President and CEO Neil Meltzer addresses board members, staff, and friends of LifeBridge Health at the system-wide Annual Meeting in June.

What’s Next for LifeBridge Health:
A Forward-Looking Conversation with President & CEO Neil Meltzer

Neil Meltzer: Naturally, they are an incredible source of pride, and a testament to the strength of our commitment to our communities. But they are also a reminder that, just as we all want to stay fit as we age, we also want LifeBridge Health to continue to grow, thrive and stay strong as we enter the next phase of our organization’s life.

How do you make sure that happens?
I certainly don’t do it alone! Strong leadership is vital to our future, and I have a talented leadership team behind me, including Executive Vice Presidents Leslie Simmons, Brian White and David Krajewski, along with Sinai Hospital President Dr. Jonathan Ringo and so many others.

We also couldn’t do what we do without the wisdom and guidance of...
What’s Next for LifeBridge Health
continued from page 1

our board, including our most recent chairman, Jason Blavatt, and our new chair, Barry Levin. Together, with our physician leaders and thousands of dedicated employees and volunteers throughout our organization, we have a strong foundation to build and grow.

What is first on your team’s agenda for the future of LifeBridge Health?

Our core mission is to provide high-quality care to our patients, and we want to make sure that never changes. Across the board, every one of our hospitals is working to ensure that. This year, Northwest and Levindale were the first two of only three hospitals in the state to earn patient safety certifications from the Maryland Patient Safety Center. And Northwest was the first hospital in our system to win the prestigious Minogue Award—the state’s highest honor for patient safety innovation.

The quality of our care is also being noticed on a national level. In May, Carroll Hospital was invited to present its quality strategies at a national conference, and, for the second year in a row, Carroll Hospice was a national Hospice Honors recipient for quality achievement. U.S News & World Report recognized Sinai again as one of our state’s best, and named Sinai’s departments of neurology & neurosurgery among the nation’s top programs.

How do you think the patient experience will change?

Compassion drives everything we do, so the patient experience will only get better. At Carroll Hospital, for example, we are preparing to launch a new “couplet care” program that will allow new moms to stay in the hospital with their premature or high-risk infants, offering more bonding and connection during a period of intensive care. Our pediatric emergency departments are simultaneously working to become “autism friendly,” through advanced training and sensory awareness tools, including a special toy box.

In everything we do, we want to make sure we are treating the whole patient. You can see that in our Samuelson Children’s Hospital at Sinai, where new programs such as cooking lessons, art therapy and super hero parties allow kids to just be kids, not patients defined by their illnesses. Similarly, at Levindale, we offer everything from computer classes to karaoke so that our older residents can continue to lead active, engaged lives.

From couplet care to senior engagement, it’s clear that LifeBridge Health is always looking for new ways to care for people at every stage of life. What’s next on that front?

Our vision is to offer a continuum of care that goes well beyond the inpatient setting. A great example is Springwell Senior Living in Baltimore’s Mt. Washington neighborhood, which joined the LifeBridge Health family in February and broke ground on a 99-bed expansion in the spring. That partnership means we can now offer our community a much-needed assisted living solution that shares the same high standards for quality and compassion as all our other LifeBridge Health affiliates.

And that’s just one of the many ways we’re expanding our footprint well beyond the walls of our hospitals. This year, we added surgery centers in Ellicott City and Owings Mills, and just down the street in Owings Mills, you’ll find “LifeBridge Lane,” which leads to new LifeBridge Health physician offices at Foundry Row. We’re also adding physician offices across from the mall at Fairmount Avenue in Towson.

Farther west, patients can now see LifeBridge Health physicians at the Mt. Airy Health & Wellness Pavilion, a beautiful new facility offering primary and specialty care, urgent care, lab work, imaging, physical therapy and a community education space.

We’re also in the process of building a new Old Court Center across from Northwest Hospital. When it’s done, it will be home to a host of health care services, including a senior wellness center and a clinic for patients with chronic illnesses, such as diabetes and COPD.

Through all these initiatives, our goal is to make it easier for our community members to access the health care they need, where they live, at every stage of their lives.

As LifeBridge Health expands its physical presence in the community, how do you see its role as a community leader evolving?

I’m very proud of how we’ve worked over the years to support our communities beyond traditional medical care. Levindale, for example, has built an incredible, almost 60-year partnership with Meals on Wheels. Today, Levindale’s kosher kitchen provides about 700 meals each week to that organization.

