

Breathing Science is Life.

The Future of Breathing

2016 Annual Report



Contents

Letter from Leadership	3
The Future of Care	4
Seeking Future Solutions	12
Shaping the Future	22
Collaboration for the Future	28
Financial Report	36
Investing in the Future	40
Faculty, Officers & Leaders	42
Events	56
Awards	60
Giving	62



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

MERILL

Michael Salem, MD

Mural Sal

President and CEO





THE FUTURE OF CARE

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



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.

"They didn't give up, and they found the answer," said Kimbrough. "They saved my life."

"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."

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 Most Needy

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.



Army Staff Sqt. 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 lifethreatening 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, 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



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.



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

"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."

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 molecularand 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.

"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.

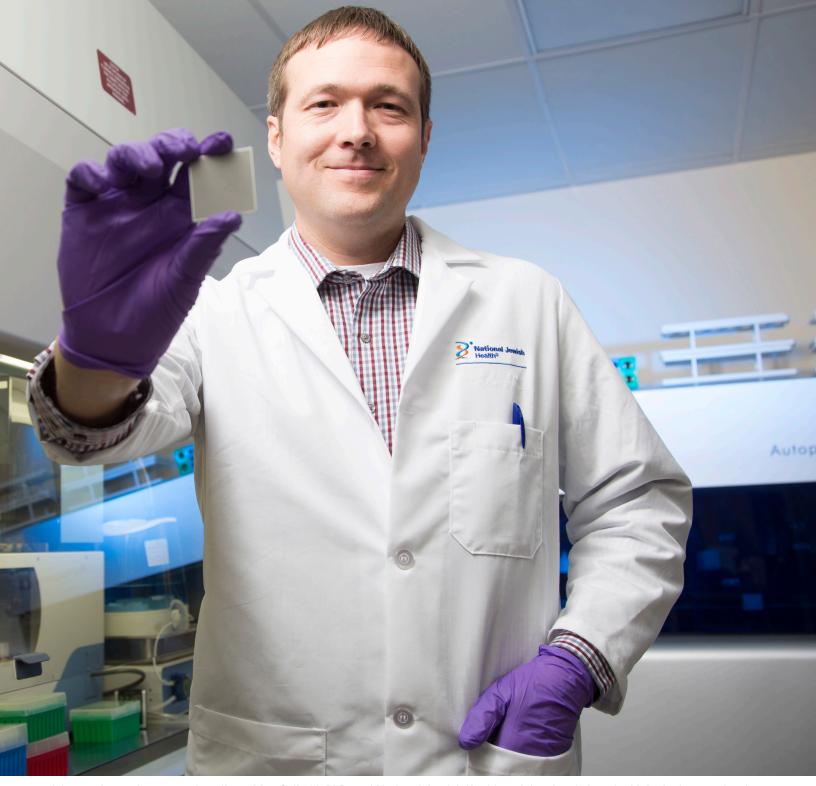
Discovering Asthma's Biological Roots

1,500 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 Heath, 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 deeply 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.

