

# 2014 Annual Report & Community Benefit Summary



Sinai Hospital ■ Northwest Hospital  
Levindale Hebrew Geriatric Center and Hospital

# Aiming for and Achieving Greatness at LifeBridge Health

*A Word from Neil Meltzer, LifeBridge Health President and CEO*

**T**his is an exciting time to be in the health care industry. As part of the Affordable Care Act, all hospitals are now incentivized to provide care that achieves the triple aim: better patient experiences, better health outcomes and lower costs.

Starting with fiscal year 2014, every year in Maryland the Health Services Review Commission assigns each hospital a global budget. We must use these funds to care for all those who seek treatment at our hospitals. Some of the funds we receive to care for our patients are tied directly to the triple aim's goals, and we are required to achieve certain benchmarks each year.

LifeBridge Health is a nimble organization. We have always kept our eyes open for opportunities that allow us to improve the care we provide our patients. We are also flexible enough to quickly take advantage of those opportunities when we see them.

The best recent example of our flexibility is our new affiliation with Carroll Hospital in Westminster. The addition of Carroll Hospital to the LifeBridge Health family represents an important milestone for us as we expand our mission of creating healthier communities. Carroll Hospital and our

service to its surrounding communities will be a large part of our focus for 2015 and beyond.

## Reaching the Triple Aim and Beyond

Thanks to our foresight, LifeBridge Health is not simply preparing for how to achieve the triple aim; we have been providing care that reflects that aim for years. In this regard, we are ahead of our hospital peers — not only in Maryland, but also in the mid-Atlantic region.

For decades, LifeBridge Health has recognized that good patient outcomes are heavily influenced by the health care our patients receive before they come to the hospital.

That is why we have sought out partners who provide community-based health-related services. By joining forces with primary care physicians, specialists, urgent care centers, home care professionals, a medical transportation provider, a medical equipment supplier, a fitness club and more, we ensure that our patients have coordinated access to everything they need for good health.

When combined with LifeBridge Health's own initiatives related to patient safety, quality and best practices, partnering with these other health service providers has been a winning



Neil Meltzer  
President and CEO

strategy. As a result, our hospitals and skilled nursing facility earn awards for their quality. Our hospital staffs work to ensure that each patient and his or her family members have a very good experience with us. And we achieve all that while keeping the costs of care among the lowest in the state.

As you read this 2014 annual report and community benefit summary, you'll see why it is that we say at LifeBridge Health, "The Future of Health Care Is Here." ■

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# LifeBridge Health

**L**ifeBridge Health consists of Sinai Hospital of Baltimore, Northwest Hospital, Levindale Hebrew Geriatric Center and Hospital, LifeBridge Health & Fitness, and their subsidiaries and affiliates.

As one of the largest, most comprehensive and most highly respected providers of health-related services in the Maryland region, LifeBridge Health has the technology, skills and expertise of an academic system while still providing care that is warm and personal. Involving patients and their family members as partners in care, LifeBridge Health offers comprehensive treatment, preventive and wellness services. In addition, LifeBridge Health provides programs to educate and support our communities.

## Destination Programs

While LifeBridge Health offers comprehensive services in nearly every area of medicine, four of its centers of excellence attract patients from every county in Maryland, all 50 states and many countries around the world. They are:

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



1. Orthopedic surgeon James Nace, D.O., explains the hip joint to a participant at a screening.  
2. TrueBeam™ technology allows Lapidus Cancer Institute physicians to deliver safer, more targeted radiation treatments.

## LIFEBRIDGE HEALTH MANAGEMENT AND BOARD OF DIRECTORS

To view the members of LifeBridge Health's management team, visit [lifebridgehealth.org/LBHmanagement](http://lifebridgehealth.org/LBHmanagement).

To view the members of LifeBridge Health's board of directors, visit [lifebridgehealth.org/LBHboard](http://lifebridgehealth.org/LBHboard).

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## By the NUMBERS

The following financial and statistical information is for the period July 1, 2013, through June 30, 2014.

- ▶ Sinai Hospital / 4,497
- ▶ Northwest Hospital / 1,576
- ▶ Levindale / 819
- ▶ Others / 226

**EMPLOYEES**  
**7,118**

- ▶ Sinai Hospital / 1,091
- ▶ Northwest Hospital / 767
- ▶ Levindale / 218

**PHYSICIANS**  
**1,314\***

- ▶ Sinai Hospital / 534
- ▶ Northwest Hospital / 272
- ▶ Levindale / 330

**BEDS**  
**1,136**

- ▶ Sinai Hospital / \$861,951,000
- ▶ Northwest Hospital / \$277,068,000
- ▶ Levindale / \$89,886,000
- ▶ Others / \$145,799,000

**GROSS PATIENT REVENUES**  
**\$1,374,704,000**

- ▶ Sinai Hospital / \$49,641,000
- ▶ Northwest Hospital / \$21,247,000
- ▶ Levindale / \$3,415,000
- ▶ Others / \$1,316,000

**UNCOMPENSATED CARE**  
**\$75,619,000\*\***

\* Physicians may have privileges 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.



# Sinai Hospital

**S**inai Hospital of Baltimore features renowned centers of excellence — some with national and international acclaim. As the largest community hospital and the third largest teaching hospital in Maryland, Sinai Hospital provides quality patient care, educates medical students and residents, and engages in research to improve lives.

## Centers of Excellence

Please also refer to the list of LifeBridge Health destination programs on page 3.

- Adult Hydrocephalus Center
- Beverly and Jerome Fine Cardiac Valve Center
- Herman & Walter Samuelson Children's Hospital
- ER-7 Emergency Center
- Geriatric Surgery
- Ben and Zelda Cohen Heart Rhythm Center
- Center for Joint Preservation and Replacement
- Krieger Eye Institute
- International Center for Limb Lengthening
- Weinman Family Department of Radiation Oncology
- Jennifer Gandel Kachura Level III NICU
- Sinai Rehabilitation Center
- Sleep Center
- Spine Center
- Stroke Center
- Sinai Center for Thrombosis Research
- Level II Trauma Center
- Vascular Institute
- Women's Services



**Amy Perry**  
President,  
Sinai Hospital of  
Baltimore  
Executive Vice  
President,  
LifeBridge Health



Sinai Hospital's Level III Neonatal Intensive Care Unit (NICU) has 21 beds and treats premature and critically ill newborns.

## Sinai's Teaching Hospital Mission

Education is a core mission at Sinai Hospital, 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 here each year.

