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To: [REDACTED] <[REDACTED]>
Subject: Re: FW: New questions - Gotham
Date: Thu, 19 Feb 2015 00:50:00 +0000

much better

On Wed, Feb 18, 2015 at 5:37 PM, [REDACTED] <[REDACTED]> wrote:

From: [REDACTED]
To: [REDACTED]
Subject: New questions - Gotham
Date: Wed, 18 Feb 2015 22:36:54 +0000

Questions for Gotham Interview

Monday, February 23rd at 11:00am

1. As it relates to your career and your own aspirations what does 'power' mean to you?

ANSWER: To me "power" is to be able to make a positive impact on people's lives. When I see the Dubin Breast Center filled with women across all socioeconomic categories getting the best possible medical care and treatment regardless of their ability to pay... that is empowering!

2. Power or influence? Do they mean different things for you? If so, why?

ANSWER: I think power and influence have a lot in common. As it relates to healthcare, the influence you can have in shaping the future of care comes with the power of treating a lot of patients. At the Dubin Breast Center we are trying to influence healthcare where the whole person is being cared for in every possible need (psychological, dietary, genetics, cosmetic and integrative medicine) combined with the traditional treatment of breast cancer.

3. Is it tougher now to climb the career ladder in your field than it was when you started out? If so, why? Is it tougher to do so in New York?

ANSWER: I think medicine is a wonderful field for women. It's difficult for me to comment on if it's tougher now or then. Personally, I don't feel like I am climbing a career ladder. What I do comes from my passion for helping people. This passion stems from my somewhat unique combination of being a philanthropist, a patient and a physician. I assume it is harder to be in New York as the competition is greater since the city attracts the brightest and the best.

4. What is the greatest advantage for being in NYC for the type of work you do? Greatest challenge? How have you dealt with them over time?

ANSWER: The greatest advantage of New York City is your exposure to brilliant people and their groundbreaking research as well as access to accomplished clinicians. Another advantage of course is that it is easy for a patient to have access. We are not usually asking patients to drive for hours to get to us. The greatest challenge for us is to be able to provide excellent care for every patient while reimbursement in healthcare is getting more and more challenging. Doctors are forced to take care of more people over a shorter period of time in order to have any type of profit. The way we have dealt with that over time is to rely on philanthropy. Philanthropy is the key to what we do at the Dubin Breast Center.

5. Describe your toughest career challenge and how you dealt with it.

ANSWER: I would say my toughest challenge was when I was raising three kids and at the same time working. I never wanted to give up my presence in the medical field, but it was difficult when the kids were small. The way I dealt with it was by having great help and a flexible schedule. I have had the same nanny for twenty years and I don't think I could have done it without her and my supportive husband.

6. Greatest success/achievement to date —and why?

ANSWER: What I consider my greatest success and achievement is when Glenn and I established the Dubin Breast Center, a multidisciplinary center for women at risk for developing breast cancer and women who are currently being treated for breast cancer. It was

a vision and a dream that was very rewarding to see come to fruition. Today it is thriving with more than 80,000 patient visits since we opened four years ago.

7. It has been said that power or influence today is all about engagement. In order to achieve meaningful impact, leaders must connect with a diverse array of stakeholders to build community, and form unconventional partnerships before ideas can turn into action. Do you agree? And if so, how are you navigating these new power/influence rules?

ANSWER: I absolutely agree. My engagement at the Dubin Breast Center involves being present every day. Even on the weekends you can sometimes find me there, even though we are closed. I am engaged in everything from recruiting to program building, facility questions, philanthropy and the patient experience. I can often be seen vacuuming or cleaning the floors, serving fruit to the patients and walking someone down to radiology for a biopsy. There is nothing I will not do to help out at the center. I think that has an impact on everyone else who works and spends their time at the center.

9. What's the biggest challenge in your field for the next five years? How does being in New York help or hurt that?

ANSWER: Our biggest challenge in the future is to continue our philanthropy and continue to grow. New York City has several large hospitals and the market share is pretty established. I believe by giving the best possible care, we will continue to get patients. The challenge is going to be how hospitals and doctors are currently being reimbursed. It's impossible to give the type of care we do if we had to rely purely on insurance reimbursements. Our goal is to always accept women from all socio-economic backgrounds. Also, research will see a more and more challenging and competitive market in grant giving.

10. Is it harder for women to achieve a work-life balance in New York?

ANSWER: I have only lived in New York City so it's really all that I know. It works for me because I find it easy to get around. I love to walk or use my kick-scooter where ever I go, which means I get exercise throughout the day without having to go to the gym. Multitasking is the only way that I can get everything done, and for me, I think it is easier for me to accomplish that in the city.

11. How would you assess the future for NYC women in your industry?

ANSWER: The future for women in medicine is great. Women are natural caretakers and I encourage every woman to go into medicine. It's been immensely rewarding to me.

12. What's your best advice for success, particularly as it pertains to working in NYC.

ANSWER: Be focused, be patient, stay true to what you believe your mission is. Be competitive, but with grace. Treat everyone with respect.

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