The global outbreak of COVID-19 is an unprecedented situation. In a brief period of time, everything in our lives changed. At LifeBridge Health, we responded with diligence, compassion and ingenuity, and pushed past our limits caring for those affected by COVID-19. Our team members’ response has been both astonishing and expected, because it comes from the core values we live every day, and our commitment to CARE BRAVELY for all who need it—no matter the circumstance.

In this report, you’ll read stories that illustrate who we are and what makes the care we deliver different. You’ll learn about the people who make LifeBridge Health an exceptional system; the courage that our patients, their families and our staff exude every day; and the impact we aim to have on all those we care for and whose lives we touch.

For our people, we CARE BRAVELY by providing home improvements for seniors, so they have fewer things to worry about as they age, and our Live Near Your Work incentives encourage our team members to build lives in our communities, creating connections beyond their workday.

We always show courage for our patients and their families, such as when we’re helping them through our opioid program or empowering victims of domestic violence to seek the help they need and comforting those who have been abused.

Dear Friends,

The impact of our services extends beyond our hospital walls. We’re planning to launch an innovation center with CareFirst in 2020. Along with our BioIncubator, it will serve as a springboard for biotech startups that are working to improve human health with innovative ideas and practical solutions. With our youth internship program, where we’re investing in the future of young people, we aim to care for our communities in Baltimore and across the globe.

This year, we pulled together to confront an unparalleled threat. I am heartened by the courage, compassion and selflessness of our team members, as well as the great outpouring of support from our community, which speaks to how much we are appreciated by our friends and neighbors. It gives me hope knowing that the LifeBridge Health community—both inside and outside our hospitals—can meet any challenge. No matter what storms we face, we will always care for our communities together.

Sincerely,

Neil M. Meltzer
President and CEO, LifeBridge Health
We are **people with courage making a lasting impact.**

Clinicians and innovators at LifeBridge Health work with purpose close to heart and top of mind. Knowing what a patient or community member needs drives us to find ways to provide it—whether it’s through research, reinventing policy or simply caring enough to be by someone’s side through their fight. We aim to be the positive change that’s needed.

This is how we, the people of LifeBridge Health, **CARE BRAVELY.**
“We give our families hope and help them see the light at the end of the tunnel.”

“Taking care of people is my mission in life. We’re all created in God’s image.”

“As a LifeBridge Health Partner, HomeCare Maryland is able to provide a wide scope of resources to the patients, ensuring continuity of care across the continuum.”

“It’s rewarding to know that you’ve helped save or protect someone’s sight. The patients, especially the children, are incredibly grateful.”

“When I think about all that we have been able to do for the patients at Northwest Hospital, I’m overwhelmed. It means so much to me to give back.”

“During my internship, I learned new skills and gained confidence. I would like to work in this field when I’m in college.”

“When I think about all that we have been able to do for the patients at Northwest Hospital, I’m overwhelmed. It means so much to me to give back.”

“I enjoy working as part of a team that is focused on providing the highest quality care possible for their community.”

“If I can make a difference in the life of one person, it could change life for the better for an entire family.”
Invention in action
What do you do when surgical masks are scarce during a global pandemic? At LifeBridge Health, the answer is simple: create a factory. At the factory, located at 5,400 Old Court, across from Northwest Hospital, volunteers and workers just celebrated making their 100,000th mask. At the time of the celebration, the factory had only been open for ten days, making this milestone even more impressive.

The factory is positioned to alter production based on need. Now that the demand for masks has decreased, it is focusing on gowns. Future projects may include bottling hand sanitizer or making bleach wipes.

LifeBridge Health has made PPE in several other locations. Face shields have been manufactured by a human-powered assembly line at VSP and by machines within the LifeBridge Health 3-D Printing Farm, located in the BioIncubator building on the Sinai campus, which recently celebrated printing its 1,000th face shield.

“Having mastered in-house production of PPE, our healthcare workers are able to focus better on treating patients - those with and without COVID — without fearing for their own safety,” says Daniel Durand, M.D., vice president and chief innovation officer, LifeBridge Health. “I think we’re leading the pack in terms of our level of vigilance to protect our employees, patients and our community.”

100K
protective masks manufactured for patient and provider safety

Daniel Durand, M.D., vice president and chief innovation officer of LifeBridge Health and Neil Metzler, president and CEO of LifeBridge Health, celebrate the 100,000th mask made at LifeBridge Health’s PPE factory at 5400 Old Court.

Telemedicine use skyrockets
Telemedicine is playing a key role in LifeBridge Health’s response to the COVID-19 pandemic, with teletriaging potential COVID-19 patients and monitoring those who are recovering at home.

But in a time when patients wish to avoid unnecessary trips to doctors’ offices, telemedicine visits to primary and specialty providers have seen a phenomenal increase. Patients are seeing their providers remotely for a wide variety of concerns, including minor health issues, post-surgical follow-up and well child visits.

Before the outbreak, LifeBridge Health primary and specialty providers had about 10 telemedicine visits per month, but during the outbreak, virtual visits have increased to more than 20,000 per month.

“Telemedicine benefits patients and providers. It’s efficient and reduces the costs of care,” says Jonathan Thierman, M.D., chief medical information officer and medical director of the LifeBridge Health Virtual Hospital. He expects that telemedicine will remain popular in the future, now that it’s familiar and covered by many insurances.

