LifeBridge Health, Inc., a Maryland not-for-profit, is one of the largest, most comprehensive providers of health services in the Baltimore area. Based in Baltimore and Baltimore County, this regional health care organization includes Sinai Hospital of Baltimore, Northwest Hospital, Levindale Hebrew Geriatric Center and Hospital, Courtland Gardens Nursing & Rehabilitation Center, and related subsidiaries and affiliates. In addition to treating acute and chronic health conditions, LifeBridge Health advocates preventive care, wellness and fitness services, and programs to educate and support members of the surrounding communities. Though LifeBridge Health draws patients from across the United States and many countries around the world, its focus is on serving the people of greater Baltimore.

LifeBridge Health was formed on October 1, 1998, through the merger of the Sinai Health System (Sinai Hospital of Baltimore and Levindale Hebrew Geriatric Center and Hospital) and Northwest Hospital Center. On January 1, 2000, the not-for-profit Jewish Convalescent & Nursing Home (today named Courtland Gardens Nursing & Rehabilitation Center) also joined LifeBridge Health.

LifeBridge Health aspires to the highest levels of clinical care and support for the communities it serves. It seeks to shape the future of health care delivery by educating the next generation of physicians and other health care professionals, and engaging in clinical research. Combined, Sinai and Northwest hospitals admit nearly 40,000 patients and provide care for approximately 145,000 emergency visits each year.
In addition to its core institutions, LifeBridge Health includes:

- The Baltimore Jewish Health Foundation Inc. and the Baltimore Jewish Eldercare Foundation Inc. to hold and manage endowment funds to benefit Sinai and Levindale, respectively.
- Children's Hospital at Sinai Foundation Inc. (CHSF) holds endowment funds to benefit Sinai's pediatric programs. These funds were transferred to CHSF as part of the 1999 affiliation between LifeBridge Health and the Herman & Walter Samuelson Children’s Hospital.
- LifeBridge Insurance Company, Ltd., a Cayman Islands company, arranges insurance and endowment funds to support Sinai Eldercare Foundation Inc.
- LifeBridge Investments Inc., a holding company for various business interests. Its subsidiaries include:
  - LifeBridge Health & Fitness LLC, which operates a fitness center in Owings Mills, Maryland.
  - LifeBridge Health & Fitness, LLC, which operates a fitness center in Owings Mills, Maryland.
  - Practice Dynamics Inc., which furnishes billing services for the Sinai Hospital faculty, physicians employed by Northwest Hospital, and other affiliated physicians and providers.
  - Sinai Eldersburg Real Estate LLC, which owns the LifeBridge Health Care Center, a medical office building in Eldersburg, Maryland.

**LifeBridge Health Primary Care**

LifeBridge Health has primary care physicians at the following community locations:

- **BIH Primary Care**
  - Eldersburg, MD
- **Carroll Medical Group**
  - Hampstead, MD
- **Clinical Associates**
  - Baltimore, MD
  - Owings Mills, MD
  - Pikesville, MD
  - Towson, MD
- **Drs. Gauss & Blitso, P.A.**
  - Towson, MD
- **Tubacora Rainbow, M.D.**
  - Owings Mills, MD
- **Drs. Krepivnek and Sherman, P.A.**
  - Baltimore, MD

**LifeBridge Health Pediatrics**

100 Harford Rd.

**Main Street Pediatrics**

- Towson, MD
- **Susan Melzter, M.D.**
- Owings Mills, MD
- **Mez, Ten and Sarande**
- Towson, MD
- **Drs. Porikh and Kumar, P.A.**
- Owings Mills, MD

**Potomac Physicians, P.A.**

- Annapolis, MD
- Baltimore, MD
- Bel Air, MD
- Baltimore, MD
- Catonsville, MD
- Frederick, MD
- Laurel, MD
- Catonsville, MD
- Owings Mills, MD
- Owings Mills, MD
- Timonium, MD

**Ragle Sallait, M.D.**

- Essex, MD
- Owings Mills, MD

**Deliah Salahudin, M.D.**

- Owings Mills, MD

**Sinai General Medicine Associates**

- Baltimore, MD

**LifeBridge Health Urgent Care**

To offer a true comprehensive continuum of care, LifeBridge Health has partnered with ExpressCare Urgent Care Centers. These centers are located in the following Maryland areas:

