2016 Annual Report & Community Benefit Summary
LifeBridge Health provides an annual report and community benefit summary so that the public can measure how it gives back to the community. Under policy reform, policymaking increasingly focuses on addressing the underlying social determinants of health as an indispensable dimension of health system transformation. For this reason, LifeBridge Health’s community benefit spending strongly focuses on programs that improve the health of the greater community, such as chronic disease management, housing support, nutrition, child development, employment and community development.
Dear Friends,

One of LifeBridge Health’s guiding principles is “caring for our communities together.” We’re a system that strives to care for the whole person, body and spirit, and to support the health and well-being of our patients and friends through cooperation and connection.

In this issue, you’ll read about LifeBridge Health’s population health and community benefit programs. The promise of population health is to create healthier people and neighborhoods by providing the right level of care, improving access to preventive and primary care, offering education and support, and partnering with local organizations to advance these goals.

Access Carroll is working to improve lives by addressing the cycle of poverty, addiction and poor health in Carroll County’s most vulnerable population. Northwest Hospital is investing in its community by encouraging homeownership and supporting health sciences programming in local schools.

As we continue the vital work of addressing health disparities and social barriers, whether we’re coming together to build a playground or investing in new technology that gives patients the ability to monitor their chronic diseases, we are making our world better, one person at a time.

Helen Keller said, “Alone we can do so little, together we can do so much.” I invite you to join us as we continue to work together to care for our communities. If you would like to volunteer or support our programs, please see lifebridgehealth.org/givingandvolunteering.

Sincerely,

Neil M. Meltzer
President and CEO
LifeBridge Health
LifeBridge Health at a Glance

LifeBridge Health consists of Sinai Hospital of Baltimore, Northwest Hospital, Carroll Hospital and Levindale Hebrew Geriatric Center and Hospital – along with LifeBridge Health Partners, such as LifeBridge Health & Fitness and many subsidiaries and affiliates. As one of the largest, comprehensive and most highly respected providers of health-related services in the region, LifeBridge Health combines technology, skills and expertise with warmth and compassion. LifeBridge Health offers comprehensive treatment and preventive and wellness services – involving patients and their family members as partners in a journey to be well and stay well. Additionally, LifeBridge Health has a commitment to partnering with surrounding communities to provide education and resources.

Destination Programs at LifeBridge Health

While LifeBridge Health offers comprehensive services in nearly every area of medicine, the following Centers of Excellence attract patients from every county in Maryland, all 50 states and countries from around the world:

- Alvin & Lois Lapidus Cancer Institute
- Krieger Eye Institute
- LifeBridge Health Cardiovascular Institute
- Rubin Institute for Advanced Orthopedics
- Sandra and Malcolm Berman Brain & Spine Institute
- William E. Kahlert Regional Cancer Center

STATISTICS

The following financial and statistical information is for the period July 1, 2015, through June 30, 2016.

EMPLOYEES

Total: 10,104
- Sinai: 4,690
- Northwest: 1,688
- Carroll: 1,988
- Levindale: 827
- LBH and Other Entities: 911

PHYSICIANS

Total: 2,979
- Sinai: 1,138
- Northwest: 735
- Carroll: 402
- Levindale: 222
- LBH and Other Entities: 482

BEDS

Total: 1,238
- Sinai: 505
- Northwest: 238
- Carroll: 165
- Levindale: 330
- LBH and Other Entities: 0

GROSS PATIENT REVENUES

Total: $1,880,770,000
- Sinai: $891,688,000
- Northwest: $290,536,000
- Carroll: $317,457,000
- Levindale: $88,806,000
- LBH and Other Entities: $292,283,000

UNCOMPENSATED CARE

Total: $68,702,000
- Sinai: $33,593,000
- Northwest: $16,889,000
- Carroll: $8,712,000
- Levindale: $4,740,000
- LBH and Other Entities: $4,768,000

OTHER GROSS REVENUE

Total: $98,597,000
- Sinai: $56,234,000
- Northwest: $16,847,000
- Carroll: $5,359,000
- Levindale: $2,147,000
- LBH and Other Entities: $18,010,000

1. Includes Community Physician Enterprise, LifeBridge Health Partners, LB Anesthesia, LifeBridge Investments, etc.
2. Total number of credentialed physicians
3. Care provided for which compensation is not received, i.e., any combination of bad debts and charity care
4. Includes unrestricted contributions
Sinai Hospital of Baltimore

In its 150 years, Sinai Hospital has grown from a humble 10-room hospital in downtown Baltimore to a major academic research center, while maintaining the atmosphere of a community hospital. Every day, Sinai fulfills its mission to provide compassionate, high-quality, cost-effective health care to all people in the community, regardless of age, race, religion or income.

In 2016, U.S. News & World Report recognized Sinai Hospital as one of the state’s best, and ranked Sinai’s departments of neurology and neurosurgery as two of the top programs in the nation. Additionally, Sinai Hospital’s BioIncubator team was recognized by the Daily Record as “Innovators of the Year.” The BioIncubator brings emerging bio- and life-sciences companies and LifeBridge Health’s clinical experts together under one roof, in an effort to advance medical breakthroughs and innovations.