“Patients will expect the same level of convenience.”

AVERAGE TELEMEDICINE VISITS

<table>
<thead>
<tr>
<th>Visits per month before the outbreak</th>
<th>Visits per month after the outbreak</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>20,000</td>
</tr>
</tbody>
</table>

Telemedicine supports recovering team members
Emocha Health, a remote monitoring service, is providing support to LifeBridge Health employees who have been exposed to COVID-19. Team members who are recovering at home log in every day to report their symptoms, temperature and record a short video. Emocha then reviews the submissions and communicates with team members throughout the care.

In the case of the Carmichael family, a telemedicine follow-up visit with Dr. John Herzenberg, M.D., FRCSC, director, International Center for Limb Lengthening and head of Pediatric Orthopedics at Sinai Hospital, helped a recovering team member, Sal, with minor health issues.

Sal has been treated for clubfoot.

100K
protective masks manufactured for patient and provider safety

Daniel Durand, M.D., vice president and chief innovation officer of LifeBridge Health and Neil Metzler, president and CEO of LifeBridge Health, celebrate the 100,000th mask made at LifeBridge Health’s PPE factory at 5400 Old Court.

Telemedicine use skyrockets
Telemedicine is playing a key role in LifeBridge Health’s response to the COVID-19 pandemic, with teletriaging potential COVID-19 patients and monitoring those who are recovering at home.

But in a time when patients wish to avoid unnecessary trips to doctors’ offices, telemedicine visits to primary and specialty providers have seen a phenomenal increase. Patients are seeing their providers remotely for a wide variety of concerns, including minor health issues, post-surgical follow-up and well child visits.

Before the outbreak, LifeBridge Health primary and specialty providers had about 10 telemedicine visits per month, but during the outbreak, virtual visits have increased to more than 20,000 per month.

“Telemedicine benefits patients and providers. It’s efficient and reduces the costs of care,” says Jonathan Thierman, M.D., chief medical information officer and medical director of the LifeBridge Health Virtual Hospital. He expects that telemedicine will remain popular in the future, now that it’s familiar and covered by many insurances.

“Patients will expect the same level of convenience.”

AVERAGE TELEMEDICINE VISITS

<table>
<thead>
<tr>
<th>Visits per month before the outbreak</th>
<th>Visits per month after the outbreak</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>20,000</td>
</tr>
</tbody>
</table>

Telemedicine supports recovering team members
Emocha Health, a remote monitoring service, is providing support to LifeBridge Health employees who have been exposed to COVID-19. Team members who are recovering at home log in every day to report their symptoms, temperature and record a short video. Emocha then reviews the submissions and communicates with team members throughout the care.

In the case of the Carmichael family, a telemedicine follow-up visit with Dr. John Herzenberg, M.D., FRCSC, director, International Center for Limb Lengthening and head of Pediatric Orthopedics at Sinai Hospital, helped a recovering team member, Sal, with minor health issues.

Sal has been treated for clubfoot.

100K
protective masks manufactured for patient and provider safety

Daniel Durand, M.D., vice president and chief innovation officer of LifeBridge Health and Neil Metzler, president and CEO of LifeBridge Health, celebrate the 100,000th mask made at LifeBridge Health’s PPE factory at 5400 Old Court.

Telemedicine use skyrockets
Telemedicine is playing a key role in LifeBridge Health’s response to the COVID-19 pandemic, with teletriaging potential COVID-19 patients and monitoring those who are recovering at home.

But in a time when patients wish to avoid unnecessary trips to doctors’ offices, telemedicine visits to primary and specialty providers have seen a phenomenal increase. Patients are seeing their providers remotely for a wide variety of concerns, including minor health issues, post-surgical follow-up and well child visits.

Before the outbreak, LifeBridge Health primary and specialty providers had about 10 telemedicine visits per month, but during the outbreak, virtual visits have increased to more than 20,000 per month.

“Telemedicine benefits patients and providers. It’s efficient and reduces the costs of care,” says Jonathan Thierman, M.D., chief medical information officer and medical director of the LifeBridge Health Virtual Hospital. He expects that telemedicine will remain popular in the future, now that it’s familiar and covered by many insurances.

“Patients will expect the same level of convenience.”

AVERAGE TELEMEDICINE VISITS

<table>
<thead>
<tr>
<th>Visits per month before the outbreak</th>
<th>Visits per month after the outbreak</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>20,000</td>
</tr>
</tbody>
</table>

Telemedicine supports recovering team members
Emocha Health, a remote monitoring service, is providing support to LifeBridge Health employees who have been exposed to COVID-19. Team members who are recovering at home log in every day to report their symptoms, temperature and record a short video. Emocha then reviews the submissions and communicates with team members throughout the care.

In the case of the Carmichael family, a telemedicine follow-up visit with Dr. John Herzenberg, M.D., FRCSC, director, International Center for Limb Lengthening and head of Pediatric Orthopedics at Sinai Hospital, helped a recovering team member, Sal, with minor health issues.

Sal has been treated for clubfoot.
Volunteering goes remote

Volunteer Irvin Levin has been a constant presence at Levindale for the past two-and-a-half years, visiting Levindale patients three days a week, providing transport to various activities such as bingo, musical activities, and arts and crafts, and escorting them on off-site trips to grocery stores and restaurants.

