LifeBridge Health is a regional health care organization based in Baltimore and Baltimore County. LifeBridge Health operates Levindale Hebrew Geriatric Center and Hospital, Courtland Gardens, Sinai Hospital, Northwest Hospital Medical Care Center in Eldersburg, and Children’s Hospital at Sinai. LifeBridge Health also operates the Sinai Development Foundation, the Sinai Retirement Community and The Sinai Community Foundation.

The following financial and statistical information is for the period from July 1, 2011, through June 30, 2012.

We Who Are
LifeBridge Health consists of Sinai Hospital of Baltimore, Northwest Hospital, Levindale Hebrew Geriatric Center and Hospital, Courtland Gardens, Maryland Center for Rehabilitation & HealthCare, LifeBridge Health & Sinai’s subsidiaries and affiliates. The Northwest Hospital Medical Care Center in Eldersburg is also a part of this organization.

Community Outreach
All LifeBridge Health centers offer a variety of health education and screening programs to their respective communities. To find out more, you may request a copy of “Reaching Out,” a directory of free and low-cost education and screening programs to their respective communities. To find out more, you may request a copy of “Reaching Out,” a directory of free and low-cost health services sponsored by LifeBridge Health, or visit our website at www.lifebridgehealth.org.

Statement of Financial and Statistical Information
The following financial and statistical information is for the period from July 1, 2011, through June 30, 2012.

<table>
<thead>
<tr>
<th>Category</th>
<th>Sinai</th>
<th>Northwest</th>
<th>Levindale</th>
<th>Courtland</th>
<th>LBH/Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>4,251</td>
<td>1,371</td>
<td>775</td>
<td>174</td>
<td>401</td>
<td>2,222</td>
</tr>
<tr>
<td>Physicians</td>
<td>1,040</td>
<td>865</td>
<td>196</td>
<td>61</td>
<td>1</td>
<td>1,362</td>
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<tr>
<td>Licensed beds</td>
<td>504</td>
<td>254</td>
<td>330</td>
<td>151</td>
<td>1</td>
<td>1,239</td>
</tr>
<tr>
<td>Gross patient revenues ($)</td>
<td>829,115,000</td>
<td>258,008,000</td>
<td>78,610,000</td>
<td>16,341,000</td>
<td>67,665,000</td>
<td>1,249,939,000</td>
</tr>
<tr>
<td>Uncompensated care ($)</td>
<td>39,816,000</td>
<td>17,461,000</td>
<td>1,774,000</td>
<td>703,000</td>
<td>7,754,000</td>
<td>61,738,000*</td>
</tr>
</tbody>
</table>

* May have physicians at more than one LifeBridge Health center.

**Care provided for which compensation is not received, i.e., any combination of bad debts and charity care.

Medical Departments
- Emergency Medicine
- Medicine
- Neurology
- Neurosurgery
- Obstetrics and Gynecology
- Orthopaedics
- Otolaryngology
- Pediatrics
- Pulmonology
- Physical Medicine and Rehabilitation
- Radiology
- Radiation Oncology

Centers of Excellence
- Akiv & Lois Lapidus Cancer Institute
- Baradis Surgery Program at Sinai
- Sandra and Malcolm Berman Brain & Spine Institute
- Alain Hydrophilic Center - Comprehensive Sports Concussion Program
- Spine Center at Sinai
- Sinai Center for Outpatient Services
- Cyberknife® Center
- El Sol Urgent Care Center
- Heart Center at Sinai
- Herman and Walter Samualson Children’s Hospital at Sinai
- Krieger Eye Institute

Admissions/Visits
- Total Adult: 27,092
- Total Pediatric: 10,238
- Total Inpatient Care Unit: 177
- Total Outpatient Clinic Visits: 97,169
- Same-Day Surgical Visits: 12,170

Accreditation/Certification
- The Joint Commission
- Accreditation Council for Graduate Medical Education
- American College of Radiology
- American Medical Association
- College of American Pathologists
- Commission on Accreditation of Rehabilitation Facilities
- The Joint Commission – Level I Trauma Center
- State-designated Level III Neonatal Intensive Care Unit

Sinai Hospital was named a Top Hospital by the Leapfrog Group for patient care quality and safety in 2012.
In 2012, the Louis and Phyllis Friedman Neurological Rehabilitation Center opened at Sinai Hospital. In 2010, Sinai Hospital received the HealthGrades Leapfrog Hospital was named one of America’s Best Hospitals by HealthGrades in 2012.

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In its 50-year history, Northwest Hospital has evolved 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 recognition as a leader in patient satisfaction. Northwest Hospital ranks among the country’s top two percent in the patient experience, the SurgiCenter at Northwest. Furthermore, all patient rooms are private. Kaiser Permanente medical alcoves outside each patient room allow nurses to spend more time with patients, at the same time, 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 been recently recognized as an accredited chest pain center by the Society of Chest Pain Centers.