Sinai has also made tremendous progress working with Safe Streets to reduce street violence in Park Heights. During the hospital’s 150th anniversary celebration, dozens of our employees joined with members from the community to build a playground for the children in southern Park Heights in just one day.

I could tell you hundreds of other stories like these. Still, we always want to do more. Our purpose statement is “Caring for Our Communities Together.” It’s the reason we exist and the filter through which we pass all decisions.

That is why one of our top priorities right now is education. We want to start by reaching more children in our commu-
What’s Next for LifeBridge Health

continued from page 2

We have created a culture where innovation and technology are deeply and universally valued, from department to department, whether it’s our neurosurgical team performing deep brain stimulation surgery to treat Parkinson’s disease, or our orthopedic team developing a revolutionary new limb-lengthening technology to help children with previously untreatable growth disorders. Our job now is to nurture that culture.

One of the ways we’re doing that is through our Sinai Hospital Bioincubator, which brings emerging bio- and life-science companies together under the same roof as our clinical experts, with the goal to advance medical breakthroughs. I’m extremely proud to say that it’s Maryland’s only hospital-based bioincubator, and it was named an “Innovator of the Year” by the Maryland Daily Record last year.

Speaking of “next generation,” how do you intend to keep LifeBridge Health on the leading edge, in terms of clinical advances and medical breakthroughs?

Although it’s relatively new, the seeds of innovation we’ve planted there are already starting to bear fruit. This year, researchers from our Cardiovascular Institute presented the results of a pilot study with the American Heart Association for a new, potentially game-changing telemonitoring system for people with congestive heart failure.

We’ve also partnered with Dr. Patrick Soon-Shiong, a leading scientist, surgeon and entrepreneur, as part of the national Cancer Moonshot initiative to advance genetic research for diagnosing and treating cancer.

On the technology side, we’re expanding our work with a health IT company—Cognizant—to combine cutting-edge software with our 24/7, nurse-staffed call center to ensure better care coordination between medical providers as well as timely, personalized communication between patients and their care teams.

On the flip side, how does LifeBridge Health prepare for all the uncertainties in health care right now, such as with the Affordable Care Act and the Maryland payment system?

We’re an organization that has long prided ourselves on our adaptability and nimbleness. The nature of health care today has challenged us to think differently. That’s sparked new opportunities, such as our alliance in the Advanced Health Collaborative. We formed the Collaborative with three other Maryland health systems with the idea that, through shared learning and collaboration, we can manage changes in health care more efficiently and effectively than any single organization could on its own.

This year, we joined with these colleagues to become equity partners in Hopkins Health Advantage, a licensed insurance company, offering comprehensive health coverage to Medicare-eligible beneficiaries in 11 Maryland counties. Our willingness to try new things gives us the opportunity to reach more people and more communities.

Of all the things in the works, is there one thing that excites you most about the future?

That’s a tough question. I’m excited about it all! But I must admit, I’m deeply inspired by our employees and staff. They are truly the heartbeat of our organization.

During our recent employee engagement survey, we clearly saw and heard their enthusiasm for our mission: to improve the health of the individuals and communities we serve, through compassion, high-quality care.

It honors me that these nearly 11,000 people have chosen LifeBridge Health as their place to work—and some of them have spent their entire careers with us. At Northwest, we just recognized five employees who have been working with us for 40-plus years. At Carroll Hospital this fall, we’ll recognize three 40-year associates, one 45-year associate, and one 50-year associate. And at Sinai, we recently celebrated three individuals who are 50-year employees—that’s half a century each! It is that same longevity we want for LifeBridge Health itself.
The Family Society recognizes donors who have made gifts of $100,000 or more to Sinai Hospital of Baltimore, Northwest Hospital, Carroll Hospital, Carroll Hospice and Levindale Hebrew Geriatric Center and Hospital since 1998, the year the health system was formed. Donors are invited to join the Society in perpetuity once they have given at least $100,000 cumulatively.

LifeBridge Health honors and remembers those donors whose visionary gifts have provided the foundation upon which our affiliates have been built. If we have inadvertently missed you, please accept our sincere apology and notify us of our omission.