But then the coronavirus came along, and visitors were no longer allowed. But, just as workers are telecommuting, doctors are seeing patients via video and students are attending class online, Levin kept volunteering. He began calling residents on the phone.

Levindale resident Abe Berg says it’s been difficult with no visitors and no volunteers. “Irv used to deliver the paper every day and make conversation with me,” he says. “He attended religious activities and did other activities with us.”

While Irvin can no longer be a physical presence in residents’ lives, he can tend to them from a distance. “It’s very helpful for him to call,” says Berg. “I used to talk to him every day before the coronavirus. We’re kind of in a bubble here and it feels very good to have contact from someone from the outside.”

For Irvin, being able to continue volunteering means a lot to him, too. “If I know that I have done something to make someone smile, it is a very exhilarating and rewarding feeling.”

Breaking new ground

Many hospitals speak metaphorically about creating a ‘blueprint for better health.’ Carroll Hospital, however, is literally drafting one.

It’s all part of Vision 2020, the hospital’s seven-year strategic plan that launched in 2013. Now in its final phases, the plan is ushering in a host of major construction projects that will reshape the hospital’s physical footprint and ability to care for the community.

Ground has already been broken on the two largest projects: a $15 million newly constructed skilled nursing and rehabilitation center, Atlee Hill (read more about Atlee Hill on Page 26), and a $54 million main campus expansion, which will be anchored by an all-new critical care unit.

Construction on a third project—the $3.5 million expansion of Carroll Hospice’s inpatient facility, Dove House—is set to begin in 2020.
The CSC not only allows us to form deeper bonds with the communities we serve — by working together, we strengthen our LifeBridge Health community, too.

Kurt Sommer
Director, Department of Community Development

The Community Service Corps (CSC), administered by the Department of Community Development, is composed of LifeBridge Health team members who volunteer to care for our communities in their spare time. The CSC supports the neighborhoods around our hospitals with hands-on work in partnership with local organizations.

Among its many projects, the CSC has constructed a playground for Park Heights children, participated in a community cleanup in Randallstown and helped Pimlico Elementary/Middle School get ready for a new school year by painting and moving furniture.


Tressa Springmann, senior vice president/CIO, Enterprise IT and Process Improvement at LifeBridge Health and Darleen Won, vice president, Strategic Planning and Analytics at LifeBridge Health, Care Bravely at a community cleanup.

Residents of The Krieger Eye Institute provided comprehensive eye exams at Healthcare for the Homeless in West Virginia.

“In addition to exams, we screened for eye disease in patients. If warranted, patients were referred to Sinai for further testing, specialty care and surgery. Frequently, all that was needed was a new pair of glasses, and patients who had been going without them — sometimes for many years — were very appreciative when they realized how much better they could be seeing,” says Brede Skillings, M.D., a third-year resident at The Krieger Eye Institute at Sinai.

Second- and third-year residents spent three days a month at Healthcare for the Homeless, seeing an average of six to eight patients a day. While a lot of the patients were homeless, immigrants and those who are self-employed or don’t have insurance also benefited from the services offered. Healthcare for the Homeless assisted patients with getting glasses, acquiring prescription medications and care coordination. If surgery was needed, Krieger physicians performed them pro-bono, and if the patient qualified they addressed any additional costs through a special fund from a grateful patient.

Albert Chiluwa was seen at Healthcare for the Homeless in August, where he received the care he needed and was referred to Sinai for further evaluation. “I’m very grateful for the care that I received,” says Chiluwa.

Brede Skillings, M.D., gives an eye exam.
### From breath to diagnosis

The BioIncubator at LifeBridge Health aims to foster innovation and research within our hospital walls and help cultivate companies whose ideas will have a global impact on human health.

Aidar Health (formerly known as Multisensor Diagnostics), a BioIncubator tenant since 2016, seeks to make it easier to rapidly collect and transmit vital health information, with a handheld device called MouthLab. After patients breathe into the device for 30 seconds, MouthLab can measure:

- Respiratory rate
- Breathing pattern
- Spirometric lung function
- Pulse rate
- BOG
- Oxygen saturation
- Temperature
- Heart rate
- Heart rate variability
- Blood pressure

MouthLab can also help patients partner with their doctors to manage their health remotely. For example, patients who are feeling better but waiting to be discharged could recover at home but still be monitored through the device, which instantly shares test results with multiple specialists who care for the patients. Doctors can triage over the phone and instruct patients to take medications from home instead of coming back into the hospital for further evaluation. MouthLab also has the ability to predict patterns in patient health and determine the appropriate care measures, cutting down on readmissions.

Aidar Health has received national recognition and awards, from organizations such as Novartis and Bayer, throughout its time at LifeBridge Health. The company recently graduated from the BioIncubator and plans to take MouthLab into the world to help patients, from breath to diagnosis and beyond.