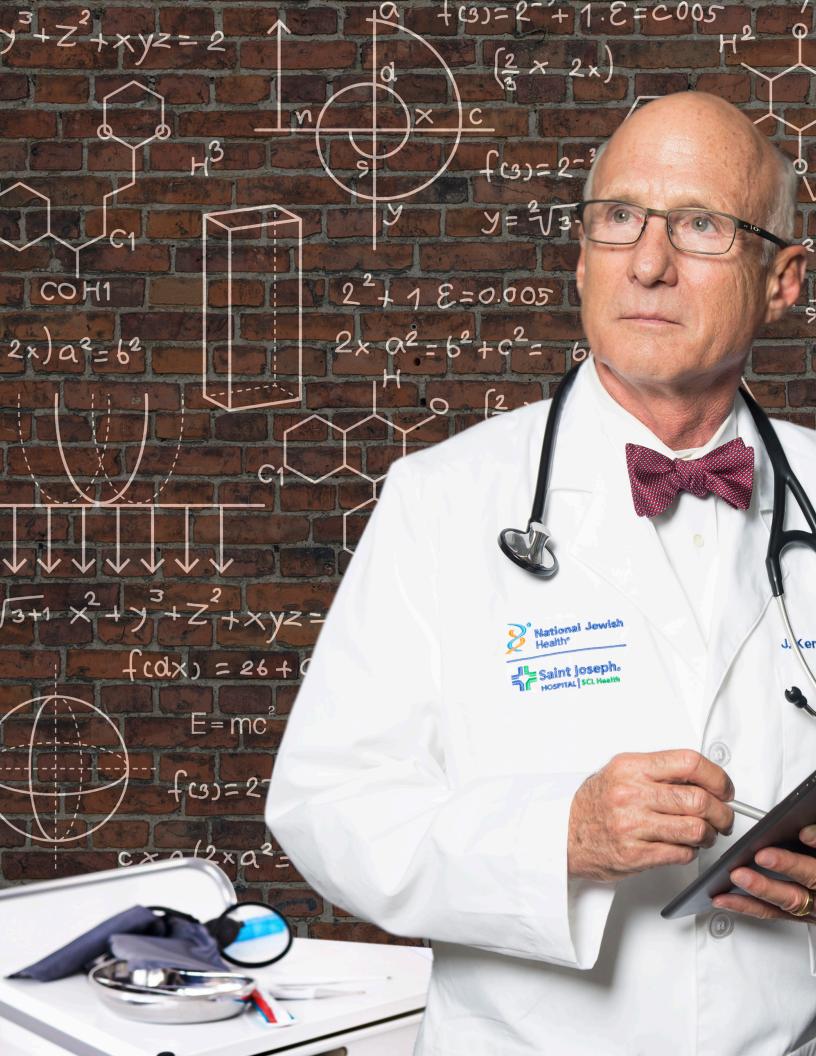
Researchers led by Donald Leung, MD, PhD, reported in the Journal of Allergy and Clinical Immunology that blood tests of 718 pediatric atopic dermatitis patients indicated more frequent and more serious allergies to peanut and egg in patients with S. aureus on their skin than among patients without the 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.

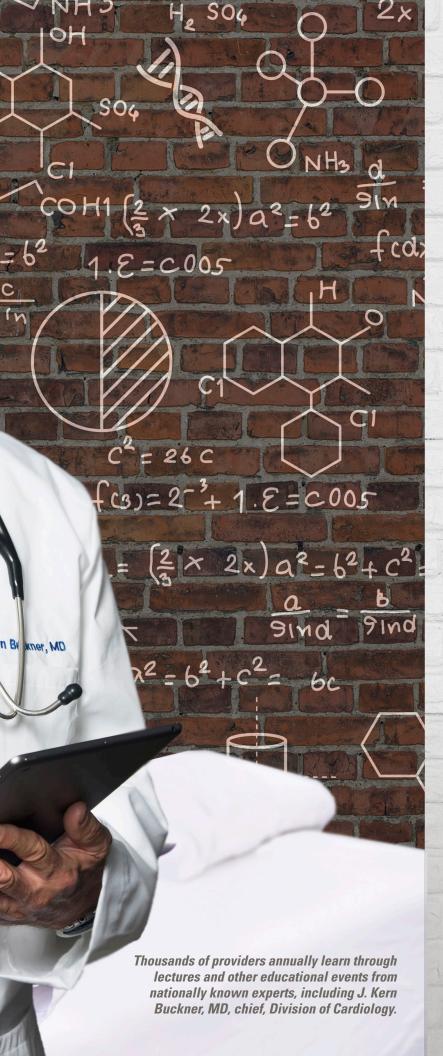


Alternative Therapy for African Americans with Asthma

For more than a decade, there have been safety concerns, especially for African Americans, about longacting beta agonists (LABAs), a medication combined with corticosteroids in several asthma medications. Professor of Medicine Michael Wechsler, MD, 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.





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.



A Simple Lesson Saves a Girl's Life

Shortly after moving to Santa Fe, New Mexico, 9-yearold 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 dving 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.



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

"I got sick. I got better because took care of me."

a lot of smart and caring people

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."

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.

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-ofthe-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.







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.



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.