An enthusiastic faculty, many with appointments at the Johns Hopkins University School of Medicine and the University of Maryland School of Medicine, are nationally and internationally recognized experts in their fields. They join Sinai Hospital attending physicians to give residents opportunities to work with patients from a broad range of socioeconomic and ethnic backgrounds in a variety of clinical settings. Sinai Hospital's state-of-the-art facilities help prepare our residents to be top physicians in modern health care settings. ■

## By the NUMBERS

### FY 2014 BEDS

|  |            |
|--|------------|
| Medical/Surgical .....                     | <b>342</b> |
| Neonatal Intensive Care Unit (NICU) .....  | <b>21</b>  |
| Nursery Bassinets .....                    | <b>35</b>  |
| Obstetric .....                            | <b>23</b>  |
| Pediatric .....                            | <b>26</b>  |
| Pediatric Intensive Care Unit (PICU) ..... | <b>6</b>   |
| Psychiatric .....                          | <b>24</b>  |
| Rehabilitation .....                       | <b>57</b>  |
| <b>TOTAL .....</b>                         | <b>534</b> |

### FY 2014 ADMISSIONS/VISITS

|                                      |                |
|--------------------------------------|----------------|
| Total Adult .....                    | <b>24,400</b>  |
| Births .....                         | <b>2,151</b>   |
| NICU .....                           | <b>149</b>     |
| Emergency Department Visits .....    | <b>78,701</b>  |
| Total Outpatient Clinic Visits ..... | <b>100,103</b> |
| Same-Day Surgical Visits .....       | <b>12,289</b>  |

## SINAI HOSPITAL MANAGEMENT AND BOARD OF DIRECTORS

To view the members of Sinai Hospital's management team, visit [lifebridgehealth.org/SinaiManagement](http://lifebridgehealth.org/SinaiManagement).

To view the members of Sinai Hospital's board of directors, visit [lifebridgehealth.org/SinaiBoard](http://lifebridgehealth.org/SinaiBoard).

## Sinai Hospital

2401 W. Belvedere Ave.  
Baltimore, MD 21215

410-601-9000

[lifebridgehealth.org/sinai](http://lifebridgehealth.org/sinai)

# Northwest Hospital

**N**orthwest Hospital, located in Randallstown, Maryland, carries out its vision to be the recognized leader in clinical quality and customer care in the northwest Baltimore metropolitan region. 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, has outpatient services that are highly acclaimed by patients and is home to a competent emergency department that expertly handles heavy volumes.



**Brian White**  
President,  
Northwest Hospital and  
Post-Acute Care Division  
Senior Vice President,  
LifeBridge Health

## Centers of Excellence

Please also refer to the list of LifeBridge Health destination programs on page 3.

- Bariatric and Minimally Invasive Surgery
- Herman & Walter Samuelson Breast Care Center
- Center for Diabetic Limb Preservation
- Cosmetic Surgery Center
- ER-7 Emergency Center
- Krieger Eye Institute
- Psychiatric Services
- Sleep Center
- Spine Center
- SurgiCenter (same-day surgery)
- Vascular Institute
- Women's Wellness Center
- Wound Care and Hyperbaric Oxygen Therapy (HBOT)

## By the NUMBERS

### FY 2014 BEDS

|                        |            |
|------------------------|------------|
| Medical/Surgical ..... | <b>220</b> |
| Subacute Care .....    | <b>29</b>  |
| Psychiatric .....      | <b>23</b>  |
| <b>TOTAL</b> .....     | <b>272</b> |

### FY 2014 ADMISSIONS/VISITS

|                                   |               |
|-----------------------------------|---------------|
| Total Adult .....                 | <b>13,047</b> |
| Emergency Department Visits ..... | <b>60,632</b> |
| Outpatient Visits .....           | <b>55,647</b> |
| Total Surgical Cases .....        | <b>8,584</b>  |
| Subacute Admissions .....         | <b>736</b>    |



1. Northwest Hospital's Movin' to Good Health event. 2. A health fair at the hospital. 3. Cardiac Rehabilitation. 4. Employees help raise money for the ER-7 expansion.

## NORTHWEST HOSPITAL MANAGEMENT AND BOARD OF DIRECTORS

To view the members of Northwest Hospital's management team, visit [lifebridgehealth.org/NorthwestManagement](http://lifebridgehealth.org/NorthwestManagement).

To view the members of Northwest Hospital's board of directors, visit [lifebridgehealth.org/NorthwestBoard](http://lifebridgehealth.org/NorthwestBoard).

## Northwest Hospital

5401 Old Court Road  
Randallstown, MD 21133  
410-521-2200

[lifebridgehealth.org/northwest](http://lifebridgehealth.org/northwest)



# Levindale Hebrew Geriatric Center and Hospital

**F**or nearly 125 years, Levindale Hebrew Geriatric Center and Hospital has been carrying out its vision to provide quality health care and forward-looking programs for people who are elderly and disabled. Levindale's nursing home was the first facility in Maryland to implement the Eden Alternative program for elder care. This philosophy adds friendship, freedom and fun to the lives of residents.

## Centers of Excellence

- Behavioral Health Unit
- Comfort and Hospice Care
- High Intensity Care Unit
- Rehabilitation Services
- Therapeutic Recreation
- Ventilator Services Program
- Wound Care

## By the NUMBERS

### FY 2014 BEDS

|  |            |
|--|------------|
| Nursing Home (Comprehensive Care) Beds<br>(including subacute and dementia care) .....         | <b>210</b> |
| Specialty Hospital<br>(including behavioral health,<br>acute rehabilitation and chronic) ..... | <b>120</b> |
| <b>TOTAL</b> .....   | <b>330</b> |

### FY 2014 ADMISSIONS

|                          |              |
|--------------------------|--------------|
| Nursing Home .....       | <b>501</b>   |
| Specialty Hospital ..... | <b>1,315</b> |

### OUTPATIENT BEHAVIORAL HEALTH SERVICES

|  |                             |
|--|-----------------------------|
| <b>Levindale Partial Hospitalization Program<br/>and Outpatient Services</b> | <b>FY 2014<br/>Capacity</b> |
| Belvedere .....  | <b>50</b>                   |
| Pikesville .....   | <b>40</b>                   |



1. Physical therapy sessions help patients maintain function and mobility. 2. Volunteers bring new hobbies to residents. 3. At Levindale, life is as homelike as possible.

## LEVINDALE MANAGEMENT AND BOARD OF DIRECTORS

To view the members of Levindale's management team, visit [lifebridgehealth.org/LevindaleManagement](http://lifebridgehealth.org/LevindaleManagement).  
To view the members of Levindale's board of directors, visit [lifebridgehealth.org/LevindaleBoard](http://lifebridgehealth.org/LevindaleBoard).

**Levindale Hebrew Geriatric Center and Hospital**  
2434 W. Belvedere Ave.  
Baltimore, MD 21215  
410-601-2400  
[lifebridgehealth.org/levindale](http://lifebridgehealth.org/levindale)

# VSP: Serving Those Who Have Served Our Country

**W**hen Charles Robinson became disabled after complications with an injury sustained during U.S. Army service, he had to give up his career in warehouse management and consider a new direction.

That's when the 21-year veteran found out about VSP, a Sinai Hospital department that has provided vocational services and employment opportunities to individuals with disabilities and economic need for nearly five decades.

The U.S. Department of Veterans Affairs often refers veterans to VSP for its Contemporary Office Technology Training (COTT) and Work Readiness at LifeBridge Health programs.