---

*Sathya Elumalai, Co-founder and CEO of Aidar Health*

---

*Sathya Elumalai appears on MouthLab on a “Shark Tank” segment on “Good Morning America.”*

---

*“MY MOTHER HAS MULTIPLE DOCTORS FOR DIFFERENT CHRONIC DISEASES, AND EACH TIME SHE’S HOSPITALIZED, THERE’S NOT A LOT OF INFORMATION SHARING. OUR DEVICE WOULD HELP GIVE A DEEPER LOOK INTO A PATIENT’S CURRENT HEALTH STATUS AND IMPROVE PATIENTS’ QUALITY OF CARE AND LIFE.”*

---

Charles Albrecht III, M.D., FACP
Vice President and Chief Quality Officer
at LifeBridge Health

---

*“BY LOOKING BEYOND THE OBVIOUS, LISTENING TO PATIENTS AND RESPONDING TO THEM, NORTHWEST HOSPITAL BROUGHT ITS CLABSI RATE DOWN TO ZERO.”*

---

**Mission: Zero harm**

We CARE BRAVELY by making sure our patients are safe.

LifeBridge Health has a goal of zero harm to patients. As part of this effort, Northwest Hospital decided to eliminate central line associated bloodstream infections (CLABSI).

Although new handwashing and clinical protocols helped reduce CLABSIs, they were not eradicated. An investigation of CLABSI patients revealed that many infections occurred in dialysis patients who had catheters, which are highly prone to infection, instead of fistulas, which use a patient’s own artery and vein to create an access point that is easier to use and less prone to infection, or grafts.

Meanwhile, half the dialysis patients who had scheduled fistula surgery failed to complete the process due to solvable problems such as missed appointments, lack of transportation or an inability to obtain proper clearance. A committee discovered that patients can find it difficult and even overwhelming to plan, schedule and attend appointments with many specialists in different locations.

In response, LBH is adding a navigator who helps dialysis patients negotiate the frequently confusing world of medicine, answers their questions and sees to their individual needs.

---

**MONTHLY CLABSI RATE PER 1,000 CENTRAL LINE DAYS**

**By looking beyond the obvious, listening to patients and responding to them, Northwest Hospital brought its CLABSI rate down to zero.**

*Charles Albrecht III, M.D., FACP*
Vice President and Chief Quality Officer
at LifeBridge Health
Better communication, better care
GetWell Loop is an online platform that brings care communication into the hands of our patients. With GetWell Loop, patients can log on through any smart device or home computer for an automated check-in with providers. They can also receive real-time help to get the right care at the right time.

GetWell Loop’s ease of access and extended follow-up after discharge has made a difference to patients like Melissa B., who used GetWell Loop to send a message to her care team. She comments, “Thank you for the follow-up. I appreciate the time my doctor took to call me at home to check on me. Not many doctors do that anymore.”

During the COVID-19 pandemic, the GetWell Loop platform has emerged as a pivotal tool for remote patient monitoring of COVID-19 symptoms, creating an open digital communication channel between LifeBridge Health clinical staff, and more than 3,400 patients and their family members.

Facing addiction head-on
Anyone over the age of 12 who comes to Carroll Hospital’s Emergency Department for care—no matter why—is screened through the hospital’s Substance Use Response Program. With the addition of Carroll, the program is now implemented at all LifeBridge Health hospitals in response to Maryland’s opioid epidemic.

If it is determined that a patient, based on responses to a series of questions, has risky alcohol or other drug use, a peer recovery coach will come and talk with the patient and encourage him or her to get treatment.

The peer recovery coaches work with navigators, nurses, social workers and care managers to connect patients to community services. A coach also follows up with opioid overdose survivors for up to 90 days, accompanying them to appointments and providing the motivation and assistance they need to continue with treatment.

In 2020, LifeBridge Health and CareFirst will team up again to launch an innovation hub in downtown Baltimore to support local startups and catalyze innovation in healthcare.
Making homes safe for seniors

Forest Park resident Rosa Dickerson’s front porch was threatening to collapse, which would be a problem for anyone. It was even worse for Dickerson because due to her limited mobility, her front entrance was the best way for her to enter and exit her home. She reached out to the HUBS (Housing Upgrades to Benefit Seniors) program at Sinai Hospital for help.

In conjunction with Civic Works and CHAI (Comprehensive Housing Assistance, Inc.), HUBS provides home safety improvements, rehab services, energy efficiency upgrades and weatherization services for seniors. The goal is to help seniors stay in their homes as long and safely as possible while strengthening and stabilizing neighborhoods.

HUBS helped Dickerson apply to Cities for All Ages for home safety modifications, and the Maryland Department of Housing and Community Development Special Loans Program for a grant and deferred loan. In the middle of the application process, Dickerson’s furnace broke; HUBS used Sinai’s Senior Repair funds to get it fixed within a few days. Dickerson eventually ended up with a financial package that covered repairs to her porch, chimneys and bathroom.

LifeBridge Health proudly welcomes the newest member of our family: Grace Medical Center (formerly Bon Secours Baltimore Hospital)

Grace Medical Center and LifeBridge Health have a lot in common: deep roots in Baltimore and a commitment to serving the community.

“We have a similar set of values. If you take a look at both organizations, we were both born out of the community. We’re both focused on improving the plight of people who reside in the communities surrounding our hospitals,” says Neil Meltzer, president and chief executive officer of LifeBridge Health.

The acquisition of Grace Medical Center by LifeBridge Health ensures that comprehensive, high-quality acute and specialty care, including 24/7 emergency services, primary care and behavioral health support, will remain in the West Baltimore community. Grace Medical Center has been serving for more than 100 years. Additionally, Grace Medical Center patients will have access to the vast network of specialists in the LifeBridge Health system.