Select Medical Services
- Alvin & Lois Lapidus Cancer Institute
- ER-7 Emergency Center
- Geriatric Surgery
- Herman & Walter Samuelson Children’s Hospital
- Krieger Eye Institute
- LifeBridge Health Cardiovascular Institute
- Louis and Henrietta Blaustein Women’s Health Center
- Sinai Rehabilitation Center
- Rubin Institute for Advanced Orthopedics
- Sandra and Malcolm Berman Brain & Spine Institute
- Sleep Center
- Stroke Center

An Academic Center
Education is Sinai’s core mission. As 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.

Medical students and residents from programs all over the world participate in the education and training programs offered at Sinai Hospital, with nearly 500 receiving clinical training at Sinai each year.
Northwest Hospital

Northwest Hospital, located in Randallstown, Md., carries out its vision to be the leader in clinical quality and patient care in the northwest Baltimore metropolitan region.

This year, Northwest Hospital was honored for its dedication to clinical quality and patient care, with the Minogue Award for Patient Safety Innovation. Each year the Maryland Patient Safety Center presents this prestigious award to the top organization in the state that has implemented innovative and creative solutions to improve patient safety outcomes.

Northwest Hospital’s strong philosophy of patient-centered care is evident from its friendly employee culture to its facility design. The hospital leads in surgical innovation and is home to a state-of-the-art emergency department.

Select Medical Services

- Cardiac Rehab
- Cosmetic Surgery Center
- ER-7 Emergency Center
- Herman & Walter Samuelson Breast Care Center
- Krieger Eye Institute
- Psychiatric Services
- Rubin Institute for Advanced Orthopedics
- Sandra and Malcolm Berman Brain & Spine Institute
- Sleep Disorders Center
- SurgiCenter (Ambulatory Surgery)
- Vascular Institute
- Wound Care and Hyperbaric Oxygen Therapy (HBOT)

 Beds

<table>
<thead>
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<th>Bed Type</th>
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<tr>
<td>Medical/Surgical</td>
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<td>Psychiatric</td>
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<td>Subacute Care</td>
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Admissions/Visits

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<tr>
<td>Medical/Surgical Admissions</td>
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<td>Psychiatric Admissions</td>
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<td>Outpatient Visits</td>
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<td>Subacute Admissions</td>
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2016 Annual Report & Community Benefit Summary
Carroll Hospital

Carroll Hospital, located in Westminster, Md., has provided compassionate, high-quality care to the people of Carroll County for more than 55 years. From a modern birthing center and progressive wellness program to minimally invasive surgical procedures and expert cancer care, Carroll Hospital offers services for every stage of life.

This year, Carroll Hospital launched initiatives to help people take control of their health, including the new Care Solutions program for ongoing guidance and education surrounding chronic illnesses, outpatient palliative care, and a geriatric resource specialist in the emergency department. The hospital also expanded access to care with the opening of the Mount Airy Health & Wellness Pavilion, which features primary and specialty providers, imaging, urgent care, a lab and physical therapy.

Select Medical Services

- Behavioral Health
- Carroll Hospice
- Emergency Medicine
- Minimally Invasive and Advanced Surgical Care
- Orthopaedics and Sports Medicine
- Outpatient Services
- Tevis Center for Wellness
- William E. Kahlert Regional Cancer Center
- Women and Children

<table>
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<th>BEDS</th>
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<td>Total: 165</td>
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<tr>
<td>Medical/Surgical: 93</td>
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</tr>
<tr>
<td>Neonatal Unit: 10</td>
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<tr>
<td>LDRP Bassinets: 15</td>
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<tr>
<td>Obstetric: 20</td>
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<tr>
<td>Pediatric: 7</td>
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<tr>
<td>Psychiatric: 20</td>
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<table>
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<th>ADMISSIONS/ VISITS</th>
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<tr>
<td>Births: 1,081</td>
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<td>Emergency Department Visits: 52,371</td>
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<td>Outpatient Cancer Center Visits: 21,818</td>
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<td>Outpatient Clinic Visits: 24,198</td>
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<td>Surgical Cases: 7,763</td>
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<tr>
<td>Total Adult: 10,002</td>
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</table>

lifebridgehealth.org
Levindale Hebrew Geriatric Center and Hospital

Levindale Hebrew Geriatric Center and Hospital has been carrying out its vision for more than 125 years to provide high-quality health care and innovative programs for people who are elderly and disabled. Levindale continues to change the way we think about elder and acute care.

Levindale was one of the first centers in Maryland to adopt the Eden Alternative model. The Eden Alternative model focuses on person-directed care, emphasizing independence and offering a consistent continuum of care for elders in a homelike living environment. The Households at Levindale offers a bright, joyous, long-term care environment that provides residents with private suites and many unique amenities, including music therapy, a senior garden and social gatherings.

