiliary of University Medical Center at Princeton completed a Strategic Planning initiative in 2008 to chart our future and realign our organization for greater efficiency and focus. We revised our bylaws and improved the way we run our events. We began a new-member drive with gatherings where guest speakers address topics of interest to groups of various ages. Clarifying our priorities has energized the Auxiliary. But it is the dynamic volunteers who are committed to supporting the goals of the hospital that are the heart of the Auxiliary and what makes this organization so worthwhile.”

—Pat Newman
Auxiliary President, 2008

2008 Auxiliary Programs

ArtFirst!

Leslie Seybert
Debbie Monigan

A November Night

Bettie Greber
Linda Sheldon

Spring Rummage

Clare Baxter
Debbie Pascale

White Elephant Sale

Clare Baxter
Debbie Pascale

UnFete

Pam Garbini

10K Race

Jack Vlasac

The Junior Auxiliary is a group of high school students from 11 area high schools who perform community service by donating their time and energy to Auxiliary events.

For information about Auxiliary opportunities, call **609.497.4192** or visit **www.princetonhcs.org**.

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Arlene Abrams	Barbara Curtis	Eleanor Hoisington	William Meemken	Catherine Schneider
Diane Adams	Vivian Daniel	Patricia Hope	Brenda Mihan	Irene Schofield
Barbara Allen	Tracy Davison-DiCanto	Carolyn Hoyer	Lisa Miller	Gail Scott
Mary Alley	Lucille Dawson	Eleanor Hughes	Kathryn Moses	Leslie Seybert
Denise Ambrogio	Deborah DiBianca	Rosemarie Hunninghake	Elizabeth Murray	Sandra Shapiro
Jaime An-Wong	Heidi Dreyfuss	Roberta Hurley	Edith Neimark	Linda Sheldon
Lily Arnesen	Louise Dutney	Anna Marie Iati	Lucy Anne Newman	Donna Sher
Patricia Atkinson	Sally Easter	Mary Iles	Patricia Newman	Cynthia Shull
Marcelline Baumann	Ruth Ekstrom	Harriet Ingerslav	Deborah Nosko	Anna Sinnis
Roberta Bennett	Judith Erdman	Rosalind Jacobs	Nora Orphanides	Corina Solomon
Marjorie Berger	Karen Fagard	Rosanna Jaffin	Patricia Orr	Carolyn Spohn
Patricia Bonette	Juliann Fairnak Katz	Wendy Jolley	Sarah Pancoast-Broad	Laurie Stern
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Kay Burns	Pamela Garbini	Janet Lasley	Dorothy Poklitar	Fay Ventura
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Susan Carril	Mary Rose Ghazi	Barbara Lyle	Joan Read	Mary Ward
Gloria Cartusciello	Susan Goebel	Jacoba Maas	Phyllis Reger	Geraldine Waskow
Mary Chamberlin	Katherine Goerss	Suzanne MacFarland	Edith Rose	Mildred Weber
Fleur Chandler	Elizabeth Greber	Melinda MacKenzie	Betsy Rosen	Betty Whelan
Patricia Clearwater	Vanessa Gronczewski	Nancy MacMillan	Frances Rossmassler	Maryann Whitman
Sharon Cocuzza	Janice Gutowski	Jane Madia	Kathleen Rusher	Cornelia Williams
Beverly Cohen	Doris Hartmann	Dorothy Malcom	Carol Salus	Marcia Willsie
Katherine Cook	Courtenay Harton	Marie Matthews	Betsy Sands	Elize Wright
Mary Cooke	LaVerne Herbert	Marles Maxwell	M. Nicole Sarett	Alice Yi
Therese Critchlow	Nancy Henkel	Marilyn McCabe	Dorothy Scaramozzino	Gail Zenel
Margaret Cruikshank	Pamela Hersh	Blanche McCarthy	Amy Schaeffer	Patricia Zinnser
Beth Crutcher	Randy Hobler	Dorothy McCusker	Tomasina Schiro	



*Auxiliary Presidents, past, present, future and future future.
Left to right: Patricia Newman, 2008; Vanessa Gronczewski,
2010, holding Ava Gronczewski; Leslie Seybert, 2009*

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New 2008 PHCS Trustees



Conrad Druker

Conrad Druker serves as managing principal of the business consulting and accounting firm Mercadien, P.C., Certified Public Accountants, as well as managing director of the Mercadien Group. Mr. Druker has been associated with the firm for more than 20 years and has an extensive professional practice in both the tax and financial consulting areas. In addition to his role as managing principal, Mr. Druker serves as Chairman of the Law Firm Services Division. His experience includes fraud and embezzlement investigations, financial viability studies for third party creditor claims, and asset

based lending audits and investigations.

