

September 23, 1993

Mr. and Mrs. George E. Doty, Sr.
Park Drive South
Rye, New York 10580

Dear George and Marie:

I can't tell you how much it meant to receive your wonderful news this morning. This gift will have a dramatic impact on the Capital Campaign and, more importantly, it will enable St. Vincent's to expand its services to meet a critical community need. As we discussed this morning, we would like to include some of your previous gifts to the Hospital along with this new commitment for your total campaign contribution. The breakdown we would like to propose is as follows: the new pledge of \$1.5 million dollars, the \$250,000 contributed in 92/93 for the renovation of the Hospital doors, and the \$405,000 currently being held in an interest bearing account for the information services project, for a total Campaign contribution of \$2,155,000. The following is a discussion as to the proposed use of these funds.

As recommended in the recent Strategic Plan, St. Vincent's is currently undergoing a major effort to build and strengthen its pediatric services. This effort is two-fold, including the development of programs and services as well as the creation of a Pediatric Endowment.

One of the Hospital's most innovative projects under consideration is the new C.H.I.L.D. (Children's Health, Intervention, Learning and Developmental) Center. The C.H.I.L.D. Center will utilize a multi-Disciplinary team approach to screen, manage, treat, and refer when appropriate, children with a wide range of developmental problems. These problems will include, but are not limited to: cerebral palsy, mental retardation, autism, muscular dystrophies, certain seizure disorders, hearing impairment, visual impairment, speech and language disorders, and learning problems.

The Center will incorporate the disciplines of Parent Education, Pediatrics, Pediatric Neurology, Otolaryngology and Audiology, Pediatric Rehabilitation Medicine, Ophthalmology, Psychology, Psychiatry, Pediatric Orthopedics, Social Work and Speech Pathology - all in a highly coordinated "one stop shopping" clinic environment. Physicians from the various disciplines will commit a certain number of hours to the Center weekly, with a portion of this time exclusively reserved for team conferences to discuss each child's evaluation.

The initial target population will be children from the ages of 0-2 referred from existing Hospital programs. Future plans include expansion to include young children, ages 3-11, and adolescents. Children can be referred to the Center by anyone directly involved with them. This includes parents, physicians, nurses, other healthcare workers, teachers and social service personnel. The service emphasis will be upon identifying those factors which interfere with the expected course of a child's development as early in their lives as possible, in order to make

"early intervention" a reality. The C.H.I.L.D. Center will operate with a family-centered, case management approach to the patient, and will involve the families with the various medical and medically-related disciplines during each step of the process.

Any child who is considered "at risk" will be served by the Center. Included in the risk category for developmental problems are infants with biologic risk factors including prematurity, low birth weight, maternal drug use or other perinatal risk factors, and those with environmental risk factors, i.e. biologically normal infants whose early life experiences, including nutrition, health care, and patterns of social stimulation are so limited that there is a high probability of delayed development.

St. Vincent's maintains valuable relationships with numerous community organizations which have endorsed the creation of a child development center and would utilize its services. Among these are the New York Foundling Hospital, the March of Dimes and the Asian League. In a letter endorsing the Center, Mayu P.B. Gonzales the Director of Mental Health Services at the Foundling Hospital states, "Our programs are all over the city but a good number could use your services on site. The need for well coordinated services to this fragile population of biological and foster families cannot be overstated."

Evaluation, consultations and services will be provided in a central location anticipated to be off-site from the main Hospital complex. The Child Development Unit will make it possible for the Hospital to provide the most comprehensive care while making it easier for families to access care. Based on the most recent Profit and Loss Statements for the Center, the annual operating budget for the Center should be approximately \$600,000. It is anticipated that the Center should be fully self-funding by year II of the project. We would like to use \$600,000 of your total contribution as start-up funds to launch this vital project.

If the project materializes, St. Vincent's proposes that the Center be named The George and Marie Doty C.H.I.L.D. Center in recognition of your extraordinary gift to the Capital Campaign.

The second part of strengthening the Pediatric Program at St. Vincent's is the development of a Pediatric Endowment. Historically, healthcare services to children have focussed on critical illness rather than preventive care. This is particularly true in Medicaid families and other medically underserved populations. Pediatric care is seen as the first step in building an effective primary care program, as it establishes positive behavioral patterns.

St. Vincent's is currently the sole provider of pediatric services from 59th Street to the Battery on the West Side of Manhattan. Pediatric care is provided through a variety of clinical sub-specialties and out-patient services. The costs of providing pediatric services are substantial, primarily due to the complexity and duration of care required coupled with comparatively low reimbursement rates.

St. Vincent's has already taken a number of steps toward the strengthening of its pediatric services. These include: the hiring of a new Chairman of the Department of Pediatrics in early 1993; the expansion of the Hospital's Level III Neonatal Intensive Care Unit from 18 to 25 beds; the modernization of the Labor and Delivery suites; the introduction of an Antepartum Testing Unit for high risk pregnancies; and the formation of the new C.H.I.L.D. Center.

The creation of a substantial endowment will enable St. Vincent's to provide a comprehensive range of pediatric services without compromising other essential Hospital programs. To help meet this goal we propose designating \$500,000 of your contribution to the Pediatric Endowment.

As you are well aware, the Hospital is currently holding \$405,000 in an interest bearing account which you contributed in 1989 for the Hospital's Information Services Project. An additional \$120,000 has been realized in investment income. We propose utilizing these funds plus an additional \$400,000 to implement Phase I/Phase II of the Master Facilities Plan. The plan currently includes the following objectives:

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| Phase I - | Development of Patient Service Center
Improvements to Ambulatory Surgery
Development of Physician Service Center
Replacement of Cardiac Catheterization Equipment
Replacement of Special Procedures Equipment
Expansion of existing Faculty/Private Practice Medical Offices |
| Phase II - | Ambulatory Care Center
Replacement of Inefficient Patient Units |

Finally, the renovation of the Hospital doors is well underway and the Hospital is very excited to see the doors in place. Currently, the Hospital's plan has been submitted to the Landmarks Commission and we are awaiting approval. Once this has been received the plan will move forward immediately.

George and Marie, I can not begin to describe exactly how much your gift and your ongoing commitment to St. Vincent's means to everyone at the Hospital. The Doty name is indelibly linked with the future of St. Vincent's and we would be honored if you would agree to the naming of the George and Marie Doty C.H.I.L.D. Center.

Sincerely,

J. Rock Tonkel
President and
Chief Executive Officer