Levindale’s specialty hospital and long-term skilled nursing facility offer a range of services for a variety of conditions including memory care, coma and brain injury recovery, chronic ventilator care and weaning, and heart failure. Levindale provides these services and more across the entire care continuum to its patients and residents.

Select Medical Services

- Accredited Acute Rehab Program
- Adult Day Care Services
- Behavioral Health Unit
- Critical and Long-Term Care
- High Intensity Care Unit
- Households at Levindale
- Pain and Palliative Care
- Partial Hospitalization Program
- Specialized Pulmonary Care Services and Vent Weaning

Beds

Total: 330
- Nursing Home/Comprehensive Care Beds (includes subacute and dementia care): 210
- Specialty Hospital (includes behavioral health, acute rehabilitation and chronic): 120

Outpatient Behavioral Health Services

Levindale Partial Hospitalization Program and Outpatient Services Capacity

- Belvedere: 50
- Partial Hospital: 20
- Pikesville: 40

Admissions

- Hospital: 1,455
- Nursing Home: 648

2016 Annual Report
Late on a Wednesday afternoon, multiple generations – from toddlers to grandmas – are gathered in the auditorium of Mount Moriah Baptist Church in Baltimore, where chef Tia Berry from the American Heart Association is here to present Simple Cooking With Heart, an innovative and interactive program that empowers people to create delicious, simple-to-prepare heart-healthy food in their own kitchens.

“We make things that are familiar, like fajitas, chili and salad dressings, and people participate in making a meal themselves,” says Berry, who has a personal interest in nutrition: heart disease runs in her family. She adds, “Heart disease is the No. 1 cause of death for Americans, and it’s prevalent in the African American community.”

This program resulted from a partnership among LifeBridge Health, the American Heart Association (AHA) and the surrounding faith community. In attendance is the Rev. Domanic Smith, LifeBridge Health’s ever-cheerful and nattily attired pastoral outreach coordinator.

Berry has presented Simple Cooking With Heart demonstrations at many congregations in the area. At Colonial Baptist Church in Randallstown, she showed congregants how to make chicken salad out of common pantry ingredients, including low-sodium canned chicken, dried cranberries, water chestnuts for crunch, low-fat mayonnaise and nonfat sour cream. She also demonstrated the proper use of a chef’s knife.

The Rev. Smith says that faith-based organizations are a natural fit for community outreach, and adds that the AHA and LifeBridge Health have also partnered to distribute CPR kits and train hundreds of community members to administer hands-only CPR. Complementing this partnership, LifeBridge Health also plans to provide city residents better access to high-quality food with the Healthy Corner Store Initiative, which focuses on getting fresh fruits and vegetables, along with nutritious choices like hummus and pretzels, into “food deserts.”

At Mount Moriah, William A.D. Hamilton, the minister of government and community relations at Kingdom Worship Center in Towson, says that he himself suffers from hypertension and has a high BMI. “It’s important that vulnerable populations are taught at programs such as Simple Cooking With Heart, ways to eat more healthily, and also that these vital programs are well-supported.”

Between bites of Berry’s healthy chili, Hamilton’s son, 4-year-old Ayden Hamilton, enthusiastically pronounces it “good,” with a huge smile.
Population Health – Supporting the Health of Our Communities

A New Approach to Care
What is population health? “It’s the right care at the right time in the right place,” says Jonathan Ringo, M.D., president and COO of Sinai Hospital, chief medical information officer and vice president of clinical transformation.

Population health is a new quality-centric way to measure success in health care that addresses the health and well-being of patients and their communities.

As part of the population health effort at LifeBridge Health, Dr. Ringo has been spearheading efforts to advance clinical information systems for the purposes of better serving patients and staff and transitioning from fee-for-service systems to those predicated on value-based care, population health and care management.

“The mission of the population health department is threefold: We want to ensure that patients are receiving the right care at the right time; we want to improve access to preventive care, including primary and chronic disease management; and we want to enhance community programs and social service connections within the community to support neighborhood health. Doing these things will help keep people well,” explains Darleen Won, assistant vice president of the population health department at Sinai Hospital.

“Population health strives to improve the health of both individuals and communities, particularly those from vulnerable populations, by alleviating both medical and social barriers to care. Our new Community Care Coordination Program improves the quality of care by bringing together much-needed access to medical and social care,” explains Susan C. Westgate, M.B.A., M.S.W., L.C.S.W.-C, director of community care coordination at LifeBridge Health.

“If a patient has multiple return visits to the emergency department, it is very likely that they are not receiving appropriate primary or preventive care, or that they have a chronic condition that is not being effectively managed. Furthermore, the ability to manage those health care conditions is far too often compromised as a result of unmet social needs,” says Westgate.
Structural factors such as lack of transportation, unstable income, lack of adequate housing, and low health literacy can have a profound impact on whether care is both accessed and received.