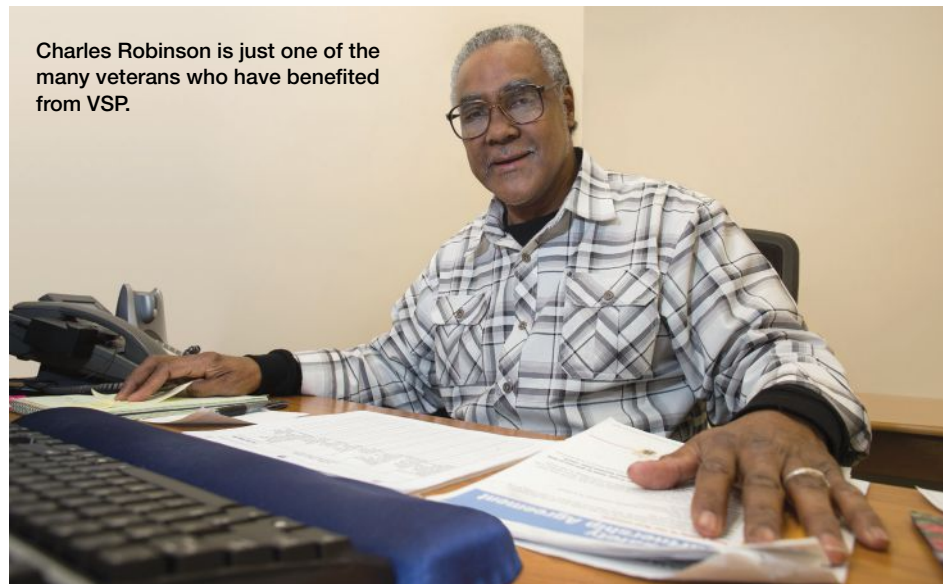
COTT, VSP's 17-week computer training program, helps people with disabilities develop marketable skills in the areas of keyboarding, Microsoft Office software and customer service. This allows them to pursue new career paths.

"A lot of these individuals come to us with a lack of current computer skills," says Chervel Reavis, office technology instructor.

Such was the case with Robinson, 57, when he enrolled in computer training. "I never realized that such software skills were essential in today's business world," he says. Even so, he mastered them quickly.

## Furthering His Skills

After program completion, Robinson enrolled in VSP's Work Readiness at LifeBridge Health Program, where he applied his new computer competence and learned additional job-related skills as a data input specialist in LifeBridge Health's Education Resource Center, one of more than 30 training departments. The program paid Robinson a stipend, and he also benefited from the program's biweekly job-seeking and job-retention skill-building classes. Ultimately, the Work



Charles Robinson is just one of the many veterans who have benefited from VSP.



VSP's clients thrive in their workplace environments.

Readiness program allowed him to update his résumé and references and helped him build great customer service skills.

"We give participants a chance to develop marketable skills as they move toward workforce reentry," says Marla Friedman, work adjustment supervisor. "For veterans, it is important to learn the skills they need to be successful in civilian settings."

## Gaining Employment

One day, as Robinson was job searching in VSP's computer lab, a manager approached and asked him to consider

applying for a customer service position with VSP's printing and mailing service. Using his military work experiences and his newly acquired skills, he embraced the position enthusiastically.

"Had it not been for VSP's staff and its comprehensive services, I would not be here," says Robinson. "I love being here. I love doing what I do." ■

For more information about VSP, visit [lifebridgehealth.org/VSP](http://lifebridgehealth.org/VSP).



# Changing Hearts for the Better

**O**f the nearly one million Americans who will have a heart attack this year, almost half of them will have no idea that they even had heart disease.

But what if there were a way to intervene early? That's Terrie Dashiell's goal. Dashiell is a nurse and LifeBridge Health's manager of the Office of Community Health Improvement. She runs the Changing Hearts Community Health Improvement Program — a free program that reaches out to people at high risk for heart disease.

## A Major Issue

According to the community members LifeBridge Health surveyed, heart disease is the leading health concern in their neighborhoods. They also cited health conditions such as high blood pressure, stroke, obesity and diabetes — all related to heart disease.

By detecting early if someone is at high risk for heart disease, Changing Hearts empowers its participants to take steps to prevent adverse events like heart attack and stroke.



Each time nurse Terrie Dashiell visited Pamela Inserto at her home, she took her vitals, weight and blood pressure.





*“We hope that people will feel more empowered in their interactions with the health care system.”*

—Terrie Dashiell, M.S., RN-CCP

“The Changing Hearts program provides care to people who are medically underserved; range in age from 18 to 70; and meet certain clinical criteria, such as high blood pressure and high cholesterol,” Dashiell says. The program reaches out to churches, apartment complexes and community centers to find people who meet these guidelines.

Jacqueline Dixon first encountered the Changing Hearts program through a health fair at the Zeta Center for Healthy and Active Aging in the Park Heights neighborhood of Baltimore. She enthusiastically signed up.

“I learned a lot of things from the program,” says Dixon, “especially about how the different health conditions are linked. I had high cholesterol, and I knew it could cause stroke, but I never thought about it causing a heart attack.”

The program empowered Dixon, 62, to cut out a lot of the unhealthy foods she had been eating.

*“By detecting if someone is a high risk for heart disease, Changing Hearts empowers its participants to take steps to prevent heart attack and stroke.”*

“I don’t go to McDonald’s anymore,” she says. “I’ve cut back on drinking Pepsi.”

Dixon dropped a couple of dress sizes, thanks to her newly adopted habits of walking and eating more nutritious foods. However, other health benefits she’s reaped from these simple lifestyle changes have been even more dramatic.

“I don’t get as many headaches as I used to. I would get headaches *every day*,” Dixon explains.

### Creating Awareness for Younger People

Recognizing that heart disease is showing up in younger populations, the Changing Hearts program serves people as young as age 18.

Pamela Inserto, 36, received information about Changing Hearts at St. Gabriel Catholic Church in Windsor Mill.

“I wanted to learn more about my own health,” Inserto says. “My mother has borderline diabetes, and I was able to ask Terrie [Dashiell] how to prevent that with me.”

Inserto’s blood work showed that she was slightly anemic, so she tailored her diet to include more iron-rich foods such as leafy greens and liver. To help prevent diabetes, Inserto has cut back on noodles, pasta and white rice.

“It’s surprisingly easy to do without these foods now,” says Inserto, who has lost 7 pounds and improved her cholesterol and blood sugar readings.

## More About Changing Hearts

The Changing Hearts program addresses many aspects of care, prevention and wellness by first determining community members’ risk for heart disease, clinical needs and access to health care. The program includes:

- Heart health risk assessment
- Blood work for cholesterol, glucose and other essential tests
- Blood pressure readings
- Body composition analysis
- Health education counseling with a registered nurse
- A personalized plan for positive lifestyle changes
- Group classes for education and support
- Material and resources to help participants make lifestyle changes
- Follow-up phone calls or home visits from a community health worker

Changing Hearts also takes steps to keep participants active and engaged with their health after they graduate from the program.

“At the end of their time with us, we hope that people will show a decreased risk in clinical elements of the heart disease cluster,” adds Dashiell. “They’ll feel more empowered in their follow-up interactions with the health care system, and they’ll experience a better overall quality of life.” ■

### TAKE CHARGE OF YOUR HEART — AND OVERALL HEALTH

If you’re in need of a primary care provider, LifeBridge Health can help you find one. Call 866-404-DOCS.