Bon Secours Community Works, a separate organization, will remain, continuing its housing, health and community development initiatives.
Empowering victims of domestic violence

It may seem impossible to escape from domestic violence because the victim is usually living with their abuser—often sharing pets, children and finances. Emotional abuse can also destroy a victim’s self-esteem, making it feel impossible to break the cycle of an abuser’s control over them. But there is help. DOVE, a domestic violence program at Northwest Hospital, provides free and confidential services for victims and their children.

In 2019, DOVE provided services for 1,434 victims of abuse. And of those surveyed, 97% said that they learned of new ways to keep themselves and their children safe and 99% said that they learned of new resources—numbers that inspire the staff at DOVE to continue expanding their program and empowering victims.

“Our goal is to help people stay safe and educate them about what options they have moving forward. We also want to provide hope. It is possible to break out of a cycle of abuse; it’s not easy, but it’s possible,” says Audrey Bergin, MPH, MA, founder and manager of DOVE.

DOVE provides case management, crisis intervention and counseling services for the victim and any children in the household; connection to resources; safety planning; and legal services. Additionally, the organization can provide short-term emergency shelter, some funding for basic needs and career training when needed.

To increase program awareness, DOVE advocates accompany Baltimore County police on follow-up visits at residences where a domestic violence incident has occurred.
Groundbreaking research aims to stop strokes before they start

Every 40 seconds, someone in the United States dies of a stroke—that’s about 795,000 strokes per year. 87% of those strokes are ischemic strokes caused by a blood clot (thrombosis) that blocks a blood vessel in the brain.

Paul Gurbel, M.D., interventional cardiologist at Sinai Hospital and director of cardiovascular research at Inova Heart & Vascular, is on a mission to stop those strokes before they start. That’s why Dr. Gurbel is collaborating with Udaya Tantry, Ph.D., laboratory director of the Sinai Center for Thrombosis Research, to develop new therapies that prevent clots from forming in the first place.

Antithrombotic therapy is not a new area of research for Dr. Gurbel. He played a pivotal role in the development of the antiplatelet medication, Brilinta, a drug that prevents blood clots from forming by stopping blood platelets from sticking together. Brilinta is now prescribed worldwide to patients with advanced coronary artery disease.

Dr. Gurbel’s research began at Sinai Hospital’s Catheterization Lab, where he and his team realized that patients who responded more slowly to certain medications had commonalities within their blood. Upon further study, the team discovered that assessing platelet physiology also revealed who was most at risk for a repeat cardiac event. “Sinai was the first hospital in the world to treat according to intrinsic biology. By knowing which patient is at greater risk, we can personalize antithrombotic therapy and prevent a recurrent heart attack,” explains Dr. Gurbel.

Modeling their new research after Dr. Gurbel’s landmark investigations, Dr. Gurbel and Dr. Tantry are continuing intricate investigations of platelet physiology and coagulation in a diverse population of patients with cardiovascular disease to determine predictors of stroke within a patient’s blood and facilitate drug development that directly addresses those abnormalities.

In addition to reducing costs and increasing positive outcomes, Lifespan Health is deeply committed to advancements in care, and many of our providers are involved in cutting-edge research.

Improving care, reducing costs

The LifeBridge Health Clinically Integrated Network is a partnership of physicians and advanced practice providers who have joined together to reduce costs, deliver evidence-based care, improve quality, increase efficiency and coordinate care. The network includes the LifeBridge Health Medical Group, which comprises 900 providers who see patients throughout the state, providing the highest quality of care for the best value. Additionally, the LifeBridge Health Accountable Care Organization, part of the network, has been the most successful ACO in Maryland for three consecutive years.

The network functions to connect hospitals and primary care providers, resulting in better transitions of care and increased in-network referrals. It also regularly shares population health data and analysis to improve management of chronic diseases and compliance with preventive care.

Lifemerge Health Medical Group

900 providers who see patients throughout the state

Lifemerge Health Accountable Care Organization

No. 1 most successful AOC in Maryland for three consecutive years

Paul Gurbel, M.D.
Clinical Cardiologist, Sinai Hospital

Since publication, Dr. Gurbel has accepted the positions of director, Sinai Center for Thrombosis Research and Drug Development; and director, Cardiovascular Research, LifeBridge Health.
70% potential readmissions prevented within six months of implementing a redesigned Emergency Department care management program at Sinai and Northwest hospitals.

6,000 patients per month receiving services from population health teams across the LifeBridge Health system.

3 LifeBridge Health primary care providers received the National Committee for Quality Assurance National Diabetes Recognition Program Award for FY 2019.
Putting your health in your hands

LifeBridge Health is partnering with the American Heart Association (AHA) and consumer health engagement company Higi to place Higi smart health stations throughout the Baltimore area. These stations allow people to measure and track their blood pressure, pulse and BMI; create health goals; and more.

We sponsor a Higi station with AHA at the Jewish Community Center of Greater Baltimore (JCC) in Owings Mills and are planning to install more at retail locations including Walgreens.

The JCC Higi station alerted gym member Jackie Simon to her dangerously high blood pressure, prompting her to see a physician and get treatment. “I could have had a heart attack or stroke at any moment,” Simon says. “That one, easy screening saved my life.”