- Bel Air
- Forest Hill
- Westminster

**Main Street Pediatrics**

- Towson, MD
- **Susan Melzter, M.D.**
- Owings Mills, MD
- **Mez, Ten and Sarande**
- Towson, MD
- **Drs. Porikh and Kumar, P.A.**
- Owings Mills, MD

- Potomac Physicians, P.A.
- Annapolis, MD
- Baltimore, MD
- Bel Air, MD
- Baltimore, MD
- Catonsville, MD
- Frederick, MD
- Laurel, MD
- Catonsville, MD
- Owings Mills, MD
- Owings Mills, MD
- Timonium, MD

- Ragle Sallait, M.D.
- Essex, MD
- Owings Mills, MD

- Deliah Salahudin, M.D.
- Owings Mills, MD

- Sinai General Medicine Associates
- Baltimore, MD

**Recent Milestones**

- In September 2012, the Rubin Institute for Advanced Orthopedics grew beyond Sinai Hospital by opening three satellite locations in Westminster, Eldersburg and Owings Mills and expanding its surgical and rehabilitation services to Northwest Hospital.

**LifeBridge Health Fundraising**

The LifeBridge Health Department of Development is responsible for raising funds for program support, capital projects and endowments for LifeBridge Health and its affiliated institutions. The Department of Development solicits support for LifeBridge Health and its affiliates through special events, direct mail appeals, donor cultivation events and individual meetings with prospective donors. Additionally, the department fosters relationships with the system’s diverse constituency to encourage ongoing community-wide support for more informative and engaging opportunities, call 410-601-GIFT (4438) or visit lifebridgehealth.org/giving.

The following financial and statistical information is for the period July 1, 2012 through June 30, 2013.

<table>
<thead>
<tr>
<th></th>
<th>Sinai</th>
<th>Northwest</th>
<th>Levindale</th>
<th>Courtland</th>
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<td>3,165</td>
<td>1,385</td>
<td>203</td>
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<tr>
<td>Physicians</td>
<td>1,081</td>
<td>716</td>
<td>202</td>
<td>64</td>
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<tr>
<td>Licensed beds</td>
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<td>254</td>
<td>330</td>
<td>151</td>
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<tr>
<td>Gross profit (loss)</td>
<td>845,830,000</td>
<td>270,784,000</td>
<td>87,569,000</td>
<td>17,290,000</td>
<td>87,817,000</td>
<td>1,308,296,000</td>
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<tr>
<td>Uncompensated care ($)</td>
<td>2,994,000</td>
<td>19,190,000</td>
<td>2,503,000</td>
<td>1,082,000</td>
<td>66,000</td>
<td>60,879,000*</td>
</tr>
</tbody>
</table>

*Figures represent back debts and charity care, i.e., any care provided for which compensation was not received.

**LifeBridge Health Centers of Excellence**

- Sandra and Malcolm Berman Brain & Spine Institute
- Max & Lela Lapidus Cancer Institute
- LifeBridge Health Cardiovascular Institute
- Rubin Institute for Advanced Orthopedics

**Recent Milestones**

- As of January 1, 2014, all LifeBridge Health campuses are 100 percent tobacco and smoke free.
- In the November 2013 issue of Baltimore magazine, 82 LifeBridge Health-affiliated physicians were named to the annual Top Docs list, an honor given to less than 5 percent of the area’s licensed physicians.
- In October 2013, as part of its efforts to build a robust continuum of care, LifeBridge Health formed a strategic partnership with ExpressCare Urgent Care Centers.
- In June 2013, the LifeBridge Health Krieger Eye Institute expanded its services by opening a new, full-service office and optical shop at Northwest Hospital, bringing the number of its locations to three.
- In April 2013, three of LifeBridge Health’s core institutions – Sinai, Northwest and Levindale Hospitals – were each recognized with a Partner for Change Award given each year by Practice Greenhealth for exemplary environmental protection achievements in the health care industry.
- In September 2012, the Rubin Institute for Advanced Orthopedics grew beyond Sinai Hospital by opening three satellite locations in Westminster, Eldersburg and Owings Mills and expanding its surgical and rehabilitation services to Northwest Hospital.
“Caring for our communities together”

This is more than LifeBridge Health’s motto; it is our mission. The communities we serve have a diverse and complex range of needs, such as medical conditions that need to be caught early and managed for life, like diabetes and heart disease; the promise of safe and healthy families where children can do more than grow, but actually flourish; and gainful, meaningful employment. LifeBridge Health has developed a variety of programs and initiatives to meet these needs and, more than that, to bring hope to vulnerable and underserved people.

