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3RD DISTRICT, NORTH CAROLINA

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February 19, 2025

Dr. Robert I. Grossman, M.D.  
Chief Executive Officer  
NYU Langone Health  
550 First Avenue  
New York, NY 10016

Dear Dr. Grossman,

I want to thank you for engaging with us regarding the stewardship of health care dollars in a time where the nation is searching for how to pay for patient care. Since coming to Congress, I have been clear in my continued efforts to protect taxpayers and patients by identifying, exposing, and rooting out misallocations of taxpayer dollars in our health care system. In these efforts, I engaged NYU Langone on some parts of the health system's operations, and I have come away from our discussion thoroughly impressed by the institution's sustained ability to be a sector leader in both health and cost outcomes, and consider my questions thoroughly answered.

Before being elected to Congress, I spent decades serving patients across Eastern North Carolina and worked as Chief of Staff at our 1,000-bed Level 1 trauma center and regional hospital. In that role I learned first-hand the challenges that health systems face, especially ones like yours and mine which face significant payor mix issues, in delivering quality care. My commitment to excellent, accessible and affordable patient care continues today, as I still take time each month to see patients. Your openness to share meaningful quality benchmarks regarding your health care administration and hospital operations leaves me all-the-more impressed with NYU Langone's operations and results. Maintaining lower lengths of stay, lower administrative costs and superb O/E mortality ratios, all the while consistently operating with a healthy margin, is quite laudable. Your ability to lead across these categories demonstrates that prudent financial management is a key part of securing world class patient outcomes.

As we discussed, the present and future worsening of physician shortages is an issue affecting health care delivery nationwide. The financial burden that many primary care physicians face once they graduate oftentimes steers them away from that discipline. The fact that you all are able to offer two medical schools that are tuition and debt free, as well as a three-year medical school option modeled specifically for future primary care physicians, is a design I

wish we could replicate nationwide. We desperately need physicians, especially ones in primary care.

America would be much healthier if all hospitals could report these excellent numbers. Health systems do not achieve these types of objective results through frivolous expenditures or inattention to patient care. They are a product of sustained focus on the real bottom line of healthcare – our patients' wellbeing. Our nation is troubled by exorbitant deficit spending and we all must work together to restore fiscal responsibility.

I trust that you will be a candid and continued partner in our shared mission of advancing excellence in our nation's health care systems. Our patient's lives depend upon it.

Sincerely,

A handwritten signature in black ink that reads "Gregory F. Murphy". The signature is written in a cursive, flowing style.

Gregory F. Murphy, M.D.  
Member of Congress