LifeBridge Health’s newly created Community Care Coordination Program seeks to address health disparities through fostering patient and community relationships that enable access to consistent care. Unfortunately, high-risk and rising-risk patients are far too often socially and emotionally isolated, may not know how to manage their condition or feel overwhelmed by the challenges of their daily life circumstances. Once a patient is identified as high-risk or rising-risk, often by a primary care or emergency department provider, members of the community care coordination team intervene. Their charge is to not only help the patient receive and schedule follow-up care, but also to ensure that they receive the support needed to stay well through provision of educational resources, medication management assistance and much-needed advocacy.

“[We] must not only engage with individuals who are in need, but also create a bigger, stronger community network around them,” says Westgate.

LifeBridge Health is actively working with community leaders, community-based programs, and hospital-based partnerships to identify strategic opportunities to further address health disparities, resource deficiencies and complex problems arising from social isolation.

The Community Care Coordination Program is one of many initiatives that fall under the growing umbrella of population health at LifeBridge Health. In this issue, you will also read about a creative partnership between LifeBridge Health, the American Heart Association and local faith communities that promote heart-healthy cooking (page 9), a new initiative to intervene with and prevent street violence through fostering mentor relationships (page 14), classes that help community members gain job skills, and many other innovative community-based initiatives. All of these programs are about improving quality of care through creating relationships that transcend the traditional model of health care.

Bridging the Gaps to Access Through Technology

Jonathan Held, 74, was experiencing shortness of breath and didn’t feel well. The Hampstead, Md., resident went to Carroll Hospital, where he was diagnosed with congestive heart failure (CHF) and introduced to and enrolled in a telemonitoring pilot program designed specifically for patients with CHF. The goal of this program is to proactively identify symptoms that could result in the exacerbation of Held’s chronic health condition.

“Telemonitoring allows a provider to monitor a patient remotely and address any red flags before they become so serious that they require hospitalization. This is extremely beneficial to patients attempting to manage their chronic disease,” says Sharon McClernan, R.N., B.S.N., M.B.A., M.H.A., vice president of clinical integration at LifeBridge Health.

“Not only are we doing what’s necessary to get a patient well, but we’re also doing what we can to keep a patient well in the long term,” adds Melissa Jones-Holley, D.N.P., M.S.N., A.P.R.N., F.N.P.-C, director of disease management and population health at Carroll Hospital.

In the program, patients take their own readings with blood pressure meters, pulse oximeters, glucose meters and scales. The readings are then sent wirelessly to medical professionals, who use the data to compare a patient’s new reading and pre-established clinical thresholds.

“If any of the readings are unsatisfactory, the care provider is alerted and gives you a call,” says Held. “At first my readings were coming back high. Dr. Holley called me immediately and asked what was going on. It was really reassuring to receive that call. I knew that I had someone looking out for me.”

Another telehealth pilot program is telepsychiatry, which aims to provide prompt mental health access in the emergency department through one-on-one video-conferencing. Instead of waiting for a mental health clinician to arrive on-site, a patient can typically consult with a professional and receive a treatment plan within an hour of arrival.

Sinai and Northwest hospitals also have telehealth programs underway.

By addressing issues through community outreach that have a negative impact on patient health and helping patients receive the care they need by providing education to help them acquire the skills to maintain their health at home, LifeBridge Health is changing the way health care is delivered.
As field trips go, this was a memorable one. It involved a human brain.

Seventh graders from the Northwest Academy of Health Sciences (NAHS) magnet middle school in Pikesville recently visited Northwest Hospital for an in-depth, behind-the-scenes tour. Northwest has been working with NAHS to provide students with hands-on health sciences experiences and introduce them to a wide array of jobs in health care. The tour was organized by Northwest’s community coordinator Gwendolyn Joseph-Lewis and led by volunteers from the Employee Activity Committee.

The students visited the breast care center, emergency department, laboratory, physical therapy, radiology, respiratory therapy, central sterile processing and security. At each stop, staff experts spoke about each department and their roles, and answered questions.

The kids said that seeing a real human brain in the lab was definitely a highlight. The Northwest excursion was part of NAHS' seventh grade Health Sciences Career Exploration Program, which includes lab work along with college readiness skills like note-taking, study habits, teamwork and critical writing.

Magnet coordinator LaShawn Brown says that the students' first trip to the hospital was a chance for them to get a first-hand look at careers they had researched beforehand. “This tour let our students see health science careers in action through the lens of ‘Where can I see myself in the future?’”

“The tour was very exciting; my favorite part was seeing the brain in the lab.”
– Emmanuel Oke

“In the future, I would like to have a cure for cancer.”
– Praise Korie

“I would like to take care of patients who aren’t physically or mentally well.”
– Glory Durojaiye

“I’m interested in how patients transition to and from different areas in the hospital and how everything and everyone work together.”
– Jaidyn Wells

“I’d like to work in forensics.”
– Ashyra Wells

“I liked seeing the patient center. This hospital looks like a medical hotel!”
– Justin Aninakwa
Breaking the Cycle of Violence

LifeBridge Health Partners With Safe Streets to Transform Lives
Keenen Scott was arrested for selling drugs at 14. Scott, a thoughtful, intelligent 19-year-old resident of Park Heights, was hungry and worried about his siblings. Older guys in the neighborhood were offering an "easy" way to earn money. Fortunately for Scott, Albert Brown, then an outreach worker at Safe Streets who had known Scott all his life, heard of Scott's arrest and reached out to him.