No. 1
cause of death in the U.S. is heart disease
bit.ly/cdcheart

$7M
has been given by the Northwest Hospital Auxiliary for important projects over the years

“THEY LEARN CONFIDENCE AND HOW TO SPEAK UP AND ESTABLISH RELATIONSHIPS.”

Andrea Hanna
Career coach at LifeBridge Health

High school interns learn on the job

Mariah Wilson had more responsibility than most at her summer job, a paid internship at Sinai Hospital of Baltimore. The 17-year-old West Baltimore resident spent five weeks scheduling patients, answering phones and running the front desk at Sinai’s busy gastrointestinal/gastrointestinal unit.

The internship was part of the Baltimore Alliance for Careers in Healthcare (BACH) Fellows program, an offshoot of a collaboration with Baltimore City Public Schools and the Mayor’s Office of Employment Development’s YouthWorks summer job program. The BACH interns work in various departments including transport, telecom, nursing units, behavioral health and cardiac rehab.

“They get a chance to see what the world of work is like, learn about healthcare careers beyond doctors and nurses, learn workplace etiquette and improve their soft skills,” says Andrea Hanna, career coach at LifeBridge Health. “They learn confidence and how to speak up and establish relationships.”

Mariah enjoyed her job and earned praise from her co-workers for her diligence, quick thinking and kind personality. She says, “I learned how to put myself forward and I also learned about administrative work, which I hadn’t done before.” Mariah now aims to work in a similar job while studying psychology in college.
### LifeBridge Health at a Glance

Each year, LifeBridge Health has more than 1 million patient encounters, with people who have needs ranging from primary care and prevention to complex cardiovascular procedures, delicate neurosurgery and intricate robotic surgeries. Although LifeBridge Health is a rapidly growing health system, we are united by our CARE BRAVELY culture. We CARE BRAVELY for each person who comes to us for care, and remain dedicated to improving the health of the individuals and communities we serve through compassionate, high-quality care and community outreach programs.

<table>
<thead>
<tr>
<th>EMPLOYEES</th>
<th>PHYSICIANS</th>
<th>BEDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>13,344</td>
<td>2,643</td>
<td>1,898</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CONTINUUM OF CARE</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ambulatory Services</strong></td>
</tr>
<tr>
<td>LifeBridge Health Physical Therapy</td>
</tr>
<tr>
<td>LifeBridge Health &amp; Fitness</td>
</tr>
<tr>
<td>Hartford SurgCenter</td>
</tr>
<tr>
<td>Physical Therapy Association</td>
</tr>
<tr>
<td>United City Ambulatory Surgery Center</td>
</tr>
<tr>
<td>Sinai Health Community Physicians</td>
</tr>
<tr>
<td><strong>Urgent Care</strong></td>
</tr>
<tr>
<td>ExpressCare Urgent Care Center</td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
</tr>
<tr>
<td>Pulse Medical Transportation</td>
</tr>
<tr>
<td><strong>Acute Care</strong></td>
</tr>
<tr>
<td>Carroll Hospital</td>
</tr>
<tr>
<td>Grace Medical Center (formerly Bon Secours)</td>
</tr>
<tr>
<td>Levindale Hebrew Geriatric Center and Hospital</td>
</tr>
<tr>
<td>Northwest Hospital</td>
</tr>
<tr>
<td>Sinai Hospital of Baltimore</td>
</tr>
<tr>
<td><strong>Post-Acute Care</strong></td>
</tr>
<tr>
<td>Carroll HomeCare</td>
</tr>
<tr>
<td>Levindale Hebrew Geriatric Center and Hospital HomeCare Maryland</td>
</tr>
<tr>
<td>National Research Care, LLC</td>
</tr>
<tr>
<td>FutureCare</td>
</tr>
<tr>
<td>Britton Woods</td>
</tr>
<tr>
<td>Carroll Hospice</td>
</tr>
<tr>
<td>Seasons Hospice &amp; Palliative Care</td>
</tr>
<tr>
<td>Post Acute Physician Partners</td>
</tr>
<tr>
<td><strong>Senior Living</strong></td>
</tr>
<tr>
<td>Brinton Woods</td>
</tr>
<tr>
<td>Seasons Living Community Aria Home Care</td>
</tr>
</tbody>
</table>

### Grace Medical Center (formerly Bon Secours Hospital)

The newest member of the LifeBridge Health family, Grace Medical Center was founded by the visionary Sisters of Bon Secours 100 years ago. The Sisters not only provided medical care; they answered community needs with such initiatives as affordable housing and workforce development. LifeBridge Health is proud to build upon this great legacy.

- **Ranked the seventh best hospital in Maryland**
- **Serving Baltimore for 100 years**

### Levindale Hebrew Geriatric Center and Hospital

Founded in 1890, Levindale Hebrew Geriatric Center and Hospital leads the way in complex medical care, including a successful pulmonary and vent weaning program. Additionally, Levindale has a nationally accredited rehabilitation program, three outpatient rehabilitation centers and an acute neuro-cognitive unit with an outpatient program.