# Giving Everyone the Freedom to Be Screened and Treated for Breast Cancer



**W**ith 1 of every 8 women expected to be diagnosed with it at some point in her life, breast cancer is the most common cancer affecting women. But when breast cancer is caught and treated early, survival rates are high. That's why breast cancer screenings — mammograms, ultrasounds and clinical breast exams — are important toward ensuring that women with breast cancer will end up as survivors.

## Getting Essential Screenings and Treatment

Not all women have equal access to breast cancer screenings. Thankfully, the Freedom to Screen Program at Northwest Hospital's Herman & Walter Samuelson Breast Care Center is rectifying this for some women — as well as some men, who are not immune to this disease. The program helps lower-income, uninsured and underinsured people in Baltimore County, Baltimore city and the outlying counties receive the

breast cancer screenings — and, if necessary, the treatment — they need.

“We primarily serve women under the age of 65 whose household incomes are between 250 and 300 percent of the federal poverty guidelines,” says Andrea Mocca, coordinator and breast health educator for Freedom to Screen. She says that the program also helps individuals ages 65 and older and those who are under 250 percent of the poverty level when their breast cancer screening and treatment cannot be covered by another county, state or federal program.

During fiscal year 2014, the program screened 82 patients, half of whom received their first-ever breast imaging. Unlike in 2013, when Freedom to Screen identified two breast cancer cases, in 2014, the program did not detect any breast cancer. Had patients been diagnosed, Mocca and her team would have connected them with the treatment and support services they need.

## Reaching Out to an Important Community

Also in 2014, Freedom to Screen began a partnership with Nueva Vida (Spanish for “new life”), an organization that helps Latino families affected by cancer. Thanks to this partnership, about half of Freedom to Screen's 2014 clients were from the Hispanic community.

“A bilingual community health worker brings patients in need of our services to us,” says Mocca. “She even accompanies them to the [Samuelson] Breast Care Center for their clinical breast exams and mammograms.” Mocca adds that having a Spanish-English interpreter present for the screening enhances the patient experience.

This past fiscal year was also the first that Northwest Hospital's Samuelson Breast Care Center began offering revolutionary 3-D mammography/breast tomosynthesis, which helps detect even smaller breast cancer lesions and those in dense breast tissue. This new technology was provided to all Samuelson Breast Care Center patients, including the Freedom to Screen participants. ■



Freedom to Screen is funded in part through grants, including those from Susan G. Komen Maryland. Pictured (L to R) are Phyllis Gray, Susan G. Komen Maryland board member; Andrea Mocca; and Bryant Cargile, Susan G. Komen Maryland chairman of the board.



# Northwest Hospital Empowers Those Affected by Domestic Violence

**F**or more than a decade, the DOVE Program at Northwest Hospital has helped hundreds of people find safety from the violent environments in their homes. Domestic violence is the leading cause of injury to women, and it can happen to anyone — regardless of race, age, sexual orientation, religion, gender or income level.

“Sometimes red flags are present before a partner becomes violent,” says Audrey Bergin, DOVE Program manager. “It can start as emotional and verbal abuse and controlling behaviors, then escalate from there. It’s hard for many women to leave their partners because they genuinely love them and think it won’t happen again.”

Bergin explains that there can be practical barriers to leaving such as finances or child care. The DOVE Program helps its clients overcome these obstacles.

## A Unique Program

Among the nearly 70 hospitals in Maryland, only 10 — including Sinai and Northwest hospitals — have domestic violence programs. But the hospital is a



The DOVE Program has earned national recognition for its work. Pictured here in 2013 are (L to R) Attorney General Eric Holder, Acting Associate Attorney General Tony West, Audrey Bergin, Acting Assistant Attorney General Mary Lou Leary and Office for Victims of Crime Principal Deputy Director Joye Frost.

good setting for a program like DOVE. Victims of domestic violence often come to the emergency room (ER) because of their injuries.

While many victims will not tell hospital providers how they got hurt, the DOVE Program trains Northwest ER-7 health care professionals on how to spot

domestic violence and to get their patients help.

“The important thing is that we let these patients know that help is available,” says Bergin. “It does not cost them anything, and above all, it can keep them and their children safe. It’s very possible that their lives depend on it.” ■

## Domestic Violence Checklist

Does your partner:

- Humiliate you in front of others?
- Act jealous and possessive?
- Try to isolate you from your family and friends?
- Throw, push, hit, choke, kick or slap you?
- Blame you for his or her actions?
- Promise his or her actions won’t happen again, but then they do?
- Force you to have sex when you don’t want to?
- Threaten to hurt or kill you or your children?

### If you are being abused, please call for help.

Domestic Violence Program at Northwest Hospital  
410-496-7555

Family Violence Program at Sinai Hospital  
410-601-8692

24-hour Baltimore County Domestic Violence Hotline  
410-828-6390

24-hour Baltimore City Domestic Violence Hotline  
410-889-7884



# Personalized Care Helps Prevent Trips to the Emergency Room



**William Jaquis, M.D.**  
*Sinai ER-7 Chief*

**I**n a medical emergency, it's important to seek a hospital emergency room (ER).

However, not all patients use the ER for emergency reasons. Some are there for preventable reasons; perhaps they needed to take their medications correctly but misunderstood the labels.

No one benefits when patients use the ER unnecessarily. These patients can contribute to long ER wait times. They can often be cared for more appropriately in another setting such as an urgent care center. Also, patients who are frequent ER visitors might lack health insurance or may be missing out on social services.

## Cutting Down on ER Visits

To proactively help patients who use the ER too frequently for non-emergency or chronic health conditions, in June 2014 the Sinai ER-7 teamed up with HealthCare Access Maryland (HCAM) to launch the Access Health Program. The program's care coordinators work inside the Sinai ER-7 to identify and meet with potential participants.

"Participants must meet certain criteria to participate, such as a patient must have come to the ER four times in the past four months," says Olympia Ross, M.S.N., R.N., a case manager in the





William Jaquis, M.D., Sinai ER-7 chief, and David Baker, Dr.P.H., LifeBridge Health's director of ambulatory and physician practice outcomes, have been instrumental in launching the Access Health Program at Sinai Hospital. The Access Health Program team works to identify frequent emergency room visitors and connect them with the health care services that they need.

Sinai ER-7. She says the ER sees some patients even weekly.

Once patients are identified and agree to join the program, navigators work with them to determine why they repeatedly end up in the ER.

"Patients who frequently visit the ER often have complicated sets of needs," says William Jaquis, M.D., chief of Sinai Hospital's Department of Emergency Medicine. "Many have both medical and behavioral health needs, and some have social needs."

Michael Angelo, 61, was one such patient. Without health insurance, he had repeated visits to the ER for an enlarged prostate.

Angelo's HCAM care coordinator helped link him to not only a primary care provider and health insurance, but also food stamps to meet his nutritional needs. Thanks to his new insurance, he was able to have prostate surgery and is doing well.