**FOUNDERS SOCIETY**

$1,000,000 OR MORE

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Chairing is Sharing:
Outgoing LifeBridge Health Board Chairs Share Their Wisdom

2017 marked a unique time in LifeBridge Health history: the chairs of all five boards—LifeBridge Health, Sinai, Northwest, Carroll and Levindale—retired from their positions. As they help usher in a new generation of leadership, we asked each chair to share their favorite memories and insights on the organizations they so passionately led. You can read their answers throughout the following pages.

Jason A. Blavatt, Outgoing Chair, LifeBridge Health

How did you first get involved with LifeBridge Health?

As a young person, I had a grandparent who required therapy after a stroke, and my parents felt Levindale was the best option for treatment. I was impressed with the care and the caregivers, and my grandparent was able to return home. Many years later, when provided an opportunity to observe an Agency or Affiliate of the Associated, I chose Levindale. From that day on, I became more involved in the LifeBridge Health System and was proud to serve as the Chairman of the Levindale Board prior to my service as Chairman of the LifeBridge Board.

What makes LifeBridge Health unique in the Baltimore metropolitan area?

LifeBridge Health provides high quality health care in an academic environment, while maintaining the essential connection to our communities. Our continuum of care, within the LifeBridge Health family of providers, allows our patients to receive the highest level of care and remain in one’s home community. We truly reflect our mantra “The Future of Healthcare is Here” at LifeBridge.

What would you tell donors about the impact of their philanthropy at LifeBridge Health?

Philanthropy is the heart of community. It allows us to do what is right for people when business necessities would typically overshadow our wishes. My personal example of the impact of philanthropy is the creation of the Households at Levindale and the renovation of Levindale. We at LifeBridge Health saw a need and decided that the care of our elderly and most frail deserved an upgrade. This was a mission move by the LifeBridge Board to create a living environment that provided dignity and class for a cadre of individuals that could not readily speak for themselves. LifeBridge Health invested the majority of support for the project, however, philanthropy is what made it a reality. For some residents, in the later stages of their lives, their new home is the nicest home in which they have ever resided. That is the power of philanthropy!
Doug Lederman, Outgoing Chair, Northwest Hospital

How did you first get involved with Northwest Hospital?

I’m proud to say that Northwest is my neighborhood hospital. But I was first turned on to health care service when I got the opportunity to observe the Sinai board as part of The Associated’s Young Leadership program. I then went on to serve 13 years on Sinai’s board. After completing my term, I was asked whether I wanted to serve on the Northwest board. I had been chairman of the Audit Committee for Sinai and involved with the due diligence when Sinai and Northwest merged, so I was familiar with many things about the hospital. I believed I could impart some of the wisdom I gained at Sinai to Northwest, so I accepted.

What makes Northwest Hospital unique in our region?

Northwest is unique in that the administration and staff are never satisfied with the present state and are always looking to improve. Under the last two presidents, the staff, services, and quality of the doctors have dramatically improved. In addition, new protocols have been implemented which have improved quality and service and earned the hospital the Minogue Award for Patient Safety Innovation. The hospital’s motto “Quest to Be the Best” has been embraced by staff and doctors and is at the forefront of everything that they do.

What would you like to tell donors about the impact of their philanthropy at Northwest Hospital?

With hospital reimbursements going down and uncompensated care rising, hospitals like Northwest depend on our supporters to stay ahead of the curve. The hospital and its doctors, in our “Quest to Be the Best,” need to be able to purchase the newest and best equipment to serve our patients’ needs. Staying current enables the hospital to recruit the top doctors, nurses, and technicians, as well as bring in new services to serve the entire community.
LifeBridge Health recognizes the following government funders for supporting our health care programs:

**FOUNDERS SOCIETY** ($1,000,000 OR MORE)

- National Institutes of Health
- National Aeronautics and Space Administration (NASA)
- State of Maryland
- Maryland Department of Health and Mental Hygiene
- Maryland Victims of Crime Fund
- Maryland Health Care Commission
- Governor’s Office of Crime Control and Prevention
- Violence Against Women Program
- Health Services and Cost Review Commission
- City of Baltimore
- Maryland Department of Aging
- U.S. Department of Energy
- U.S. Department of Transportation
- U.S. Department of Homeland Security

**INNOVATORS SOCIETY** ($100,000 TO $499,999)

- U.S. Department of Transportation
- Maryland Department of Aging

* deceased

"LifeBridge Health has been a large part of our lives - from giving to receiving. We are proud of its growth in the health care world. By supporting LifeBridge Health in perpetuity, we can ensure the best care in the future."