Safe Streets is an organization within the Baltimore City Health Department that is dedicated to preventing violence by intervening in conflicts before they escalate, remediating conflicts after they happen, mentoring boys, and connecting them to resources to help them stay in school – and, in many cases, says Brown, now a violence prevention coordinator, "just listening to them."

Preventing and Mediating Conflict
Safe Streets' success has been remarkable. In 2015-16, the original Safe Streets post in Park Heights had 423 days without a shooting. The Safe Streets program is now expanding to an additional location in Park Heights with funding from LifeBridge Health. "Sinai Hospital saw the amazing results that Safe Streets had with their first post in Park Heights," says Darleen Won, assistant vice president of population health at LifeBridge Health. "We had had an informal relationship working with them through the Kujichagulia (Kuji) Center, and we advocated to the Maryland Health Services Cost Review Commission (HSCRC) to create another Safe Streets post closer to the hospital."

Building on the idea that violence is a disease that can be prevented with vigilance, mediation and mentorship, Safe Streets' violence interrupters (VIs) work to identify, detect and interrupt violence before it happens. VIs canvass the streets every day from 4 p.m. to midnight, keeping their eyes and ears open. If a conflict is brewing, VIs interrupt and mediate the dispute before it escalates. If a conflict has already occurred, VIs bring the parties together to resolve the conflict. "We had two guys who shot each other, and a month later they were sitting down and working it out," says Rashad Singletary, site director of Safe Streets Park Heights.

"As with any illness, prevention is much better than treatment," says Jonathan Ringo, M.D., president and COO of Sinai Hospital. "It's comparable to diabetes or heart disease. We have a mission to see to the health of our communities, and that includes partnering with our neighbors to address the roots of disease and create a healthier environment."

With funds from the HSCRC and a matching grant from Sinai Hospital, the Safe Streets program is funded as part of the Population Health Workforce Support for Disadvantaged Areas Program. Sinai Hospital is committed to expanding the Safe Streets program and to training and hiring additional community health workers from geographic areas of high economic disparities and unemployment. These workers will fill new care coordination-related positions within the population health department, with the goal of creating community-based jobs that pay reasonable wages.

"When a victim of violence is present at Sinai's trauma center or emergency department, our trained hospital responders visit them, and ask them if they are safe, and if the conflict is over," says Ademola Ekulona, director of the Kují Center. Hospital responders have the authority to get information from patients and engage social services. They keep in close contact with Safe Streets, which follows up closely when necessary. "Sometimes people take revenge at funerals," says Brown. Safe Streets can also refer clients to the Kuji Center's Workforce Readiness Program.

"One victim of severe violence can have a tremendous cost," says Dr. Ringo. "There's the psychological impact on caregivers, families, victims and the perpetrators themselves. If we break that cycle, the impact is broken exponentially."

Credible Messengers
Brown told Scott that he was headed down the wrong road and that he had to buckle down and chase his dreams. Brown had, in fact, been through the same thing. In the summer between 11th and 12th grades, Brown's father passed away. Brown, a varsity football player, had to make a choice himself: football or rent that was due in a week. He was arrested for selling drugs shortly afterward. "If it weren't for the grace of God, I wouldn't be here," says Brown, now a violence prevention coordinator at Safe Streets.

Many of Safe Streets' staff were once caught up in criminal activity, and now dedicate themselves to helping young men as "credible messengers."

"I was going in one direction, and then I did a 180-degree change with Mr. Brown," says Scott. "Whatever I was going through, he kept pushing me through all the trials and tribulations. Scott, who went on to graduate from Northwestern High School, will attend Baltimore City Community College in the fall. He is planning to become a registered nurse and, while he's studying, pursue his other love: basketball. "There are only two ways out of that life," says Scott. "Jail or death."

Scott, who is now enrolled in the Kuji Center's Workforce Readiness Program, says, "I'm just going to keep becoming a better man."
Building the Future Together

Sinai and Local Community Organizations Create a New Playground for Park Heights Kids
Sinai Hospital celebrated its 150th anniversary with a special community service project: a new playground in Park Heights. Sinai worked with the national nonprofit organization KABOOM! and local groups including Park Heights Renaissance, which is leading the area’s redevelopment, and Neighborhoods United, a grassroots organization of more than 20 northwest Baltimore neighborhood associations. This coalition worked through the summer of 2016 to select and purchase a site, raise matching funds and organize volunteers to prep the site and build the playground in October.

The design process started with children at Edgecombe Circle Elementary in Park Heights. The kids submitted their drawings and ideas for what they wanted at the playground – including two stages, benches, chess, checkers, hopscotch and a mini-library. They also chose the color scheme – purple and orange for the Ravens and the Orioles. “The kids got a voice,” says Principal Gloria Pulley. “The boys and girls took it so seriously and considered the needs of younger children in their families as well.”