We do this by going far beyond the brick and mortar of our hospitals and physician practices—we go out into our surrounding neighborhoods. We bring community health educators to churches, town centers and other community organizations; we design hospital-based programs and classes that empower our neighbors to take charge of their overall well-being; and we create new opportunities to access health care.

The health care industry is shifting its focus toward managing the health and well-being of entire populations. But LifeBridge Health has always taken steps to protect, and enhance, our surrounding communities; this makes us uniquely equipped to serve as a leader in the new health care landscape.

The Freedom to Screen Program helps lower-income, uninsured and underinsured women in Baltimore County and city access vital resources in detecting—and treating—breast cancer. Unfortunately, Baltimore County has one of the highest incidences of breast cancer in the state, and Baltimore City has the highest breast cancer mortality rate of any jurisdiction in Maryland. This is largely because many of the women in these communities do not have inroads to preventive care, such as risk assessment, mammograms and clinical breast exams.

The program, a collaborative effort between the Herman & Walter Samuelson Breast Care Center and the Alvin & Lois Lapidus Cancer Institute, as well as cancer programs run through Baltimore County and city, combines a powerful clinical component with an emphasis on education. Though we traditionally think of screening in terms of exams and mammographies (which Freedom to Screen does cover), the program also employs simpler, though no less powerful, technologies, such as online risk assessments. Freedom to Screen partners with faith-based and community groups, as well as other health care organizations, to share information about prevention and detection. The program has also been proactive about reaching out to providers within LifeBridge Health to identify patients who might qualify for assistance.

Freedom to Screen provides outreach, education and resources; each of these elements works in tandem toward detecting breast cancer at a pivotal early stage, when treatments can be most effective. The program’s reach extends beyond risk assessment and screening: Patient navigators will also shepherd women and their families through the treatment process. Freedom to Screen funds can help with transportation costs and even meal vouchers.

Freedom to Screen has helped women in some of the most underserved populations achieve a greater access to the care they need to make fully informed, empowered decisions about their health. Knowledge can be more than power; it can mean nothing less than life itself.

Freedom to Screen
SINAI HOSPITAL
2401 W. Belvedere Avenue
Baltimore, MD 21215
lifebridgehealth.org/sinai

Sinai Hospital’s mission is to provide quality patient care, educate medical students and residents, and engage in medical research to improve the lives of its patients.

Sinai Hospital of Baltimore was founded in 1868 as the Hebrew Hospital and Asylum. It is a nonprofit agency of THE ASSOCIATED: Jewish Community Federation of Baltimore and provides care for all people.
Births
Physicians
Neonatal Intensive Care Unit
Total Adult Admissions/Visits
Total Outpatient Visits
Beds
Cardiology
Endocrinology
Hospital Internal Medicine
Hospital Pediatrics
Hospital Orthopedics
Hospital Neurology
Hospital Surgery
Hospital Urology
Hospital Radiology
Hospital Radiation Oncology
Hospital Anesthesiology
Hospital Pediatrics
Hospital Otolaryngology
Hospital Orthopedics
Hospital Psychiatry
Hospital Critical Care
Hospital Emergency Medicine
Hospital Physical Medicine and Rehabilitation
Hospital Neurology
Hospital Cancer Treatment

The Teaching Hospital
Education is a core mission at Sinai, the state's largest independent academic medical center. Its community-based teaching program combines the supportive environment of a community hospital with the academic and research capabilities of a university hospital. An enthusiastic faculty, many with appointments at the Johns Hopkins University School of Medicine and the University of Maryland School of Medicine, are nationally and internationally recognized experts in their fields. They join with Sinai attending physicians to guide resident education, research and patient care and to carry forward from a broad range of socioeconomic and ethnic backgrounds in a variety of clinical settings. Excellent educational programs and access to state-of-the-art facilities and the latest equipment help prepare these residents to be leaders in today's health care settings.