### Getting Patients What They Need

Dr. Jaquis says that the program navigators perform intensive work to find out exactly what each participant needs. Some simply need a primary care provider, while others are homeless and need shelter. Some need help in knowing how to take their medications correctly. In addition to making home visits to help participants adhere to their care plans, the navigators connect them with community services and resources that can improve their health.

At the time of publication, 169 patients have participated in the Access Health Program.

"Even if 10 percent of the program participants are helped and reduce their ER usage, we'll be successful," says Dr. Jaquis.

## When to Use an Emergency Room

Though you should avoid the emergency room (ER) for non-emergencies, there are times when you definitely need emergency care. For example, if you think you might be having a heart attack, call **911**.

Sinai ER-7 Chief William Jaquis, M.D., says that patients are protected by the national Prudent Layperson Law. This means that when you come to the ER with what you believe could be a life-threatening condition, your health insurance company must cover your visit no matter your diagnosis.

So go straight to your nearest ER or call **911** if you experience:

- Signs of a stroke, such as sudden facial paralysis; numbness or weakness in the face, arm or leg (especially on one side); slurred speech; impaired vision; or severe dizziness
- Chest pain (if you are age 50 or older)
- Severe abdominal pain
- Profuse bleeding or head trauma
- Loss of consciousness

Infants younger than 8 weeks old and the elderly should go to the ER when they are ill.

David Baker, Dr.P.H., LifeBridge Health's director of ambulatory and physician practice outcomes, says that even though it's early to compare participants' usage pre- and post-intervention, preliminary results are encouraging.

"For ER frequent users enrolled in August, we've seen a 75 percent reduction in their visits to the ER in the four months since the Access Health Program began working with them," says Dr. Baker. ■

### KNOW WHERE TO GO IN AN EMERGENCY

If you or a loved one needs emergency care, the LifeBridge Health ER-7s at Sinai and Northwest hospitals can help. Visit [lifebridgehealth.org/ER7](http://lifebridgehealth.org/ER7) for more information.

# M. Peter Moser Community Initiatives: Caring for Sinai Hospital's Neighbors

**F**or decades, LifeBridge Health has provided outreach programs that improve the lives of our community members. M. Peter Moser Community Initiatives, a Sinai Hospital-based effort, offers programs designed to attend to not only the health but also the social well-being of the people in our surrounding neighborhoods. The current roster of these initiatives includes:



## ▲ Diabetes Medical Home Extender Program

This project helps people with poorly controlled diabetes improve their health through gradual lifestyle changes. (For a closer look at this program, see page 16.)

## Family Violence Program

The Family Violence Program at Sinai Hospital gives assistance to those affected

by intimate partner violence. The program provides help and support through crisis intervention, individual and group counseling for women, ongoing support services, services coordination, legal information and court advocacy.

## HIV Support Services

Since 1989, Sinai Hospital's HIV Support Services have provided case management services for patients with HIV so they have access to the resources they need for optimal health. Additionally, the program offers outreach and home visiting, supportive counseling, and a Women's Support Group. (See page 15 for a story about a beneficiary of Sinai Hospital's HIV Support Services.)

## Kujichagulia Center/Sinai Violence Prevention Program

Named after the Swahili word for self-determination, the Kujichagulia Center provides youth development and violence prevention services to residents of the 21215 ZIP code between ages 19 and 24. The program provides case management services to help young people escape the cycle of violence and pursue educational or vocational opportunities.

## Pediatric Hematology/Oncology

M. Peter Moser Community Initiatives supplies a clinical social worker to provide psychosocial support to children (and their families) being treated by the Sinai Division of Pediatric Hematology/Oncology. This social worker offers crisis intervention services; ongoing emotional support; education; and referrals to national, state and local resources.



## ▲ Perinatal Depression Outreach Program

This program identifies women at risk for perinatal depression and provides services to promote healthy bonding between them and their infants. The program offers depression screenings, clinical assessments, individual counseling, treatment referrals, education about perinatal depression and anxiety, and phone and group support.

## Perinatal Home Visiting/Healthy Families America

In partnership with the Family League of Baltimore, Sinai Hospital provides the Healthy Families America perinatal home visiting service. Services are offered to pregnant women or women who have recently delivered a baby and whose families are overburdened. The services continue for several years. The program teaches positive parenting skills, supports maternal sufficiency, and connects families with health and social services. ■



Pictured (L to R) are Jeremy Moser, Carolyn Goodman, Michael Moser, Elizabeth Moser, Dr. Daniel Morgenstern and Moriah Moser.



Lisa White is thankful for the life-changing help she received from Sinai Hospital's HIV Support Services.

# HIV Support Services:

## Proving HIV Does Not Have to Be a Death Sentence



**N**o one knew why Lisa White, 58 at the time, was so sick, but here she was, on oxygen in a hospital bed. Her doctor pored over her record.

“Let’s have you tested for HIV,” he said.

His words shocked her. But the test came back positive.

Two months later, White had full-blown AIDS.

In the months that followed, White was hospitalized several times. She got shingles, lost sight in her right eye and dropped to 99 pounds. A CD4 count, a measure of immune system functioning, lower than 200 is considered AIDS. White’s count was 6.

“I was hopeless; I wanted to die,” White admits. She was on oxygen 24/7. A self-employed graphic designer, she went from having a good income to none at all. After going on disability, she lost her health insurance and had to move in with her daughter and receive financial assistance from her son.

### Finding the Right Resources

Thankfully, White’s situation began to change when Sinai Hospital’s case management staff sought her out.

The social workers from Sinai Hospital’s HIV Support Services helped her gain access to what she needed: health care, food and social services.

White also joined Sinai Hospital’s HIV Women’s Support Group.

“I began to not see [HIV/AIDS] as a death sentence,” White says. “A nurse in the support group told us, ‘You have HIV; HIV does not have you.’”

*“I would not be alive today... if it were not for the support I received at Sinai Hospital.”*

— Lisa White

White says it meant a lot that she could call her Sinai Hospital social worker and always have a listening ear. She expresses gratefulness to a litany of case managers, social workers, nurses and physicians too numerous to name.

“They took the stress off so that I could focus on getting healthy,” she says.

### Turning Her Health Around

Through adherence to her medication, spiritual healing she found at church and encouragement she received from Sinai Hospital’s HIV Support Services, White’s health began to improve. One by one, she reduced her daily pills from 13 to four.

Less than two years after diagnosis, White is back to her normal weight and has her own apartment, thanks to a program HIV Support Services connected her with. She has full sight and a part-time job. Most miraculous of all, the AIDS virus is undetectable in her blood.

“I would not be alive today — and definitely not emotionally balanced — if it were not for the support I received at Sinai Hospital,” White says. ■



# Treating Patients Where They Are: New Diabetes Program Is Changing Lifestyles

**O**ne of LifeBridge Health's goals is to keep our patients healthy and help them avoid preventable hospitalizations. That involves helping patients manage their chronic health conditions such as diabetes.

Diabetes is currently the fastest-growing chronic disease, and the CDC predicts that one out of every three people born today in the United States will develop diabetes sometime in his or her lifetime. Complicating matters, diabetes has a lot of comorbidities, or dangerous conditions that often appear alongside it, such as high blood pressure; high cholesterol; obesity; and heart, kidney and liver diseases.