On the day of the big build, hundreds of volunteers from LifeBridge Health’s Community Service Corps (CSC), Coppin State University, members of the LifeBridge Health leadership including President and CEO Neil Meltzer, and many local residents gathered to build the playground in about six hours.

The CSC, whose volunteer efforts at community-focused events have included park and stream cleanups, helping out at community festivals and writing and delivering cards to hospitalized children, is an employee-started and -led organization. “It began because a lot of LifeBridge Health employees want to give back to the communities we serve,” says Andrew Kanoff, manager of strategic planning at LifeBridge Health and Community Service Corps steering committee member.

CSC volunteer Karen Adams says it was a great day for everyone there and a wonderful chance to connect with the local community. “The playground build was a huge success due to positivity, teamwork and the commitment of many. Employees, families, and friends came together and created a dream come true.”

“The playground gives kids hope,” says George Mitchell, president of Neighborhoods United. “When we had the first meeting at the library and we asked the kids to draw a playground, one of them drew a jail cell, but we’re changing the culture of Park Heights.” The playground is a great success, he adds, and plans were immediately put in motion to put on plays and musical performances on the stages there.

“Creating this beautiful playground on a prominent site in Park Heights, as a gateway to our community, shows residents and others that we are on the move,” says Cheo Hurley, executive director of Park Heights Renaissance. “Our Clean and Green Team maintains it, and seeing our families and kids enjoy it every day is very gratifying.”
Those helmets made a big impact on our young neighbors: The Park Heights Saints made it all the way to the American Youth Football National Championships in Florida. The Saints won the Junior Pee Wee championship, 19-6.

Along with football and life lessons, the Park Heights Saints have appeared on national television and had opportunities to travel to Biloxi, Miss., to help in the aftermath of Hurricane Katrina, the Martin Luther King, Jr. National Historic Site in Atlanta, and Kevin Plank’s Sagamore Farm with Ray Lewis.

Head Coach Robert Johnson has been working with the Saints for a decade. After having gotten caught up in street life as a younger man, he decided he wanted to make a change in his community and in children’s lives.

“Our program is bigger than football,” he says. “It’s a leadership program, the kids get life lessons and build brotherhood with people they don’t know,” he says. “We save lives on and off the field... Saving kids is priceless, and to know that I am impacting kids’ lives is all I could ask for.”

Twelve-year-old Maurice Moore, the team’s quarterback, says he has learned to work hard and always do his best. The team’s demanding practices, which include offensive and defensive drills and plenty of laps around the field, certainly did pay off. Several former Saints players have made it into the NFL, and Maurice has his sights set on a pro football career. Which team? Maurice doesn’t miss a beat. “The Carolina Panthers.”

Football helmets, even for 8-10 year olds, are not cheap. Given the role they play in preventing head injuries, they shouldn’t be.

“The kids need football helmets all the time,” says Garrick Williams, youth development specialist at Sinai Hospital. Besides his role at Sinai, “Coach Garrick” is a pastor and the founder and CEO of the Park Heights Saints football organization. Started in 2000, it has 275 kids ages 5-14 in nine teams, plus one cheerleading team for girls.

Williams, who is known as the “mayor of Park Heights,” was invited to work at Sinai 16 years ago to provide outreach to young men in the neighborhood. As part of his work at Sinai, he began visiting local grade schools and working with boys in the fifth through eighth grades, many of whom crossed over into his football program.

“It’s not just about football,” he says. He teaches the boys before each practice about behavior, responsibility and independence. “I tell them that their first name is ‘Choices,’ and their last name is ‘Consequences.’”

Sinai’s Neighborhood Improvement Micro-Grant Program was established in 2015 as a way for employees who live in the 21215 ZIP code to fund their own community projects. Grants have been made for such initiatives as an off-campus graduation for Pimlico Elementary School and a community diabetes program.

Williams applied for a $2,500 grant to purchase 20 new helmets. “The helmets get beat up and they outgrow them,” he says.
Ten to 15 years. That’s the gap in life expectancy between the poorest and wealthiest citizens in our nation, according to a 2016 study published by the Journal of the American Medical Association. In Carroll County, Access Carroll is working to change that.

A joint venture among Carroll Hospital, the Carroll County Health Department and The Partnership for a Healthier Carroll County, Access Carroll was created in 2005 to break the cycle of poverty and poor health that affects the nearly 10,000 Carroll County residents who live below federal poverty guidelines.

The nonprofit provides a wide range of free and sliding scale fee integrated health care services to patients regardless of their ability to pay, including primary care, dental care, lab work, pharmacy services and care coordination services — all delivered by a team of volunteer, in-kind and paid staff of medical professionals.

In 2016, Access Carroll partnered with the Carroll County Health Department’s Bureau of Prevention, Wellness and Recovery to greatly expand the clinic’s behavioral health services. Services now include ambulatory detox for alcohol and opioid addictions, urgent care for crisis intervention, individual and group counseling, and opioid overdose response training.