Medical students and residents from programs all over the world participate in the education and training programs offered at Sinai. In addition, students from the University of Maryland and University of Maryland medical students train at Sinai for their mandatory clerkships. Nearly 500 medical students of Maryland medical students train at Sinai for their mandatory clerkships. Nearly 500 medical students of Maryland medical students train at Sinai for their mandatory clerkships. Nearly 500 medical students of Maryland medical students train at Sinai for their mandatory clerkships. Nearly 500 medical students of Maryland medical students train at Sinai for their mandatory clerkships. Nearly 500 medical students of Maryland medical students train at Sinai for their mandatory clerkships. Nearly 500 medical students of Maryland medical students train at Sinai for their mandatory clerkships. Nearly 500 medical students of Maryland medical students train at Sinai for their mandatory clerkships. Nearly 500 medical students of Maryland medical students train at Sinai for their mandatory clerkships. Nearly 500 medical students of Maryland medical students train at Sinai for their mandatory clerkships. Near...
Part of truly caring for our communities means engaging them directly to understand what their most pressing health needs really are. LifeBridge Health team is a community health needs assessment (CHNA), which incorporates information gathered through surveys, community feedback sessions, and engagement with local community groups and public health experts. The CHNA revealed that, within the areas surrounding LifeBridge Health – most notably Randallstown, Woodlawn and southern Park Heights – the most significant concern is what Terrie Dashiell, manager of Community Health Initiatives, calls “a heart disease cluster.” This cluster is a deadly combo of heart disease–related conditions including (but not limited to) high blood pressure, stroke, obesity and diabetes.

According to the Centers for Disease Control, roughly 600,000 Americans will die of heart disease in a single year; that’s one in four deaths, and it makes heart disease the leading killer of men and women in the United States. LifeBridge Health developed the Changing Hearts Program to reduce those numbers.

“Changing Hearts is a free risk identification and prevention program,” Dashiell explains. A nurse educator and community health worker team up to help people who have a high risk of (but have not been formally diagnosed with) heart disease refine their diets, acclimate to exercise, reduce stress and manage their medications over the course of a year. But the education extends beyond the nuts-and-bolts of heart health; participants also learn about how their hearts actually work.

“The Changing Hearts Program provides care to people who are medically underserved; range in age from 18 to 70; and meet evidence-based clinical criteria, such as high blood pressure and cholesterol.” Dashiell says. Changing Hearts has been reaching out to churches, apartment complexes and community centers to ensure that people from all backgrounds have access to care. The Changing Hearts team will continually monitor and support participants, even making home visits at the three-, six- and nine-month marks; they will also drop by in a participant’s final month with the program. “At the end of their time with us, we hope that people will show evidence of clinical improvement,” adds Dashiell. “They’ll feel more empowered in their follow-up interactions and will also experience an overall better quality of life.” To keep participants active and engaged with their health and community, Changing Hearts works to mentor them via phone calls, expected to make a life decision. DOVE showed us how abuse is defined — they didn’t just throw us pamphlets and brochures and expect us to make a life decisions. DOVE sat down and explained how to go about each process.”

Changing Hearts

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“The Changing Hearts Program provides care to people who are medically underserved; range in age from 18 to 70; and meet evidence-based clinical criteria, such as high blood pressure and cholesterol.” — Terrie Dashiell

Sinal and northwest hospitals have been at the vanguard of domestic violence prevention throughout Maryland. In 1996, Sinai Hospital was identified as one of three sites for the development of a hospital-based domestic violence intervention program. The Family Violence Program at Sinai Hospital has been shepherding families out of the cycle of violence for decay to 20 years by providing abusive support via crisis intervention, individual and group counseling for women, ongoing support services and, significantly, coordination of these services, and legal information and court advocacy. Hospital-based programs are uniquely equipped to educate health care providers about the signs of violence, which empowers them to refer their patients for assistance.

The Domestic Violence (DOVE) Program at Northwest Hospital also provides a comprehensive range of services for survivors – such as crisis counseling and safety planning, forensic recording of injuries; referrals to community resources; and temporary emergency assistance to meet basic needs like food, transportation and medical care. DOVE has partnered with local law enforcement agencies to provide ongoing case management and support. Members of the DOVE Program staff have rallied for survivors of the state legislature, advocating for bills and laws that will better protect families from all backgrounds.