He received his degree in accounting and management from Ithaca College. Mr. Druker maintains a board position for the Merrill Lynch Bank and Trust Company where he chairs the Audit Committee. He is also a member of the American Institute and New Jersey Society of Certified Public Accountants. A life long resident of the Princeton area, Mr. Druker and his wife, Amy, currently live in Lawrenceville.



Deborah T. Poritz

Deborah T. Poritz is a former Chief Justice. She retired from the New Jersey Supreme Court in October 2006, and currently practices law at Drinker Biddle & Reath in Princeton, specializing in government and corporate investigations, mediation and arbitration, and appellate matters.

In 1977, she joined the office of the New Jersey Attorney General as a deputy attorney general in the Division of Law, Environmental Protection Section. She later was named deputy attorney general in charge of appeals and chief of the Banking, Insurance and Public

Securities Section. From 1986 to 1989, she served as assistant attorney general and director of the Division of Law, supervising more than 300 attorneys.

Chief Justice Poritz received her bachelor's degree *magna cum laude* from Brooklyn College in 1958, having been elected to Phi Beta Kappa. Subsequently, she studied English and American literature at Columbia University on a Woodrow Wilson Fellowship and then continued graduate studies at Brandeis University. She taught composition and literature at Ursinus College in Pennsylvania before leaving teaching to enter law school. She received her law degree from the University of Pennsylvania Law School.

Chief Justice Poritz has received numerous awards and honors, including honorary degrees from Rutgers University School of Law, Seton Hall University School of Law, Drew University, Montclair University, Monmouth University and Thomas Edison State College.



Leslie Seybert

Leslie Seybert is President-elect of The Auxiliary of University Medical Center at Princeton, an organization she has been involved with for many years. Mrs. Seybert is currently Co-Chair of ArtFirst! She co-chaired the Fete in 2002 and was a Fete area Chair for 11 years. Her professional experience includes working as a special education teacher in the inner city, and as a contractor and construction manager of historical rehabilitation projects in Philadelphia.

She received her degree in special education from Boston University. Mrs. Seybert and her husband, John Seybert, MD, an anesthesiologist at University Medical Center at Princeton, live in Montgomery Township. They have one son, Morgan, a graduate of Williams College.

2008 PHCS Foundation Summary of Activities

Donors and Friends:

We are pleased to inform you that an independent audit of the PHCS Foundation, conducted by PriceWaterhouseCoopers, resulted in an unqualified opinion.

The audit was conducted in accordance with auditing standards generally accepted in the United States of America. Those standards require that our auditors plan and perform the audits to obtain reasonable assurance about whether the financial statements are free of material misstatement.

The financial statements are the responsibility of the Foundation's management. The annual audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements, assessing the accounting principles used and significant estimates made by management, and evaluating the overall financial statement presentation.

In 2008, the Foundation raised over \$19.7 million in gifts and pledges, and their total operating expenses were \$3.5 million, for a total cost to raise a dollar of under \$.18. The single fund-raising event the Foundation held in 2008 was the 13th Annual Golf Outing, which is detailed below. Our Finance Committee reviewed the full report and is pleased to share it with you (the report can be found on the Foundation web page at www.princetonhcs.org/foundation).

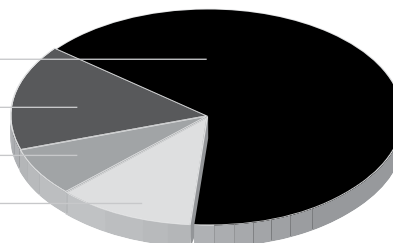
Sincerely,

Duncan MacMillan
PHCS Foundation Treasurer
Chairman, PHCS Foundation Finance Committee

Bruce Traub
PHCS Foundation Assistant Treasurer
PHCS Chief Financial Officer

2008 Princeton HealthCare System Foundation Grants

Clinical Capital Equipment	\$1,731,250
Support for Needed Care	\$297,500
Graduate Medical Education	\$191,250
The Grant Program	\$410,000
Total	\$2,630,000



13th Annual Golf Outing a Success

The Bank of Princeton was the lead sponsor for the Princeton HealthCare System's 13th Annual Golf Outing. Held at The Ridge at Back Brook, the sold-out event netted over \$110,000. "The Bank of Princeton, which is committed to enhancing the communities in which we operate, is very proud to have been the lead sponsor for this important event. The hospital, in its current and future locations, is, and will be, a most vital resource for these same communities," states Stephen Distler, Co-Founder and Director of The Bank of Princeton.