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 realizedinvestment 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

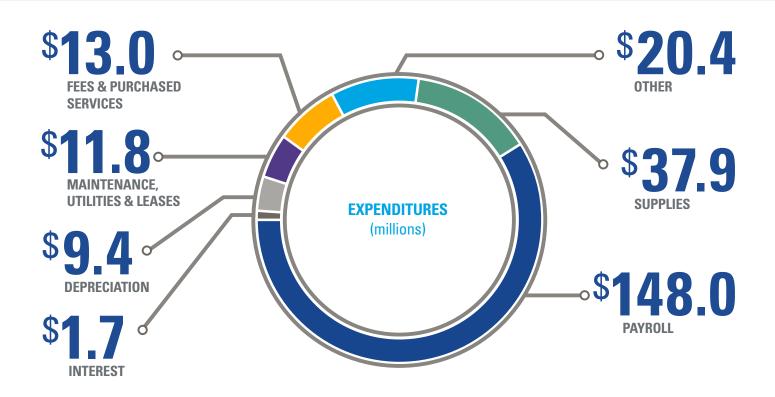
CONSOLIDATED STATEMENTS OF ACTIVITIES (in millions)	2016	2015
Revenues, Gains and Other Support:	ቀ1 /E ጋ	ቀ121 በ
Net Patient Service Revenue Health Initiatives Revenue	\$145.2	\$131.0
	7.9	8.4
Revenue from Affiliates	4.9	3.9
Grant Revenue	46.6	48.6
Contributions	29.3	31.3
Investment Returns	(3.0)	0.1
Other Income	11.1	11.2
Total Revenues	\$242.0	\$234.5
Expenses:	#00. F	001.7
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	φ2.2 42.0	39.6
Investments — at fair value	109.3	108.4
Other Assets	44.4	42.3
	80.8	86.1
Property, Plant and Equipment — net Total Assets		
Liabilities and Net Assets:	\$278.7	\$279.6
Accounts Payable and Current Liabilities	38.4	36.8
	36.7	40.0
Long-term Debt Other Long term Liabilities		13.4
Other Long-term Liabilities Net Assets	14.0	
	189.6	189.4
Total Liabilities and Net Assets	\$278.7	\$279.6

132,257

PATIENT VISITS
IN FY 2015

33.3%

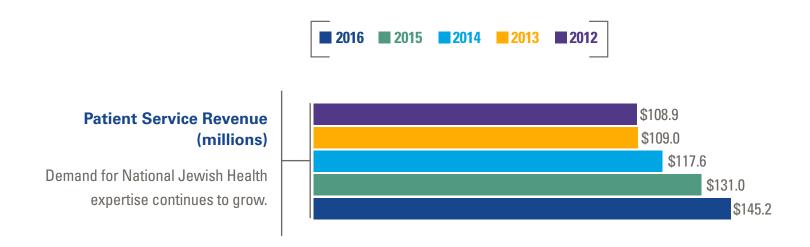
INCREASE IN PATIENT REVENUE SINCE 2011



50

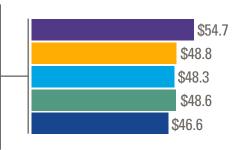
STATES WHERE PATIENTS CAME FROM IN FY 2016 170/0
INCREASE IN RESEARCH
GRANT REVENUE OVER 2012

1,731
NATIONAL JEWISH HEALTH EMPLOYEES



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.









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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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."



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



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.



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. Aeolus Sciences Inc.

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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

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Los Angeles Professional Services Black & White Ball

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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

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Ryan Wilson, GE Johnson Construction Company

Kris Wintroub, Greiner Electric

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New Directions for Women

Event Chair

Carole Vollman Mahler

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Rhona Guberman

Janet Verdiglione

Event Committee

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Kathy Fryburg

Jane Garcia-Deale

Carole Goldstein

Judy Haas

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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 Bla

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 Debbie Johnson, CNM

Treasurer

Valerie Dodd, CenturyLink

Committee

Adelmo Archuleta, Molzen-Corbin & Associates

Susan Broersma, FRENCH Funerals – Cremations

David Buchholtz, Rodev Law Dale Dekker, Dekker/Perich/Sabatini Christine & Joe Di Gregorio Rev. Jesse Dompreh

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, Palev Rothman Beniamin 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, KLNB LLC

Marc Wertheimer, Selzer Gurvitch Rabin Wertheimer Polott & Obecny, 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 raise 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

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Rebecca & Lewis Kling
MDC Foundation
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Sturgeon Company Electric, Inc.
Teva Pharmaceuticals
Xcel Energy



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
Marty 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.