One of DOVE’s signature achievements has focused on educating health care providers about the signs of strangulation. Strangulation is one of the most brutal, lethal forms of intimate partner violence. It’s the victim’s last breath (usually in the perpetrator’s hands). Members of the DOVE team helped to develop the Physician Stabulation Protocol, which includes a specific set of questions for the patient and a specific set of steps for completing a physical exam. DOVE’s work in crafting and implementing the strangulation protocol received recognition from the National Office for Victims of Crime (which is part of the U.S. Department of Justice’s Office of Justice Programs). On April 24, 2013, U.S. Attorney General Eric Holder presented Audrey Bergin, DOVE Program manager, with the Award for Professional Innovation in Victim Services.

The work that the domestic violence prevention programs at LifeBridge Health do on behalf of survivors can have a lasting impact. The daughter of one woman who sought help from the DOVE Program says that she has learned “to have healthy relationships with my friends, my family and my boyfriend. DOVE showed us how abuse is defined ...
Northwest Hospital, located in Randallstown, carries out its vision to be the recognized leader in clinical quality and customer care in the northwest Baltimore metropolitan area, including Baltimore County, western Baltimore city, and Carroll and Howard counties.

In its 50-year history, Northwest Hospital has grown from a small, privately owned hospital into the regional medical facility it is today. Its philosophy of patient-centered care remains paramount as evidenced by its Friesen concept-designed inpatient units. The Friesen design replaces centralized nursing units with fully stocked nursing alcoves outside each patient room, allowing nurses to spend more time with patients. Furthermore, all patient rooms are private.

Known for its focus on quality of care and the patient experience, the SurgiCenter at Northwest Hospital ranks among the country’s best in patient satisfaction. Northwest has also been recently recognized as an accredited chest pain center by the Society of Chest Pain Centers.

Beds

<table>
<thead>
<tr>
<th>Medical/Surgical</th>
<th>211</th>
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</thead>
<tbody>
<tr>
<td>Wards</td>
<td>79</td>
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<tr>
<td>Total</td>
<td>290</td>
</tr>
</tbody>
</table>

Admissions/Visits

| Total          | 11,956 |
| Urgent Care Unit | 5,376  |
| Total Inpatient | 6,580  |
| Total Surgical | 529    |
| Same Day Admit | 728    |

Additional Information

| Physicians    | 716 |
| Employees     | 1,662 |

Medical Departments

- Anesthesiology
- Emergency Medicine
- Gynecology
- Medicine
- Oncology
- Orthopedic Surgery
- Pathology
- Psychiatry
- Radiology
- Surgery
- Urology

Centers of Excellence

- Avri & Lois Lapidus Cancer Institute
- Bower K. & Jonelle M. Fine Orthopedic Center
- Center for Wound Care and HBOT
- Cosmetic Surgery Center

Accreditations/Certifications

- American Association of Blood Banks
- American Association of Cardiovascular and Pulmonary Rehabilitation

Fellowships Based at Northwest

- American Association of Gynecologic Laparoscopists Fellowship
- Minimal Invasive Surgery Fellowship
- ESOP Program for mid-career gynecologists

- American College of Radiology
- American College of Surgeons
- College of American Pathologists
- Interdisciplinary Commission for the Accreditation of Endocrinology Laboratories
- Joint Commission
- Society of Chest Pain Centers
- Undersea and Hyperbaric Medical Society
Recent Milestones

• In 2013, the LifeBridge Health Krieger Eye Institute opened an office and optical shop in the Northwest Professional Center on the hospital’s campus. In addition to general eye care and vision screenings, the full-service location offers a complete range of ophthalmic subspecialties.

• In 2013, the hospital’s DONOR Program, which serves survivors of domestic violence, was awarded a National Crime Victims’ Services-Award from the National Office for Victims of Crime, part of the U.S. Department of Justice’s Office of Justice Programs.

• In 2013, the psychiatric unit was relocated, opening in an expanded space in the hospital’s newest tower.

• For the second year in a row, in 2013, Northwest earned the Get With The Guidelines®-Stroke Gold Plus Quality Achievement Award from the American Heart Association and the American Stroke Association. Northwest, designated by the Maryland Institute of Emergency Medical Services Systems as a Stroke Center, has a comprehensive system for fast diagnosis and treatment of stroke patients.

• For the third year in a row, in 2013, Northwest Hospital’s Subacute Unit was named a Best Nursing Home by U.S. News and World Report. The unit earned this honor by having a five-star overall rating from the Centers for Medicare and Medicaid Services.