## Empowering Health Changes

For those reasons, Sinai Hospital's M. Peter Moser Community Initiatives Program chose to focus its newest initiative on helping people with poorly controlled diabetes who live in the communities surrounding Sinai and Northwest hospitals. The Diabetes Medical Home Extender Program hired four community health workers and a nurse who provide home-based services to patients challenged by health complications resulting from diabetes.

"The program's goal is to provide support services to help resolve psychosocial barriers that prevent patients from receiving primary care and achieving optimal health," says Beth Huber, Community Initiatives manager. "Through helping people with diabetes make gradual lifestyle changes, we empower them to improve their health."

Huber says the program proactively seeks out individuals who meet certain medical criteria. The program is voluntary. Staff members meet with potential participants in the hospital to let them know about the free help available to them.

## Hands-On Assistance

The program begins with an assessment to determine and plan for obstacles that make it difficult to manage diabetes. Participants are connected to the resources they need, such as insurance, transportation, medication and a primary care provider. Community health workers and a nurse educate participants about what they need to do to stay healthy. Each participant receives a personalized plan of care that he or she can realistically follow.

"Diabetes is a condition that can be managed," says Huber, "but many people have difficulty following their doctor's recommendations. We provide them with hands-on instruction and practical advice about how to do glucose checks and read food labels." She adds that the program strives to enrich patient-physician communication so that



Nurse Amy Bocala, R.N., B.S.N., helps Virginia James manage her diabetes by visiting James in her home.

participants are able to engage in their medical care.

Since its 2014 start, about 70 people have been served by the program. Early data show that participants' hospitalizations have decreased and their overall health and well-being are improving. ■





# Equal Care for Equal People

**I**t's not surprising that wealthy people generally receive better health care than people living in poverty do. But did you know that wherever there are differences — in race, age, ethnicity, culture, religion, education, gender and others — there exists an opportunity for people to receive unequal care?

“Unfortunately, sometimes a woman doesn't receive care for a heart attack as quickly as a man would,” says Steven Ragsdale, LifeBridge Health's health equity program administrator. “Minorities are less likely to get key cancer screenings than their white counterparts are. We can do something to fix that.”

## Responding to Health Care Disparities

When two people don't receive equal care for the same condition, it's called a health care disparity. These disparities are not caused by differences in a patient's condition, patient preferences or even health insurance. Rather, Ragsdale explains, disparities in health care are often a result of a clinician's unconscious biases and assumptions about the patient. History and society have shaped these attitudes. Cultural differences can cause doctor-patient miscommunication, which can also lead to health disparities.

In 2008, LifeBridge Health recognized that it needed to do something about health disparities. That's when Sinai Hospital formed a Health Equity Task Force (HETF) to look

for solutions that would help the hospital better provide equal care for everyone. In 2013, the HETF expanded to cover the entire LifeBridge Health system.

“Sometimes our solutions are as simple as ensuring that patients receive health information in their preferred language,” says Ragsdale. “Other times, we educate clinicians about factors that contribute to disparities and how they can provide equal care despite these factors.”

## Tackling Obstacles to Health Equity

LifeBridge Health's CEO Neil Meltzer, then president of Sinai Hospital, was instrumental in creating the HETF and seeing that the group's efforts met with early success.

“Improving the care provided to all patients requires a collective effort,” says Meltzer. “LifeBridge Health is responding to disparities with a renewed challenge and greater focus.”

Ragsdale is likewise optimistic that health care at LifeBridge Health will become increasingly equal for everyone. He says that working with Population Health (see **pages 18-19**) to better understand the system's impact on care for all communities will help the organization recognize and tackle the biggest obstacles to health equity.

“Through hard work, I'm confident that we'll move closer to eliminating health care disparities,” Ragsdale concludes. ■

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Steven Ragsdale, LifeBridge Health's health equity program administrator, is committed to reducing health care disparities for patients.



The Health Equity Task Force meets monthly to discuss solutions to health care disparities.

# Population Health: How a New Department Is

## What would health care look like in an ideal world?

- It would help patients make small lifestyle changes — such as with diet and exercise — that would provide for improved future health.
- It would give patients and their care teams information that would enable better, personalized care.
- It would be cost-effective. Unnecessary or duplicated tests would be eliminated. Doctors' enhanced knowledge of what works for specific patients would reduce ineffective treatments.
- It would put patients at the center of their care. They would know and understand that their preferences and wishes matter.



**Joe Wiley, M.D.**  
*Population Health  
Medical Director*

**T**hese aims are being studied and put into practice by LifeBridge Health's Population Health Department. The new department is an outgrowth of LifeBridge Health's core mission: to improve the health of the communities and patients the hospital system serves, while reducing the costs of delivering the best health care possible.

Joe Wiley, M.D., Population Health medical director, explains that the department is revolutionary and evolutionary.

"Hospitals are ideally situated to take care of patients in a medical crisis," says Dr. Wiley. "In the past, we've asked patients to come here, and we've provided care on our terms. What we're doing now by focusing on population health is to harness the energy of our hospital system to provide care when and where patients need it, and more on their terms."

To provide the exact care that LifeBridge Health's patients need, Population Health takes a three-pronged approach: providing the right care at the right time, preventive care and management of chronic diseases, and community outreach.



**Darlene Won**  
*Population Health  
Director*

## { 1 }

### Providing the Right Care at the Right Time

An integrated care delivery system is crucial to providing patients with the right level of services. LifeBridge Health's partnerships have made it uniquely comprehensive; now, virtually every health-related service a patient needs can be found in our system. LifeBridge Health also has an extensive network of physicians, including hundreds who practice in community settings.



LifeBridge Health partners with a large network of physicians, including hundreds of community-based providers, to give patients a variety of health care services.



# Innovating Health Care

“Our comprehensive system helps to increase health care access points and promote continuity of care,” says Darlene Won, LifeBridge Health director of Population Health. She adds that care at LifeBridge Health is collaborative; the system focuses on creating multidisciplinary teams so that all aspects of a patient’s condition and care are considered.



## Managing Chronic Diseases

Chronic diseases — diabetes, heart disease, lung disease, HIV and others — often send people to the emergency room (ER) and hospital. However, effective care management of these diseases can improve and maintain health, helping patients

avoid the ER.

Population Health is leading the development of chronic care centers that address the conditions most prevalent in the communities LifeBridge Health serves. Clinics that help people with diabetes, heart failure and lung disease already exist. These clinics do more than address medical matters; they also provide care navigators and other professionals who help patients get their social services and behavioral health needs met.



are being taken correctly, and connect participants with transportation and other social services. The Community Pastoral Care Program involves outreach to ministers of local synagogues and churches, making sure the health needs of their congregations are being met. The Changing Hearts Community Health Improvement Program (see **pages 8-9**) and M. Peter Moser Community Initiatives (see **page 14**) are also part of Population Health.

Additional programs are being developed, including a health care ambassador program where LifeBridge Health employees will check in on their neighbors. Soon, a primary and chronic care pavilion will open on Sinai Hospital’s campus to serve economically disadvantaged individuals with chronic conditions.