- Annette and Joseph Cooper, LifeBridge Health Glazer Legacy Society Members

Please see page 14 for more information about the Glazer Legacy Society.
The Circle of Life Society recognizes donors who made charitable gifts totaling $1,000 or more during the last fiscal year in support of any LifeBridge Health affiliate – Sinai Hospital of Baltimore, Northwest Hospital, Carroll Hospital, Carroll Hospice and Levindale Hebrew Geriatric Center and Hospital.

The consistent, devoted support of annual donors makes many of our accomplishments possible. The funds are used to strengthen hospital and affiliate programs, enhance medical technologies, attract the best clinical staff and maintain a healing environment. In short, annual gifts increase the quality of the health care experience we are able to offer our patients.

LifeBridge Health is pleased and honored to recognize the donors who made gifts at the Circle of Life Society – Visionary and Cornerstone Levels – from July 1, 2016 to June 30, 2017.

**VISIONARY LEVEL**

$25,000 & ABOVE

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Ruth Bair
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Bill & Annette Winn
Saul Zaentz Foundation

$5,000 – $24,999

Anonymous (6)
1st Mariner Bank
A total of $20.6 million was received in new gifts and pledges for the fiscal year ending June 30, 2017. Shown here: sources of the extraordinary support given to Sinai Hospital, Northwest Hospital, Carroll Hospital, Carroll Hospice and Levindale Hebrew Geriatric Center and Hospital.

Philanthropic support makes a tremendous difference throughout the health system. At right: how donors directed their gifts during fiscal year 2017.
David Ulfelder, Outgoing Chair, Levindale Hebrew Geriatric Center and Hospital

How did you first get involved with Levindale?

My involvement with Levindale began during the latter part of 2003 when I was serving as president of the Pikesville Chamber of Commerce. I was invited to the ribbon-cutting for the new Weinberg Building in Pikesville, and, at the time, Levindale was managing the building. At the ceremony, the then-executive-director of Levindale asked if I would consider serving on the Levindale board and the Weinberg Building board. I have been a member of Levindale’s Board ever since.

Over time, my involvement became more personal. I had one family member who was a Levindale resident for three years until his passing. I currently have another family member who has been a resident of the Households at Levindale for the past five years.

What makes Levindale unique in our region?

Levindale is a very unique institution. The general public has viewed Levindale as a nursing home since the creation of the institution. However, Levindale is much more; it also provides hospital services, rehabilitation, and step-down care for patients coming from acute facilities. Levindale is also quite unique in that it is the only Eden Alternative facility in the community. The Eden principles have a direct positive effect on the residents and patients residing in Levindale.

What would you like to tell donors about the impact of their philanthropy at Levindale?

My message to donors—and I have toured Levindale with many of them—is that the programs provided by Levindale for residents and patients can only be appreciated if one were to watch and observe the sheer joy that residents and patients exhibit when music, pets, and entertainment are provided. As the elderly population in our nation and our community continues to grow, it is our mission and responsibility that we treat this segment of our population with dignity and compassion. Participating in the Levindale programs, financially and personally, ensures that we are fulfilling our mission.
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Mr. & Mrs. David P. Ruck, Jr.
The Sands Family Foundation
Dr. Hermine P. Saunders
Mr. & Mrs. Dana Saunders
Cindy & Jeffrey Saval
Mr. & Mrs. Edward Schaefer
Mrs. Tae S. Schaefer
Mr. Lawrence P. Schluhe
Scott Electric Foundation
Mr. Jeffrey & Mrs. Susie Scott
Robin Weiman, Outgoing Chair, Sinai Hospital

How did you first get involved with Sinai Hospital?
Ronnie Footlick, who is my good friend and a member of the LifeBridge Health and Sinai Hospital boards asked me to join her on the Sinai Hospital board of directors. With her commitment and love for the hospital, how could I say no! It inspired me as a way to give back to the hospital and the community which I hold dear.

What makes Sinai Hospital unique in our region?
As both a community hospital and a teaching hospital, Sinai’s dual focus on caring for our patients and teaching tomorrow’s health care leaders is a very unique combination. It creates a hospital where patient care is both highly compassionate and on the cutting-edge of medical delivery. Our patients and our residents get the best of both worlds here.