• In 2012, Northwest Hospital was accredited by the Society of Chest Pain Centers. To earn this accreditation, Northwest implemented a standardized process so that patients who arrive at the emergency room with chest pain and other heart attack symptoms are evaluated and treated rapidly.

• In 2012, the Herman & Walter Samuelson Breast Care Center was named a Breast Imaging Center of Excellence by the American College of Radiology. In 2011, the center received full accreditation from the National Accreditation Program for Breast Centers.

• In 2012, Northwest Hospital was accredited by the Society of Chest Pain Centers. To earn this accreditation, Northwest implemented a standardized process so that patients who arrive at the emergency room with chest pain and other heart attack symptoms are evaluated and treated rapidly.

Northwest Hospital Management Team
Brian White
President
Kelly Corbi
Vice President, Operations
Ron Ginsberg, M.D.
Vice President, Medical Affairs
Sue Jabert
Vice President, Patient Care Services
Grand Kusmierek
Senior Vice President and Chief Financial Officer

Northwest Hospital
Board of Directors, 2013-2014
Rosalie Atkinson
Vice Chair
Robert Bauar
Judy Berg
Dallas Bass, Ph.D.
D. A. Bierman, Esq.
John Bunting, M.D.
Richard Kemper
Eugene Kinnier, Secretary
Douglas Leitman, Chair
Audrey Schick
Nick Maffione, Jr.
Jasmin Miljkovic
Thomas F. Ranieri, Vice Chair
Paul L. Sarco
William I. Smayun, M.D.
Harry E. Watts, M.D.
Josef R. Wohl, Treasurer
Alan S. Yarbro, Esq.
Norbert Zemankiewicz, D.D.

Ex-Officio
Warren Appetey, Ed.D.*
Neil M. Medlar
Willie White

Northwest Hospital’s post-acute care services consist of 481 beds spanning across two campuses: Levindale Hebrew Geriatric Center and Hospital and Courtland Gardens Nursing & Rehabilitation Center. The division includes long term care, behavorial health, a chronic hospital and skilled nursing home beds as well as outpatient psychiatric day treatment programs.
For nearly 125 years, Levindale Hebrew Geriatric Center and Hospital's mission has been to provide quality health care and develop forward-looking programs for the elderly and disabled. Its unwavering commitment to this endeavor has only grown stronger as the need for such services increases.

In 2000, Levindale proudly became the first registered Eden Alternative center in Maryland. This philosophy infuses companionship, empowerment and spontaneity into the lives of residents and patients. More recently, as a participant in the Pioneer Network, Levindale is helping change the culture of elder care by adopting social models that embrace flexibility and self-determination.

Even its physical environment reflects this bold new model. Recently, Levindale invested in an 87,000-square-foot capital expansion project that set new standards for excellence in care for the elderly. The new space opened to residents in January 2012 and includes a three-story resident complex. Each resident has a suite with a private bedroom, bathroom and shower. It is located within a neighborhood consisting of 84 resident rooms, which are divided into six households with 14 rooms each. Every household has a centrally located kitchen that serves kosher food.

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Beds – Nursing Home

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Beds – Specialty Hospital

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<td>Adult Day Care Unit*</td>
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Outpatient Behavioral Health Services

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<td>Outpatient Services Unit (OPS)</td>
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Admissions Services

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<td>Hospital</td>
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*Includes Acute Rehabilitation and Complex Medical

Founded in 1890 as the Hebrew Friendly Inn, Levindale was named for Louis H. Levin, a former executive director of the Associated Jewish Charities. Levindale is an agency of THE ASSOCIATED: Jewish Community Federation of Baltimore.
Because Levindale went beyond meeting the basic qualifications and demonstrated significant progress in other target areas, the provider was designated “with distinction.”

In late 2011, Levindale Households were dedicated and in early 2012, residents began occupying the new 84-bed addition on the Harry and Jeanette Weinberg Campus. They became the first fully operational households in Maryland.

In 2011, Levindale began a partnership with the Jewish Museum of Maryland to permanently house revolving exhibits in the new town center.

In 2006, Levindale continued its path of culture change through adoption of the Neighborhood Model. It has turned units into “neighborhoods” to focus on resident-centered care, which emphasizes the individual needs of residents and patients.