The expansion is timely, considering that Carroll County, like most of the region, has witnessed a spike in opioid drug use and overdose deaths in recent years.

“The reality of what is affecting these individuals and families in Carroll County cannot be ignored,” says Tammy Black, executive director of Access Carroll. “Substance abuse disorder has no limitations to socioeconomic status or education and crosses over into every realm of culture.”

The expansion is also one more way for Access Carroll to ensure it can continue to serve its rapidly growing and evolving patient base. In fiscal year 2016, the clinic tallied 10,381 patient encounters, including medical encounters with 528 new patients and dental encounters with 496 new patients.

With Carroll Hospital’s support and grant monies from the Carroll Hospital Foundation endowment fund, Access Carroll has been able to add much-needed staff, including a full-time social worker dedicated to patients with behavioral health challenges. “Access Carroll is proud to be a community-centric model of care that directly responds to the needs of our own community,” says Black.

For more information on how you can help support Access Carroll, or to make an appointment, please visit AccessCarroll.org or call 410-871-1478.

Tammy Black, executive director of Access Carroll
Izzy Patoka, director of community development at LifeBridge Health, adds, “We hope that with the more employees that move to the neighborhoods surrounding our facilities, it will revitalize the communities as well as strengthen LifeBridge Health’s relationship with residents new and old.” Patoka knows about strengthening community relationships as he oversees Housing Benefits to Benefit Seniors (HUBS), an invaluable LifeBridge housing program that helps seniors safely age in place through providing funds for necessary home repairs. Lack of funding for needed repairs can often be a source of displacement for many seniors. An all-too-common consequence for many seniors who cannot keep up with maintenance of their home is losing their home and the equity that goes with it. Social worker Keri Bennett, who purchased a home in Pigtown/Washington Village through Live Near Your Work, serves as the central point of contact for HUBS at Sinai Hospital.

“We hope to strengthen our connection to the community,” Bennett’s reflections on housing and various LifeBridge Health housing initiatives connect back to the value of the Live Near Your Work program. She says that community developers theorize that you can work as much as you want in an area, but you won’t make a maximum impact there until you live there. “Until you live with those you are trying to impact you will be seen as an outsider – someone who may not understand fully. It’s not until you are a part of that community that they begin to see you as completely invested.”

If You Worked Here, You’d Be Home by Now

Homebuying Incentives Aim to Create Flourishing Communities

James McGill’s morning commute to Northwest Hospital is shorter than many commercial breaks on the radio: five minutes.

“It takes me longer to get from the parking lot to my office than to drive to work,” says McGill, an administrator in Northwest Hospital’s radiology department. Prior to his move, McGill’s commute took about 30 minutes. He is not only happy that he’s spending less time in the car but he’s saving approximately $300 a month on gas.

After success with Sinai and Levindale employees who participated in Live Near Your Work with Baltimore City, LifeBridge Health expanded financial incentives to employees who purchase a home in Baltimore County. Through the initiative Baltimore City or Baltimore County will award a grant to a homebuyer purchasing within its limits, which LifeBridge Health then matches. Employees who purchase in partnering neighborhoods may receive up to $5,000.

“Neighborhoods such as Stevenswood, Fieldstone, Greens Lane and Courtleigh are convenient to many LifeBridge Health facilities. We are thrilled to expand our Live Near Your Work program to Baltimore County,” says Martha Nathanson, vice president of government affairs and community development for LifeBridge Health.

“With all the costs associated with purchasing a new home, that money came at a great time,” says McGill, who purchased a home in Oakwood Village through Live Near Your Work. “Another benefit is that I know that I can be to the hospital quickly at any time. I’m an on-call employee, so being close by certainly provides some peace of mind. And more importantly, my being able to get to the hospital quickly is better for my patients,” says McGill.

However, this program is about much more than helping employees with purchasing a home.

“Northwest Hospital is a community hospital that truly embraces our community. We believe that the Live Near Your Work program and LifeBridge Health’s partnerships with Baltimore City and County will strengthen our connection to the community by increasing the number of employees living in our nearby neighborhoods, while giving our employees the added benefit of a shortened commute to work,” says Brian White, president of Northwest Hospital and the Post-Acute Care Division, and executive vice president of LifeBridge Health.
LifeBridge Health Extends Educational Opportunities to Community Members

“SKILLS TO SUCCEED

LifeBridge Health Extends Educational Opportunities to Community Members

In today’s environment it’s imperative to have knowledge when it comes to computers, and many people – working age and older – may not have the resources or opportunity to obtain that knowledge,” says Maxine Mabry, a retired operations supervisor and community member participant in Sinai Hospital’s workforce development classes.

Sinai Hospital’s workforce development and community development teams provide resources such as life skills and career coaching, access to educational and job training programs, and free classes such as Spanish, Microsoft Excel, medical terminology and American Sign Language in an effort to encourage personal and professional growth. This year, Sinai Hospital opened these classes up to the public allowing community members, like Mabry, to sign up.