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Tri-Star Construction Corp.

Urban Edge Properties

UDR, Inc.



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. Kapor 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

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Benjamin Cohen Gladys A. Cohen Godfrey F. Klein

NEW JERSEY

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Federation of Monmouth
County
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NEW MEXICO

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NEW YORK

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Jerome Shain

OHIO

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OKLAHOMA

Dora R. Roberts

PENNSYLVANIA

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SOUTH DAKOTA

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TENNESSEE

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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 Evelvn 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

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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 Humphrevs

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

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Estate of Helen Lambert

Estate of Mary Levy

Estate of Grace M. Lieberthal Estate of Dorothy J. Lord

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Estate of Selma Merkin

Estate of Beatrice Mersereau

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The Moskowitz Family Foundation

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Theodore Z"L & Maxine B. Murnick

Mr. & Mrs. Lee S. Neibart

Mr. & Mrs. Lewis C. Pell

Estate of Rose B. Posner

Marjorie & Stephen E. Raphael

Mr. & Mrs. Blair E. Richardson

Veda H. Ritter*

Heidi Rochlin/Abraham &

Sonia Rochlin Foundation

Estate of George W. Rose

Estate of David M. Rosenbaum

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Salon National La Boutique Des Huit

Chapeaux et Quarante Femmes

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Silverstein Properties, Inc.

Dr. Antonio J. L. Simoes

Estate of Lena Strauss

Sunshine Chapter

Maxine A. & Don E. Vestal*

Wal-Mart Stores, Inc.

Wollowick Family Foundation

Estate of William Woolner

Mary F. Zirin, PhD

Meghan & Evan Zucker

Zucker Family Trust

Honor Roll of Philanthropy

Annual Giving Circles

National Jewish Health is grateful for the generous contributions from individuals, corporations and foundations across the country and around the world. The following is a list of those who made gifts of \$500 or more in fiscal year 2016.

\$1,000,000 or More

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\$500,000-\$999,999

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\$100,000-\$499,999

Anonymous (CO)

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\$50,000-\$99,999

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Lenny Weinglass (CO) \$25,000-\$49,999

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David & Laura Merage Foundation (CO)

Foundation (CO)

George & Julie Mosher Family
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Northwood Investors LLC (CO)
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The Potts Memorial Foundation (NY)
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Marjorie & Stephen E. Raphael (FL)
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Elizabeth Reilly (PA)

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Chapeaux et Quarante Femmes (FL)
Dale Schuble/The Schuble Family
Foundation, Inc. (MD)

Barry K. Schwartz Family Foundation (NY)

Shanahan's Steakhouse (CO) Larry & Anna Simon (CT) SL Green Realty Corp. (NY) William Smolin (MD)

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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, board member 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.

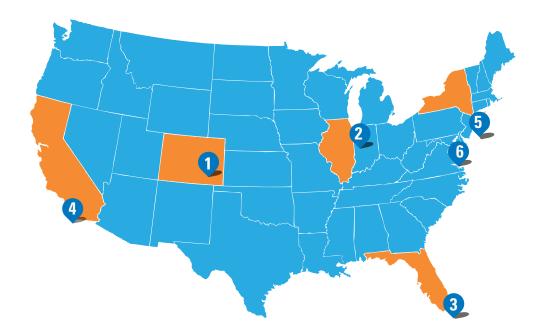
Debra and Ken Tuchman have been devoted to National Jewish Health for 20 years — Debra as a board member and Ken as an outstanding advocate for the institution. The Tuchmans made a transformational gift to National Jewish Health in 2014 that will help the institution continue its leadership in pulmonary 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.



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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). Of those years, National Jewish Health was in the #1 spot for 15 years.

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

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

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Photography:

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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)