In 2003, Levindale went to great lengths to address the needs of residents and patients suffering with Alzheimer’s disease and dementia. Levindale began training staff on the use of non-pharmacological treatments to slow data progression and make life in nursing homes more tolerable. In 2000, Levindale continued its path of culture change through adoption of the Neighborhood Model. It has turned units into “neighborhoods” to focus on resident-centered care, which emphasizes the individual needs of residents and patients.

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The Cylburn Community
Sinai Hospital has collaborated with Cylburn community organizations on initiatives that help residents further their education and their career goals. The hospital sponsors and funds a scholarship program for area students who are entering college. Sinai also works with community leaders to recruit potential candidates for employment.

Center for Urban Families and Our Daily Bread Employment Center
LifeBridge Health assists clients from both of these organizations to develop their job interviewing skills, which is a key step in obtaining full-time employment. LifeBridge Health has a partnership with Maryland One-Stop Career Centers, Maryland One-Stop Career Centers
LifeBridge Health regularly shares open postings with Maryland One-Stop Career Centers. Maryland One-Stop Career Centers to help match qualified applicants with jobs within the system.

Maryland One-Stop Career Centers
LifeBridge Health assists clients from both of these organizations to develop their job interviewing skills, which is a key step in obtaining full-time employment. LifeBridge Health has a partnership with Maryland One-Stop Career Centers, Maryland One-Stop Career Centers
LifeBridge Health regularly shares open postings with Maryland One-Stop Career Centers. Maryland One-Stop Career Centers to help match qualified applicants with jobs within the system.

RETURN! To Work Vocational Reentry Program at Sinai Rehabilitation Center
VSP Sinai Hospital’s Vocational Services Program, or VSP, is a regional leader in breaking down the barriers to employment for disadvantaged people, including people with disabilities. Using a client-centered approach, VSP offers a comprehensive continuum of training and workforce development services, including career assessment, work adjustment training, youth services, office technology skills, job placement and direct employment. In 2013, 248 people completed VSP’s training programs, and 115 obtained competitive employment within LifeBridge Health or with other local employers.

Healthcare Careers Alliance
HCA helps to connect youth between the ages of 18 and 21 with careers in healthcare fields. To help them acquire the job skills they need, HCA staff assists youth through career assessment and program orientation, two weeks of job readiness and life skills training, and seven weeks of work training. HCA employs a comprehensive continuum of training and workforce development services, including career assessment, work adjustment training, youth services, office technology skills, job placement and direct employment. In 2013, 248 people completed VSP’s training programs, and 115 obtained competitive employment within LifeBridge Health or with other local employers.

Spotlight on VSP: Cynthia Joseph’s Story
Cynthia Joseph is a veteran of the U.S. military who has overcome a lot of challenges on her path to employment. Her years of service in the U.S. military taught her a lot about fortitude and perseverance. She had also cultivated years of experience in clerical work before she had to leave her full-time job to care for her child. Despite her demonstrated abilities in keeping an office running efficiently, Cynthia found her attempts to rejoin the workforce stymied at every turn. She says she was “at a loss” about how to demonstrate her skills to prospective employers.

That is when she approached the Maryland Division of Rehabilitation Services and was referred to VSP’s Work Adjustment Training Program.

While at VSP, Cynthia gained new skills – and new confidence – with aplomb. “I was able to reorient myself to the workforce and broaden my current skills,” she says. Cynthia was placed in the Rubin Institute for Advanced Orthopedics (RIAO) for training, where she was quickly recognized for her work ethic and team spirit. Cynthia was able to establish a routine that balanced her on-the-job responsibilities with her role as a busy mom. Through VSP, job readiness training workshops, Cynthia learned how to search for jobs online, write an effective resume and interview well; she also learned to develop problem-solving strategies.

While the full support of the team at VSP, Cynthia was hired on as a physician office associate at the RIAO. Her role was vital and complex: She processed all insurance authorizations for a variety of RIAO procedures, while significantly reducing authorization turnaround time. Recently, Cynthia was promoted to an even more exciting position as an international finance specialist. Now, she coordinates financial arrangements for patients all over the world. This new job is ideal for Cynthia, because it allows her to establish future career goals. She plans to get a master’s degree in public administration.