**Milestones**

This past year has been significant for Northwest Hospital. The hospital’s many achievements include:

- In 2013, Katharine Taber, M.D., became the medical director of the Women’s Wellness Center. The center offers a variety of services, including primary care, gynecologic and preventive care services, including the services of a health coach, for women and girls age 13 and up.
- In 2013, the psychiatric unit was relocated, opening in an expanded space in the hospital’s newest tower. With the addition, the number of behavioral health beds at Northwest Hospital increased from 14 to 25.
- In 2012, Northwest Hospital was accredited by the Society of Chest Pain Centers. Over two years leading up to the accreditation, Northwest Hospital 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 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.
- In 2012 and 2011 Northwest Hospital’s Tuberculosis unit was named a Best Nursing Home by U.S. News and World Report. The unit earned this honor by having the highest 15-star overall rating from the Centers for Medicare and Medicaid.
- In 2011, the Intersocietal Commission for the Accreditation of Echocardiography Laboratories granted Northwest Hospital an initial three-year term of accreditation in the area of adult transthoracic echocardiography. Northwest Hospital is home to some of the most experienced surgeons in the area who perform minimally invasive surgery, including.”

**Accreditation/Certification**

The Joint Commission

- American Association of Blood Banks
- American Association of Cardiovascular and Pulmonary Rehabilitation Laboratories
- American College of Surgeons
- American College of Surgeons
- College of American Pathologists
- Intersocietal Commission for the Accreditation of Echocardiography Laboratories
- Intersocietal Commission for the Accreditation of Nuclear Medicine Laboratories
- Society of Critical Care Medicine
- Underscore and Hyperbaric Medical Society

**Inpatient Services**

- Acute care, including dedicated units for heart, hospice, orthopedics and orthopedic care
- Hypothermia care staffed by board-certified intensivist physicians
- Intermediate care
- Subacute care
- Surgical care
- Psychiatric care

**Outpatient Services**

- Anticoagulation Clinic
- Cardiac catheterization lab and interventional pain management
- Cardiac rehabilitation
- Cardiopulmonary services
- Diabetes and Nutritional Center
- Hemodialysis
- Infusion and Cancer Therapy Center
- Interventional services
- Lipid management
- Outpatient rehabilitation
- Pulmonary rehabilitation
- Surgical services, including the SurgiCenter at Northwest Hospital

**Additional Information**

- **Credentialed Physicians**: 711
- **Patients**: 286
- **Adult and Student Volunteers**: 113
- **Medical Departments**
  - Anesthesiology
  - Emergency Medicine
  - Gynecology
  - Obstetrics
  - Oral Surgery
  - Orthopedic Surgery
  - Pathology
  - Psychiatry
  - Pulmonary
  - Urology
- **Centers of Excellence**
  - Women’s Wellness Center
  - SurgiCenter (Ambulatory Surgery)
  - Rubin Institute for Advanced Orthopedics
  - Center for Wound Care and HBO
  - Cosmetic Surgery
  - Breast Care Center
  - Brain & Spine Institute
  - Breast Institute
  - Breast Care Center
  - Beverly K. & Jerome M. Fine Women’s Wellness Center
  - Rubin Institute for Advanced Orthopedics
  - Brain & Spine Institute
  - Breast Institute
  - Breast Care Center
  - Women’s Wellness Center
  - Surgical services, including the services of a health coach, for women and girls age 13 and up.

**Admissions/Visits**

- Total 286
- Subacute Admissions 786
- Total Surgical Cases 8,898
- Outpatient Visits 50,393
- Emergency Department Visits 63,878
- Total 14,013
- Psychiatric Unit 23
- Subacute Care 29
- Total 286
- Hospital 14
- Total 14
- Medical/Surgical 220
- Subacute Care 29
- Psychiatric Unit 23
- Hospital 14
Levindale Hebrew Geriatric Center and Hospital

For more than 100 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.

This year, Levindale continued taking bold new steps to further its mission by expanding in a capital expansion project that set new standards for excellence in elder care. The 87,000-square-foot expansion officially opened to residents in January 2012 and includes a three-story-resident complex. Each resident’s room is private, with its own bathroom and shower. It is located in a neighborhood consisting of 84 resident rooms, which includes four-floor tower wings with 14 rooms each. Each household has a centrally located and secure home-like setting.

The new Levindale also offers a sophisticated, on-site story-resident town center that includes a Jewish-themed museum, a gift shop, a grand piano, a fireplace, sitting areas with computer stations and a pub-like restaurant.

In 1992, the Hebrew Friendly Inn, Levindale’s forerunner, was reopened for Louis L. Levindale, a former executive director of the Associated Jewish Charities. Levindale is an agency of THE ASSOCIATED Jewish Community Federation of Baltimore.

Outpatient Behavioral Health Services

Levindale offers a continuum of care for an aging population. Programs offered include:

- Electives for students from medical schools and technology programs.
- Geriatric pharmacy for students of pharmaceutical technology.
- Geriatric dentistry students of the University of Maryland at Baltimore School of Medicine and Sinal Hospital.
- Geriatric training for dental students of the University of Maryland at Baltimore School of Dentistry.
- Geriatric training for registered nurses and licensed practical nurses of the Community Service Plan of Baltimore County.
- Howard Community College geriatric psychology and sociology students.