“We realized that every open seat in our classrooms was a missed opportunity to give someone else knowledge that could help them grow in some way,” says Anita Hammond, manager of workforce development.

The first class made open to the public, Intro to Computers, was met with an overwhelmingly positive response.

“Our goal was to enroll 15 community members in the first year. We had 22 community members in our first class,” says Hammond.

Minerva Eaton, a retired teacher, president of the Hilltop 4100 Neighborhood Association and treasurer of Neighborhoods United, a grassroots organization made up of more than 20 neighborhood associations and groups in Northwest Baltimore, strongly encouraged seniors in her area to attend. Most of the seniors that Eaton spoke

with about the class had never used a computer before, or felt their computer skills and knowledge had diminished after years away from the workforce.

“For many older people there’s a lot of fear associated with technology, but technology isn’t anything to be afraid of,” says Eaton. In fact, she says, computer literacy is no longer optional. “You need to know how to use a computer and the Internet in order to renew your driver’s license and do your day-to-day banking,” says Eaton.

The course covered basics such as using the mouse and keyboard, performing Internet searches, setting up an email account and learning how to access information online.

Mabry was compelled to sign up for the Intro to Computers and MS Excel courses when she was considering picking up some part-time work.

“I knew that refreshing my skills in these areas would make me more marketable,” Mabry says.

“It’s programs like this that show that Sinai’s interest in the community extends beyond collecting insurance premiums. They’re opening the doors to their classrooms, which in turn opens doors of opportunity for our community members,” says Mabry.

From left: Workforce development class participants Minerva Eaton and Maxine Mabry.
MEET OUR PARTNERS

The American Heart Association is devoted to saving people from heart disease and stroke — the two leading causes of death in the world. It teams with millions of volunteers to fund innovative research, fight for stronger public health policies, and provide lifesaving tools and information to prevent and treat these diseases.

heart.org

The Associated: Jewish Community Federation of Baltimore is Baltimore’s central Jewish communal organization that effectively convenes and supports a network of people and programs to respond to the present and build for the future, inspired by Jewish values.

associated.org

The Baltimore City Health Department is the oldest, continuously-operating health department in the United States. For more than 220 years, the department has been working to improve the health and well-being of Baltimore residents.

health.baltimorecity.gov

The mission of the Baltimore Child Abuse Center is to provide victims of child sexual abuse, trauma and other adverse childhood experiences in Baltimore and their non-offending caretakers with comprehensive forensic interviews, medical treatment and mental health treatment with a goal of preventing future trauma.

bcaci.org

Created in 1924, Baltimore County Department of Health is on a mission to promote health and prevent disease through education, advocacy and linkage to resources and treatment to improve the quality of life for Baltimore County residents.

baltimorecountymd.gov/agencies/health

CHAI (Comprehensive Housing Assistance, Inc.) works to develop and support thriving, stable communities in neighborhoods with a substantial Jewish population through housing services and loans, community development and senior services.

chaibaltimore.org

Established in 1999, the Maryland Health Care for All Coalition seeks to educate Marylanders about feasible and effective ways to expand access to quality affordable health insurance for all residents of our state.

healthcareforall.com

Park Heights Renaissance is working to shape a better future in Park Heights. Its community-based plan seeks to create a thriving and sustainable community with land, economic and human development, including a massive redevelopment in the Park Heights community.

boldnewheights.org

The Partnership for a Healthier Carroll County Inc. strives to build the capacity of individuals and organizations to improve the health and quality of life in Carroll County, Md. Its community health improvement areas are prevention and intervention, behavioral health, access to health care and elder health.

healthycarroll.org

Safe Streets is dedicated to reducing violence by engaging at-risk youth in their communities. Its outreach workers intervene in potentially violent situations and offer individuals resources to change their lives by providing alternatives to a life of violence and crime.

health.baltimorecity.gov/safestreets

The Y is a charitable organization in Central Maryland dedicated to developing the full potential of every individual through programs that build health, spirit, mind and body for all. Y members, staff and volunteers are committed to demonstrating the values of caring, honesty, respect and responsibility in all that they do.

ymaryland.org

For a full list of our community partners, visit lifebridgehealth.org/communitypartners
Esteemed attorney M. Peter Moser was a longtime trustee of Sinai Hospital and LifeBridge Health. In honor of his memory, Peter’s family made a leadership gift to Sinai’s Community Initiatives program. Liz Moser, Peter’s wife of 59 years, says the program fulfills “ongoing health and social needs of people living in disadvantaged neighborhoods.” Their family gift recognizes Sinai’s positive presence in those neighborhoods, and addresses Peter’s dual commitment to the hospital and to ensuring social justice.

Philanthropy makes initiatives that improve the health and social well-being of our communities possible.

To learn about gift planning opportunities, call 410-601-GIFT (4438) or visit lifebridgehealth.giftplans.org

For more information about Community Initiatives, visit lifebridgehealth.org/communityinitiatives

Everyone has a legacy... What will yours be?