2008 Foundation Directors



Joyce Albers-Schönberg retired in 1999 as a Partner at Deerfield Management, a New York Investment firm that focuses on investments in the healthcare industry. Prior to her work at Deerfield, Mrs. Albers-Schönberg worked at Credit Suisse First Boston Corporation and Merck & Company. She received her BA

from Douglass College at Rutgers University and her MBA from the Stern School of Business at New York University. Mrs. Albers-Schönberg currently serves on the Board of Trustees of the Associate Alumnae of Douglass College, the Board of Overseers for Rutgers University, and on the Board of the George Street Playhouse in New Brunswick.



Jon Felsher is the U.S. Marketing Leader for Telcagepant in the Migraine Franchise for Merck & Co., Inc. In this role, he is responsible for all product development and commercialization activities for the U.S. market. This includes market research, forecasting, sales planning, market development, scientific strategy, and

communications planning. Mr. Felsher is a graduate of the Temple University School of Pharmacy and has been with Merck for fifteen years. Born and raised in Princeton, Mr. Felsher resides in Hopewell with his wife and three children.



Dr. Jemo Kang is President, Chief Executive Officer, and founder of Princeton BioMeditech Corporation. The company, founded in 1988, develops and manufactures simple, rapid diagnostic tests for fertility, infectious diseases, drugs of abuse, tumor markers, cardiac markers, veterinary diagnostics and environmental

applications. Many products are novel, and all are based on the company's patented technology. Dr. Kang is also a co-founder and has served as Chairman of the Korean American Institute of Princeton for the last 11 years. The Institute seeks to educate Korean Americans in the greater Princeton area about the language, culture and history of Korea.



Bob Martin recently retired after 25 years as a partner with Accenture where he focused primarily on the utility and energy industry. He is a recognized expert in the electric, gas and water utility industry, and continues to be actively involved in public policy discussions on the future of energy in the United States. Mr. Martin received a BA in Economics and Sociology from Boston College and an MBA in Finance and Investing from The George Washington University. He is Chairman of the Salvation Army Advisory Board of Greater New York and has also served on the Board of Trustees at the Chapin School in Princeton for the past 12 years.



Aamir Musharraf serves as the Marketing Manager at Princeton Packet, Inc., where he is responsible for media planning and developing marketing initiatives, media collateral, sponsorships, strategic participation in trade shows and coordinating the enhancement of special projects and events for 11 community newspapers, PM

magazine, several special sections, and a fast growing web site. He has been involved with the New Jersey Press Association, serving in its Newspapers in Education Committee and was Co-Chair of its Circulation Committee last year. A resident of Princeton, Mr. Musharraf is involved with the Princeton Chamber of Commerce, the Borough Merchants of Princeton and the Princeton Family YMCA.



Curtis McGraw Webster is the President of the Curtis W. McGraw Foundation, overseeing the non-profit's support of the arts, education, medical research, and social services, working with over a hundred groups annually. He is also the Executive Vice-President of the Lisa McGraw Figure Skating Foundation which

supports individual figure skaters and figure skating organizations. Mr. Webster is a music producer living in New York City. His music production facility, the Vertical Corporation, is a state-of-the-art recording studio which has played host to a wide range of musical artists. A native of Princeton, he attended Princeton Day School, The Lawrenceville School, and The American School in Switzerland. In addition to serving on the Board of the Princeton Healthcare System Foundation, Mr. Webster also serves on the Boards of The American School In Switzerland, The Patriots Theater Foundation, and The Blue Curtain Foundation, a group for the support of young performers and new music.



Robert D. Wedeking is the Director of Alternative Investments at Caxton Associates. The portfolios Robert manages represent both liquid alternative investments and long-term private equity investments. He has been with Caxton since 1990. Robert is a member of the New York Society of Security Analysts where he founded

the Alternative Investments Committee. He served as the Committee Chairman from 1999-2004. He also served on the Board of Directors of the Society from 2001-2003. Mr. Wedeking is also a member of the CFA Institute. He received a BA degree in accounting/finance from Hartwick College and is a Chartered Financial Analyst. He lives in Lawrenceville with his wife and son.

Princeton HealthCare System 2008 Foundation Board

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The staff of the Princeton HealthCare System Foundation extends heartfelt thanks to the countless Princeton HealthCare System physicians, employees and volunteers who assisted in the production of the 2008 annual report. Your patience and participation inspired us to communicate to our donors and to our community how the power of people working together can make a dream a reality. Thank you!



It takes all kinds of people to build a dream together.

It takes Doctors. Nurses. Patients. Donors. Construction workers.

This year's annual report is dedicated to
everybody who is playing a part in making
the vision of a new hospital come true.