To supplement its diverse activities programs, Levindale continues to emphasize community involvement, and hosts regular community and patient events.

Council on Aging: In addition to care for patients, Levindale also offers a wide variety of educational and recreational activities. Levindale participates in the First 100 Days Treatment Program and Outpatient Services (UPS) capacity.

Adult Day Services Capacity

Levindale services include:

- Inpatient geriatric clinical experience for nursing students
- Training experience for physical therapy, speech therapy, occupational therapy and respiratory therapy students, and non-licensed nursing students
- Graduate social work internship program with the University of Maryland at Baltimore
- Supervised clinical education experience for medical records students of the University of Maryland College of Baltimore City
- Supervised clinical education experience for psychiatric assistant students from Evans Community College

Milestones

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

In 2011, Levindale partnered with the Jewish Museum of Maryland to establish a new nursing exhibit that will be toasted permanently in the new town center. Levindale in Baltimore County.

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

Levindale was the first nursing home in Maryland to become a registered Eden Alternative facility in 2000. The Eden Alternative philosophy seeks to create environments where homes evolve into a habitat environment. The goal is to eliminate loneliness, helplessness, and boredom among residents and replace them with companionship, empowerment, and spontaneity.

Levindale pioneered and became the model for adult day care programs throughout the country. The Center for Innovation in Health Facilities named Levindale one of the 10 most innovative health care facilities in the nation.

Courtland Gardens Nursing & Rehabilitation Center

Courtland Gardens Nursing & Rehabilitation Center was founded in 1936 as The Jewish Courtland Gardens Nursing & Rehabilitation Center. It has become the first facility in Maryland to attain this level of excellence in elder care.

In 2007, Courtland Gardens Nursing & Rehabilitation Center became the first community to adopt the Eden Alternative philosophy, and has since turned units into “neighborhoods.” The goal is to eliminate loneliness, helplessness and boredom among residents and replace them with companionship, empowerment, and spontaneity.

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Milestones

In 2010, Courtland Gardens completed construction on a $1 million state-of-the-art rehabilitation center that includes traditional and innovative therapies, including ultrasound, electrical stimulation and RIT Therapy.

In 2009, Jewish Community Foundation officially changed its name to Courtland Gardens Nursing & Rehabilitation Center to better reflect its resident population.

Courtland Gardens became a registered Eden Alternative facility in 2006, the first facility in Maryland to attain this designation. Courtland Gardens has adhered to a care philosophy that improves the quality of life in nursing homes by banishing loneliness, helplessness and boredom among residents and replacing them with companionship, empowerment and spontaneity.

Levindale Hebrew Geriatric Center and Hospital

Milestones

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Levindale Hebrew Geriatric Center and Hospital

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LifeBridge Health & Fitness provides a wide variety of fitness programs and was one of the first facilities in the country to fully integrate rehabilitative and clinical health programs in a community-based fitness facility.

Milestones
- In 2012, LBHF 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, LBHF opened a renovated cycle studio with the latest equipment and technology.

Beyond the four core institutions of Sinai, Northwest Hospital, Levindale and Courtland Gardens Nursing & Rehabilitation Center (formerly Jewish Convalescent & Nursing Home), the LifeBridge Health system includes several additional components:
- The Baltimore Jewish Health Foundation Inc., and the Baltimore Jewish Eldercare Foundation Inc. hold and manage endowment funds to support 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 new Children’s Hospital.
- LifeBridge Insurance Company Ltd., a Cayman Islands company, assumes insurance for LifeBridge Health and its subsidiaries.
- LifeBridge Investments Inc. is a holding company for various business interests, its subsidiaries include: LifeBridge Health & Fitness LLC, which operates a fitness center in Pikesville, Maryland; and Practice Dynamics Inc., which furnishes billing services for the Sinai Hospital facility, physicians employed by Northwest Hospital, and other affiliated physicians and providers.

LifeBridge Health also operates several off-campus centers that house primary care and specialist physicians including: LifeBridge Health Pavilion at Quarry Lake medical office building at Broadwood Medical Care Center at Mays Chapel.

LifeBridge Health Inc.
An Organizational Overview

LifeBridge Health Inc., a Maryland not-for-profit, non-stock corporation, was formed through the merger of Sinai Health System and Northwest Health System. The creation of LifeBridge Health brought together institutions with a long record of service to the residents of Baltimore and surrounding communities. Sinai Hospital of Baltimore, Northwest Hospital, Center and Levindale Hebrew Geriatric Center and Home. On January 1, 2000, the Jewish Convalescent & Nursing Home, a not-for-profit nursing facility on Scotts Level Road in Pikesville, became part of the LifeBridge Health system.

LifeBridge Health aspires to the highest levels of clinical care and operational effectiveness. 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 basic and clinical research. Both acute care hospitals admit more than 40,000 patients and provide approximately 140,000 emergency visits per year combined.

Though LifeBridge Health serves patients from across the United States and many countries around the world, it exists to serve the people of Baltimore and its surrounding communities.