- **Distinguished Achievement in Patient Safety**
- **Innovation**
- **Magnet Patient Safety Center**

### Sinai Hospital of Baltimore

Since 1866, Sinai Hospital of Baltimore has provided the highest quality of medical care to the people of Baltimore. Today, Sinai continues that proud tradition while breaking ground in research, innovation and patient care. The planned Sinai Outpatient Pavilion will provide innovative patient care, and serve as a catalyst for neighborhood growth.

- **Achieved Stroke Gold Plus Recognition for Stroke Care**
- **Get With The Guidelines**

### LifeBridge Health Partners

Because the future of healthcare is growing beyond the walls of the traditional hospital setting, LifeBridge Health has chosen to partner with other health-related service companies throughout the region. By expanding these relationships, we can offer a full continuum of care from health and wellness to senior living.

- **LGBTQ Healthcare Equity Leader for 2018**
- **Human Rights Commission**
Awards and accolades

LifeBridge Health was awarded Corporate Citizen of the Year. / LifeBridge Health BioInnovator was recognized as one of the largest incubator/accelerator spaces in Maryland.

**U.S. News & World Report**

**Human Rights Campaign Foundation**
Northwest and Sinai were recognized as LGBTQ Healthcare Equity Leaders by the Human Rights Commission for 2018.

**American Heart Association/American Stroke Association Get With The Guidelines Target Stroke Quality Achievement Awards**
Sinai, Carroll and Northwest hospitals earned the Gold Plus Quality Achievement Award for stroke care. / Sinai received Target: Stroke Elite Plus. / Northwest received Target: Stroke Elite / Carroll received Target: Stroke Honor Roll

**Maryland Patient Safety Center**
Lamintse received the Distinguished Achievement in Patient Safety Innovation award for keeping patients wound-free. / Northwest Hospital was also recognized for improving survival rates with multidisciplinary committee. / Sinai Hospital was recognized for implementing a predictive analytics tool to reduce mortality.

**Neil Meltzer**
Recognized as Corporate Citizen of the Year by the Maryland LGBT Chamber of Commerce. / Named a 2019 Influential Marylander by The Daily Record, his third time receiving this honor.

**Baltimore Business Journal**
LifeBridge Health was awarded Corporate Citizen of the Year. / LifeBridge Health BioInnovator was recognized as one of the largest incubator/accelerator spaces in Maryland.

**Great Place to Work**
LifeBridge Health is a certified Great Place to Work.

**No. 1**
Carroll Hospital was rated No. 1 hospital in Maryland for cleanliness by Hospital Consumer Assessment of Healthcare Providers and Systems.

**Changing lives through philanthropy**
Your generous financial support allows us to change the lives of the individuals and communities we serve through compassionate, high-quality care, community outreach and opportunities for innovation. We are honored that you trust us with your gifts. When you give bravely, you inspire us to CARE BRAVELY.

LifeBridge Health is pleased and honored to recognize the donors of $10,000 and above who made gifts to our Circle of Life Society — Visionary, Cornerstone and Steward levels — in support of LifeBridge Health affiliates Sinai Hospital, Northwest Hospital, Carroll Hospital, Carroll Hospice and Levindale Hebrew Geriatric Center and Hospital, from July 1, 2018, to June 30, 2019.

**Year in Giving**

**Sources of Support**

- **Community Engagement**
- **Corporate**
- **Institutions**
- **Individuals**
- **Government**
- **System-Wide Support**

**Entity-Specific Gifts**

- **Levindale Hebrew Geriatric Center and Hospital**
- **Sinai Hospital**
- **Carroll Hospital**

A total of $24,775,881 was received in new gifts and pledges for the fiscal year ending June 30, 2019. Shown here: sources of the extraordinary support given to Sinai Hospital, Northwest Hospital, Carroll Hospital, Carroll Hospice and Levindale Hebrew Geriatric Center and Hospital.
Richard and Louise Kemper have given generously to Northwest Hospital for more than 20 years in support of patient care, technology, medical equipment and the expansion of the Emergency Department. They recently made a major gift to continue medical advancements at the hospital, supporting patient care, technology, medical equipment and the expansion of the Emergency Department. They recently made a major gift to continue medical advancements at the hospital, supporting patient care, technology, medical equipment and the expansion of the Emergency Department.
LifeBridge Health Partners

In keeping pace with a rapidly and constantly changing healthcare industry, increasing services and meeting the needs of a diverse patient population, LifeBridge Health partners with many health-related service companies.

“As the only regional healthcare system with a full network of complementary business partners, LifeBridge Health is able to offer patients all throughout Maryland a full range of services—from home care and outpatient rehabilitation to urgent care and diagnostic procedures.”

David H. Krajewski
Executive Vice President and CFO, LifeBridge Health
President, LifeBridge Health Partners

New nursing home to open in 2021

Under the LifeBridge Health Partners division, Carroll Hospital has broken ground on a nursing home, Atlee Hill. The project comes more than one year after LifeBridge Health became the majority partner of Brinton Woods Health & Rehabilitation Center at Whitfield. The partnership includes rebuilding the skilled nursing facility on the Carroll Hospital campus under a new name.

“Each of the LifeBridge Health hospitals has a nursing home presence right on their campus and now Carroll Hospital will also have one,” says David Krajewski, president of LifeBridge Health Partners and LifeBridge Health executive vice president and chief financial officer. “This further emphasizes that we are not just acute care hospitals, we are a health system and this brings the continuum of care to Carroll Hospital.”
Community partners

LifeBridge Health partners with other organizations to increase our power to help people, families and communities thrive.