Working for LifeBridge Health has given Cynthia more than just a job. It has given her a calling: “I like making a difference in people’s lives and know that, in part, due to our staff’s professionalism, patients leave our service with a better outlook on life.” – Cynthia Joseph

To live our richest, fullest lives, each of us needs a sense of purpose. The LifeBridge Health Workforce Development Initiatives are oriented toward helping our neighbors reach their fullest potentials, to refine their natural interests and talents and use them to find – and flourish in – jobs that feel meaningful.

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LifeBridge Health & Fitness, named one of Club Industry magazine’s top 100 health clubs, provides a wide variety of free individualized programs. A nearly 70,000-square foot premier fitness center with state-of-the-art equipment, it attracts professional athletes and amateurs alike.

LBH&F was one of the first in the country to fully integrate rehabilitative and clinical health programs in a community-based fitness facility. It offers a range of specialized wellness programs for people with special health care needs. Phase III of LifeBridge Health’s cardiac rehabilitation program takes place at LBH&F.

LBH&F also offers a metabolic weight loss program; Wellness Connection, a program designed to address a person’s needs and wants in conjunction with his or her physician’s recommendations; and Face2Face, Baltimore’s only fully structured induction program catered to a member’s individual needs.

Recent Milestones

• In 2012, LBH&F launched its new website, bestbaltimorefitness.com. The website includes a new look and feel, with enhanced information and access to schedules and special offers.

• In 2012, LBH&F opened a renovated cycle studio with the latest equipment and technology.

Programs and Offerings

• Aquatics and swim lessons
• Group exercise and yoga classes
• Massage and bodywork
• Metabolic weight loss program
• Nutritional counseling
• Parisi Speed School
• Personal training
• Rock climbing
• STOTT PILATES®
• Total Body Resistance Exercise (TRX)
• Wellness Connection, medically based exercise program
Because the best health care often involves intangible offerings that improve quality of life for our patients and visitors, LifeBridge Health has a variety of partners that allow us to offer truly comprehensive medical and retail services.

Outpatient Pharmacies at Sinai Hospital and Northwest Hospital
These retail pharmacies at Sinai and Northwest Hospitals serve individual prescription needs with competitive pricing. The sites offer over-the-counter medicine and a variety of other health care products.

ExpressCare Urgent Care Centers
Open seven days a week, 365 days a year, patients can walk in without an appointment and receive immediate and convenient care for conditions that do not require the acuity of an emergency room.

Homecare Maryland, LLC
Providing health care and health-related services to people at home, Homecare Maryland nurses are on-call 24 hours a day, seven days a week. Homecare Maryland also offers the services of physical and occupational therapists, speech pathologists, home health aides, medical social workers, and dietitians.

LifeBridge Health Physical Therapy powered by Physiotherapy Associates
LifeBridge Health Physical Therapy gives patients access to expert care in sports medicine and performance, back and neck care, orthopedic physical therapy, postoperative rehabilitation, aquatic physical therapy, neurological rehabilitation, work injury rehabilitation, and many other specialty services.

National Respiratory Care, LLC
A medical supplier, National Respiratory Care sells tracheostomy supplies, invasive mechanical ventilators, oxygen equipment, respiratory suction pumps and ventilators, and positive pressure breathing machines.

Pulse Medical Transportation
This transportation company provides all levels of patient transport including advanced life support. The company offers medical transportation, including wheelchair and stretcher transportation, to and from LifeBridge Health facilities.

The Krieger Eye Institute
Optical Shops
Located at the Krieger Eye Institute branches at Northwest Hospital and Quarry Lake, the optical shops have a full range of corrective lenses, contact lenses and glasses frames from the basic to the high fashion.

In addition to LifeBridge Health & Fitness, these partners include:

The Shops at Sinai
Gift Shop
Adjacent to Sinai Hospital’s Outpatient Pharmacy, the gift shop offers affordable flowers, cards, stuffed animals, jewelry, hand bags, candy and more.

Bijoux Terner
The Bijoux Terner store offers jewelry, watches, handbags, scarves, sunglasses, belts, gloves, hats and other fashion accessories all at an affordable price of $10.

Marketplace
The Marketplace is a convenient stop for coffee and dessert, take-home dishes, and basics like milk and eggs.

Subway
Offering healthy, convenient and affordable food options, the Sinai Hospital location of the world’s largest submarine sandwich chain is open 24 hours a day, seven days a week.