What would you like to tell donors about the impact of their philanthropy at Sinai Hospital?
Sinai Hospital is a non-profit faced with the business realities that all non-profits face. Their philanthropy is what allows the hospital to maintain its mission of serving the community and providing the most advanced care. The impact of our donors’ generosity cannot be overstated.
Planned gifts (also called legacy gifts, future gifts or deferred gifts) can provide immediate benefits to our donors while providing support to LifeBridge Health affiliates well into the future. As our health system has grown, so have the opportunities to support our services and programs.

Examples of planned gifts include:

**GIFTS BY WILL**
Requests allow you to secure an estate-tax deduction for the value of your gift.

**GIFTS THAT PAY YOU INCOME**
You can support LifeBridge Health and retain income for yourself and loved ones through a charitable gift annuity (CGA) or charitable trust.

**GIFTS THAT PROTECT YOUR ASSETS**
Charitable lead trusts (CLTs) allow you to benefit LifeBridge Health now, then your heirs.

**GIFTS OF RETIREMENT PLANS**
Consider retirement-plan benefits for a significant gift to LifeBridge Health. Simply make Sinai Hospital, Northwest Hospital, Carroll Hospital, Carroll Hospice, or Levindale Hebrew Geriatric Center and Hospital the beneficiary of your IRA, 401(k) plan, profit-sharing plan, Keogh plan, or 403(b) plan.

**How to get involved**
We invite you to join the LifeBridge Health Glazer Legacy Society, which honors individuals who have included a LifeBridge Health affiliate in their wills or made provisions for other “planned” gifts*.

**BENEFITS INCLUDE:**
- Special legacy society lapel pin (or pendant)
- An invitation to private legacy society gathering
- Recognition in donor listings including our annual Honor Roll of donors
- Special recognition on the LifeBridge Health Family Society wall in the main lobby of Sinai hospital if your irrevocable gift exceeds $500,000
- Complimentary flu shots
- ChangingLives newsletter and LifeBridge Health, the magazine

*Carroll members are members of the Carroll Hospital Foundation’s Bridge Builders Society.

For more information on planned gifts or our legacy society, please call our development office at 410-601-GIFT (4438), or visit www.lifebridgehealthgiftplans.org.
Bridge Builders are an esteemed group of donors who have included Carroll Hospital or Carroll Hospice as part of their estate planning. These lasting legacies have been made through a will, retirement plan, insurance policy, certificate of deposit, bank account, charitable gift annuity or trust.

Helen Whitehead, Outgoing Chair, Carroll Hospital

How did you first get involved with Carroll Hospital?

An acquaintance recommended me to the board in 2007. I was looking for a way to give back to my community and this was a perfect opportunity for me, as I had been a health care banker at the start of my career and then went on to work at a national public long-term care organization. So I had enough of a health care background to make the learning curve not too steep. I have served for 10 years now, and the ability to work alongside such talented and committed board members and leaders has been one of the highlights of my life.

What makes Carroll Hospital unique in our region?

Carroll Hospital always ranks at the top of all Maryland hospitals in terms of quality and financial management metrics. Our position as a mid-size sole community provider has allowed us to be very nimble and much more responsive to community needs than larger organizations and those that are combatting multiple competitors in their markets. We also enjoy an incredible connection with our community partners, including the state and local government, which has allowed us to be more effective at creating joint programs that positively impact the community, like Access Carroll [a clinic for low-income patients].

What would you like to tell donors about the impact of their philanthropy at Carroll Hospital?

Our hospital is driven by its uncompromising commitment to provide the highest quality health care experience for our community members in all stages of their lives. Every decision we make is based on what will help us better meet that goal. Great examples of this are the William E. Kahlert Regional Cancer Center, the Tevis Center for Wellness or our new, cutting-edge Couplet Care maternity program. None of these programs would have come to fruition without the help of our incredible donors. They truly make a difference in our community members’ lives.
Maryland First Lady Yumi Hogan and AT&T Maryland, Washington, D.C. and Delaware President Denis Dunn toured the Tracy’s Kids art therapy program in July at The Herman & Walter Samuelson Children’s Hospital at Sinai. AT&T contributed $25,000 to Tracy’s Kids to benefit the Sinai program, which uses art therapy to help children with cancer cope with the emotional impact of the disease.

Pictured left to right are: Danielle Eichner, Art Therapist; Denis Dunn, AT&T; First Lady Yumi Hogan; and Dr. Aziza Shad, Samuelson Children’s Hospital Chair