Bon Secours Community Works

Bon Secours Community Works is dedicated to enriching West Baltimore communities with programs and services that contribute to the long-term economic and social viability of neighborhoods.


CHAI

CHAI (Comprehensive Housing Assistance, Inc.) offers programs and services to help seniors, homeowners and communities in northwest Baltimore neighborhoods with a significant Jewish presence.

chailSaltsmore.org

Faith-Based Organizations

LifeBridge Health works with many faith-based organizations to offer strength to our communities and improve the health of our neighbors.

Liberty Road Business Association

The Liberty Road Business Association works to grow and sustain a diverse and thriving business community to enrich the quality of life and enhance prosperity in the Liberty Road Corridor and supporting communities.


Northwest Baltimore Partnership

Composed of Sinai Hospital, Park Heights Renaissance and CHAI, representatives from Baltimore City and Baltimore County community and government organizations, NWBP aims to increase investment in northwest Baltimore for capital improvements and community and economic development.

Our leadership

Bon Secours Community Works

Bon Secours Community Works is dedicated to enriching West Baltimore communities with programs and services that contribute to the long-term economic and social viability of neighborhoods.


CHAI

CHAI (Comprehensive Housing Assistance, Inc.) offers programs and services to help seniors, homeowners and communities in northwest Baltimore neighborhoods with a significant Jewish presence.

chailSaltsmore.org

Faith-Based Organizations

LifeBridge Health works with many faith-based organizations to offer strength to our communities and improve the health of our neighbors.

Liberty Road Business Association

The Liberty Road Business Association works to grow and sustain a diverse and thriving business community to enrich the quality of life and enhance prosperity in the Liberty Road Corridor and supporting communities.


Northwest Baltimore Partnership

Composed of Sinai Hospital, Park Heights Renaissance and CHAI, representatives from Baltimore City and Baltimore County community and government organizations, NWBP aims to increase investment in northwest Baltimore for capital improvements and community and economic development.

Our leadership

Northwest Baltimore Partnership

Seven neighborhoods and six institutions comprise the Southwest Partnership, a collective effort to build a cohesive community of choice and grow neighborhood population.

southwestpartnershipbaltimore.org

Southwest Partnership

Southwest Partnership

Seven neighborhoods and six institutions comprise the Southwest Partnership, a collective effort to build a cohesive community of choice and grow neighborhood population.

southwestpartnershipbaltimore.org
LifeBridge Health’s continued growth and success is thanks in large part to the impartial stewardship of board leaders who steadfastly support our mission to CARE BRAVELY for our patients and communities. Their vision and insight are critical to strategic planning and decision-making aimed at achieving the best possible health outcomes, improving day-to-day operations, providing sufficient staffing, and offering more preventive services and educational community programs.
Focusing on people, clinical services and customer experience

The strength and success of any organization — whether it’s a corner store or a global multinational — are reliant on the talent and dedication of its team. This is especially true in a service-based, high-skill and touch environment like healthcare. For LifeBridge Health, strong workforce development is fundamental to our mission to CARE BRAVELY. To support our people, our strategy focuses on two main groups: team members and physician staff. This structure is designed to provide the distinct tools and resources each needs to be engaged and successful while ensuring we can track key metrics crucial to success: recruiting, onboarding, credentialing and the annual review process. Moreover, these metrics will identify both where things are working well and detect gaps, promoting the development of solutions for more productive and class-leading teams.

Building a customer-centered experience is a must-have strategy for any consumer-facing organization in the 21st century. It’s particularly important in healthcare, as we lag both the finance and retail industries. Efforts to support our customer experience strategy will include collaboration between nursing, quality, safety and patient experience, consumer-journey mapping, robust online scheduling tools and advancing our virtual hospital to improve patient access and choice.

In a global budget environment, operational excellence and value management are key to a healthy organization. Mindful budget management, minimizing administrative expenditures and strengthening our network integrity and patient flow will be critical areas of continued focus.

Profits from LifeBridge Health Partners and revenue from philanthropy, grants, research and innovation help us to provide an exceptional care environment for our patients and their families. We continue to manage the total cost of care by strategically shaping our clinically integrated network, optimizing our commercial contracts for maximum value, reducing denials and developing a tiered care coordination model for high and at-risk populations. These efforts will improve our cost structure and refine our LifeBridge Health care delivery model: the right care at the right time in the right location.

To enhance our clinical services and future capabilities, we look to new, multiyear strategic plans and investments in oncology, the Cardiovascular Institute, and our ambulatory physician network, as well as aligning our nursing staff resources.

As we continue to grow, it is important that LifeBridge Health actively seeks to build and then leverage our strategic scale. Projects like an expanded GI center at Carroll, integrating Bon Secours (now Grace Medical Center) and Baltimore Child Abuse Center, starting construction of our new nursing home, Aifer Hill, on the Carroll Hospital campus, developing our Sinai campus ambulatory strategy and establishing an affiliation with a medical school — all help us broaden our offerings along the continuum of care. Each effort, proactive and thoughtful, is representative of what it means to CARE BRAVELY.
We are LifeBridge Health.