In sum, Population Health is working closely with all other LifeBridge Health departments to ensure that the system’s patients receive everything they need to be their healthiest. ■



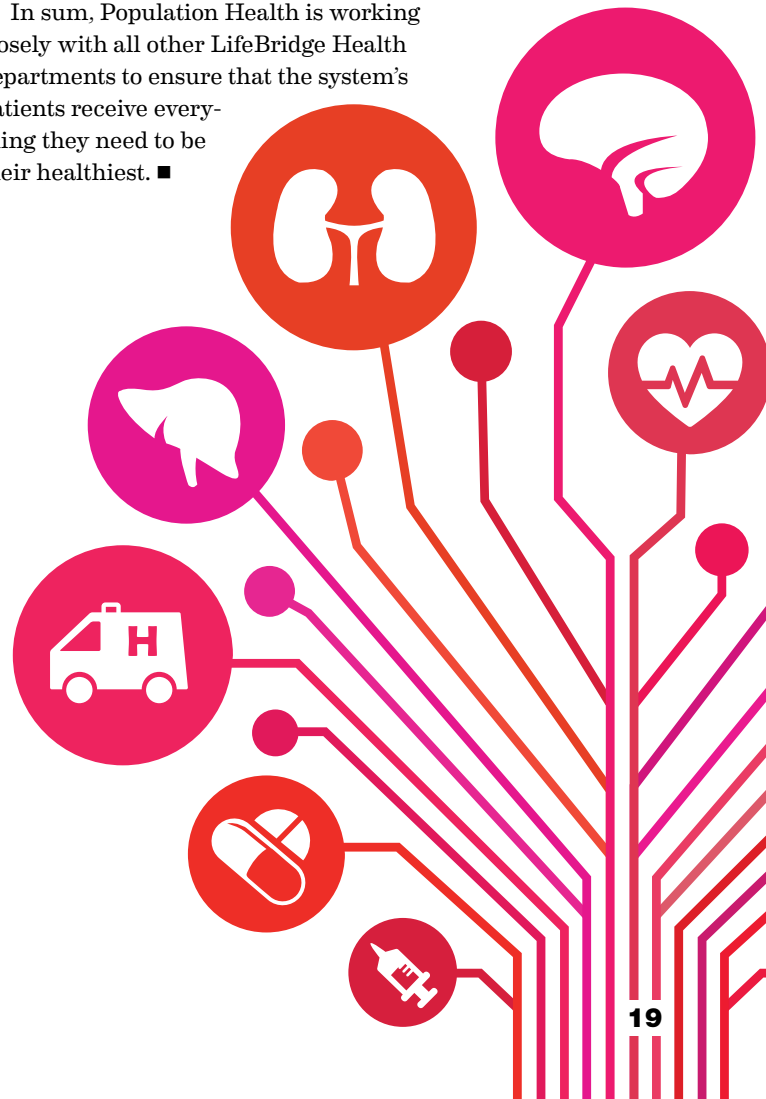
## Reaching Out Into the Community

“Community outreach is essential to maintaining and improving the health of our patients,” says Dr. Wiley.

That is why the department’s programs serve community members of all ages. These include a Children’s Village in greater

Park Heights that provides comprehensive pediatric primary care and behavioral health care to underinsured children.

Through the Aging in Place Program, community health workers visit elderly individuals in their homes. These health workers install grab bars in bathrooms, ensure medications



# LifeBridge Health: The Future of Health Care Is Here

**N**ot that long ago, health care meant medical intervention when a patient was ill. Today, many patients want more than just treatment; they are looking for medical care that provides a lifetime of health and wellness.

“It’s just as important for us to help our patients stay out of the hospital as it is for us to treat patients when they are sick,” says Neil Meltzer, LifeBridge Health’s president and chief executive officer.

This means preventive care, coordinated care and a true partnership with one’s care teams. The goal is to avoid getting sick in the first place. But even if patients get sick, they want care that can help speed recovery, will provide the best quality of life despite chronic conditions, and takes patient and family wishes into account.

## The Best of Both Worlds

Patients can find this level of care at LifeBridge Health: the hospital system that includes Sinai Hospital, Northwest Hospital, Carroll Hospital, and Levindale Hebrew Geriatric Center and Hospital.

“Our hospitals provide the expertise, ability and quality of an academic medical system while offering the warmth that’s come to be expected from us,” says Meltzer.

“Our hospitals provide the expertise, ability and quality of an academic medical system while offering the warmth that’s come to be expected from us.”

— Neil Meltzer, President and CEO

Doctors at LifeBridge Health hospitals have the expertise and technology to offer patients many of Maryland’s leading treatments for cancer and heart, neurological and orthopedic conditions. Many of our surgeons are skilled in minimally invasive techniques that leave patients with smaller scars, less pain and shorter recovery times.

Yet patients of LifeBridge Health’s hospitals receive personalized care.

“Our patients don’t feel treated like numbers but as individuals with unique needs. They often remark about how friendly we are. They praise our staff members for how well they put them and their families at ease,” continues Meltzer.





## Valued Partnerships

For most people, the lion's share of their health care is received outside of a hospital. Early on, LifeBridge Health recognized that the quality of the care our patients receive before they come to the hospital affects how they respond to the care provided by our hospitals.

Therefore, to ensure our patients receive good care outside the hospital, LifeBridge Health forged partnerships with a variety of high quality organizations that offer that care. These partner organizations not only provide services our patients need, they are also leaders in their business categories that value the patient experience.

"Thanks to LifeBridge Health's foresight, we can now offer services that cover all aspects of health care," Meltzer says.

LifeBridge Health's complementary services position the system for a long future of pioneering change in health care. They help LifeBridge Health provide high quality, cost-efficient patient care while improving the health and well-being of the communities it serves.

These partners include a system of hundreds of primary care and specialist physicians who practice in community locations. Other partners are urgent care centers, outpatient pharmacies, a supplier of durable medical goods, a medical transportation provider, an accountable care organization, a health and fitness club, a home health agency, and more. (See **page 22** for a full list of LifeBridge Health's business partners.)

In short, LifeBridge Health has considered all aspects of health and wellness, and has brought together the right care partners to provide anything a patient may need. This means that our patients receive the care they need — when and where

they need it — and unnecessary duplication is avoided. Appointments with specialists can be easily made, and patient care is well-coordinated.

Because of all these reasons, LifeBridge Health is uniquely equipped in Maryland to be a partner for lifelong health. ■

### CHOOSE LIFEBRIDGE HEALTH AS YOUR PARTNER FOR LIFELONG HEALTH

To learn more about us or find a LifeBridge Health-affiliated primary care physician near you, visit [lifebridgehealth.org/future](https://lifebridgehealth.org/future) or call 866-404-DOCS (3627).

# Meet Our Partners

**L**ifeBridge Health has a variety of partners that provide high quality services to people in the Greater Baltimore region. These partners give our patients easy access to anything that would benefit their health and wellness.

Established in 2014, the **LifeBridge Health Accountable Care Organization** strives to further improve the care of Medicare patients while simultaneously reducing per capita costs.  
[lifebridgehealthaco.org](http://lifebridgehealthaco.org)



The **Advanced Health Collaborative** is a voluntary collaboration between LifeBridge Health and other independent Maryland health systems. Member hospitals share ideas and find ways to efficiently and effectively improve health care, resulting in better quality at lower costs.  
[ahcmaryland.org](http://ahcmaryland.org)

### Community Physicians

LifeBridge Health has partnered with hundreds of primary care providers and specialists who give patients the care they need — right in their neighborhoods. From pediatrics to geriatrics, LifeBridge Health has a physician for you. To find a doctor, call **866-404-DOCS (3627)**.



**ExpressCare Urgent Care Centers**, the official urgent care center of the Baltimore Orioles, is the fastest growing urgent care company in Maryland. ExpressCare provides high quality walk-in care for patients of all ages, with evening and weekend hours; onsite X-ray, lab and prescription medication

services; and 20 locations throughout the mid-Atlantic.

[WhyWaitIntheER.com](http://WhyWaitIntheER.com)



**HomeCare Maryland, LLC**, a Medicare-certified home health care agency, provides specialized care services — skilled nurses, physical and occupational therapists, dietitians, medical social workers, and home health aides — to homebound patients.  
[homecaremaryland.com](http://homecaremaryland.com)

**The Krieger Eye Institute Optical Shops** at Northwest Hospital and Quarry Lake carry eyewear that suits every lifestyle and budget, as well as competitively priced specialty lenses.  
[lifebridgehealth.org/KriegerEye](http://lifebridgehealth.org/KriegerEye)

**LifeBridge Health Physical Therapy powered by Physiotherapy Associates** offers a continuum of sports medicine and rehabilitation for elite athletes, orthopedic outpatients and those with chronic pain.  
[lifebridgehealth.org/PT](http://lifebridgehealth.org/PT)

**National Respiratory Care, LLC** is a full-service provider of medical and respiratory supplies.  
[lifebridgehealth.org/NationalRespiratoryCare](http://lifebridgehealth.org/NationalRespiratoryCare)

**The Outpatient Pharmacies** at Sinai Hospital and Northwest Hospital provide patients with automated refills, same-day pickup, and free bedside and home delivery services. Our pharmacies offer competitive prices and accept most insurance plans.  
[lifebridgehealth.org/OutpatientPharmacy](http://lifebridgehealth.org/OutpatientPharmacy)



**LifeBridge Health & Fitness**, a full-service health club, has the latest fitness equipment, an indoor pool, exercise classes, personal training, specialty fitness and wellness programs, and more.  
[BestBaltimoreFitness.com](http://BestBaltimoreFitness.com)

### Post-Acute Physician Partners (PAPP)

**Post-Acute Physician Partners (PAPP)** supplies specialized post-acute care providers to chronic hospitals; subacute, skilled nursing, long-term care, assisted living and independent living facilities; and home care services. PAPP providers spend 100 percent of their time practicing in post-acute settings, improving the quality of patient care.  
[pappartners.com](http://pappartners.com)



**Pulse Medical Transportation**, a critical care transport company, offers emergency, non-emergency and wheelchair transportation for patients with a variety of needs.  
[pulse-md.net](http://pulse-md.net)





# Calendar of Events

The LifeBridge Health online community calendar is filled with upcoming events, screenings and support group meetings. Most of our events are free, so sign up and learn something that could improve your health.

Here are some highlighted events. Visit [lifebridgehealth.org/CommunityCalendar](http://lifebridgehealth.org/CommunityCalendar) for event descriptions, dates, times, locations and registration information.

## Bariatric Surgery for Weight Loss Informational Sessions

Interested in losing weight and wonder if weight loss surgery might be for you? Then join us for a free informational seminar to learn more about bariatric surgery for weight loss. At one of these monthly sessions, you can find out more about the different bariatric procedures and have your questions answered by one of our board-certified surgeons. For information, dates and to sign up for an upcoming session, call **866-404-DOCS (3627)**.

## Childbirth and Parenting Classes

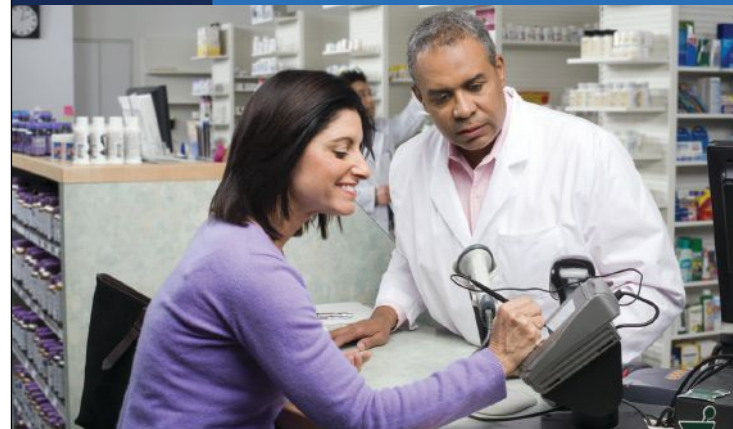
From preparing for childbirth to welcoming a newborn into your home, Sinai Hospital has a number of free and low-cost parenting classes that can help you feel more confident. Get tips on how to be successful with breastfeeding, or learn infant and child CPR. Classes are offered on an ongoing basis. For details and to sign up, call **410-601-WELL (9355)**.

## Webinars Available anytime!

Don't want to wait for one of our events? Check out our recorded webinars on a variety of topics! Whenever you'd like, wherever you have an Internet connection, go to [lifebridgehealth.org/Main/Webinars.aspx](http://lifebridgehealth.org/Main/Webinars.aspx) to view free webinars such as:

- Orthopedic Injuries in Youth Sports
- The Ins and Outs of Ankle Arthritis
- Acid Reflux Disease ... Learn the ABCs

## Outpatient Pharmacy Services at LifeBridge Health



**Sinai Hospital**  
Free 30-minute parking!  
**410-601-7100**

**Northwest Hospital**  
Free parking!  
**410-701-4455**

[www.lifebridgehealth.org/outpatientpharmacy](http://www.lifebridgehealth.org/outpatientpharmacy)

## We offer:

**Competitive Pricing**

**Free Bedside Delivery**  
*Medications delivered to your room before you leave the hospital*

**Free Home Delivery**  
*Medications conveniently delivered to your home*

**Specialty Pharmacy**  
*"High touch" services for therapies that require complex care*



Pharmacy at Sinai Hospital and Northwest Hospital



Stay Connected



10836M

# Are you due for your annual screening mammogram? Are you having a breast health problem and need help? *AND you do not have health insurance?*

*The Freedom to Screen (F2S) program can help with...*

- FREE mammograms
- Clinical breast exams for those who do not have a primary care provider or a gynecologist
- Resources for other breast health and cancer information and programs

**Call 410-521-5913 for more information and eligibility criteria.**

Breast health education and outreach is also available for health fairs, local events and speaking engagements.

***Remember, early detection saves lives!***



*lifebridgehealth.org*

**The American Cancer Society recommends  
screening mammograms every year for women 40 years and older.**

**Freedom to Screen is a LifeBridge Health program in partnership with Nueva Vida.**