

# PRR FILE

LifeBridge Health  
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Sinai Hospital  
Northwest Hospital  
Levindale Hebrew Geriatric Center and Hospital  
Courtland Gardens Nursing & Rehabilitation Center

# PROFILE



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## Who We Are

LifeBridge Health is a regional health care organization based in Baltimore and Baltimore County. LifeBridge Health consists of Sinai Hospital of Baltimore, Northwest Hospital, Levindale Hebrew Geriatric Center and Hospital, Courtland Gardens Nursing & Rehabilitation Center, LifeBridge Health & Fitness and their subsidiaries and affiliates. The Northwest Hospital Medical Care Center in Eldersburg is also part of this vibrant health care organization.

As the largest, most comprehensive and most highly respected provider of health-related services to the people of the northwest Baltimore region, LifeBridge Health advocates preventive services, wellness and fitness services as well as programs to educate and support the communities it serves.

This year, LifeBridge Health was instrumental in supporting groundbreaking legislation to protect students from the dangerous effects of concussions. The Maryland Youth Concussion bill, signed into law by Governor Martin O'Malley in May 2011, requires a licensed health care professional to approve the return of a student to a game or practice if the student is suspected of having been concussed.

## Community Outreach

All LifeBridge Health centers offer a variety of health education and screening programs to their respective communities. To find out more, you may request a copy of "Reaching Out," a directory of free and low-cost health services sponsored by LifeBridge Health, or visit our website at [www.lifebridgehealth.org](http://www.lifebridgehealth.org).

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## Statements and Statistics

The following financial and statistical information is for the period from July 1, 2010, through June 30, 2011.

	Sinai	Northwest	Levindale	Courtland	LBH/Others	Total
<b>Employees</b>	4,207	1,606	714	177	440	7,144
<b>Physicians</b>	1,020	670	181	62	0	1,244*
<b>Licensed beds</b>	494	250	292	151	0	1,187
<b>Gross patient revenues (\$)</b>	795,445,000	248,061,000	81,924,000	16,078,000	41,828,000	1,183,336,000
<b>Uncompensated care (\$)</b>	35,480,000	18,198,000	2,092,000	918,000	1,020,000	57,708,000**

\* 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

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

Sinai's commitment to quality medical care and treatment is demonstrated by its continuous efforts to ensure the safety of its patients through rigorous adherence to industry standards, and through participation in voluntary surveys that evaluate that care.

Sinai Hospital of Baltimore was founded in 1866 and is a nonprofit institution. It is affiliated with THE ASSOCIATED: Jewish Community Federation of Baltimore.

### Beds

Medical/Surgical	334
Obstetric	23
Pediatric	26
PICU	9
Psychiatric	24
Neonatal Intensive Care Nursery	21
Rehabilitation	57
<b>Total Beds</b>	<b>494</b>

### Admissions/Visits

Total Adult Births	26,004
Neonatal Intensive Care Unit	153
Emergency Department Visits	78,740
Total Outpatient Clinic Visits	73,137
Same-Day Surgical Visits	12,029

### Medical Departments

- Anesthesiology
- Emergency Medicine
- Medicine
- Neurology
- Neurosurgery
- Obstetrics and Gynecology
- Ophthalmology
- Oral and Maxillofacial Surgery and Dentistry
- Orthopedics
- Otolaryngology
- Pathology
- Pediatrics
- Physical Medicine and Rehabilitation
- Psychiatry
- Radiation Oncology
- Radiology
- Surgery
- Urology

### Centers of Excellence

- Alvin & Lois Lapidus Cancer Institute
- Bariatric Surgery Program at Sinai
- Sandra and Malcolm Berman Brain & Spine Institute
  - Adult Hydrocephalus Center
  - Spine Center at Sinai
  - Stroke Center at Sinai
- CyberKnife® Center
- ER-7 Emergency Center
- Heart Center at Sinai
- Herman and Walter Samuelson Children's Hospital at Sinai
- Krieger Eye Institute
- Rehabilitation Center



Michel Mirowski, M.D.  
Medical Office Building  
Sinai Hospital

- Rubin Institute for Advanced Orthopedics
  - Center for Joint Preservation and Replacement
  - International Center for Limb Lengthening
- Sinai Center for Thrombosis Research
- Sleep Center at Sinai

### Accreditation/Certification

- The Joint Commission
- Accreditation Council for Graduate Medical Education
- American College of Radiology
- American College of Surgeons
- College of American Pathologists
- Commission on Accreditation of Rehabilitation Facilities
- State-designated Level II Trauma Center

### The Teaching Hospital

As the state's largest independent academic medical center, Sinai's core mission is education. Its community-based teaching program combines the supportive environment of a community hospital with the academic and research capabilities of a university hospital. An enthusiastic faculty, many with appointments at the Johns Hopkins University School of Medicine and the University of Maryland School of Medicine, are nationally and internationally recognized experts in their fields. They join with Sinai attending physicians to give residents unparalleled opportunities to work with patients from a broad range of socioeconomic and ethnic backgrounds in a variety of clinical settings. Excellent educational programs and access to state-of-the-art facilities and equipment help prepare Sinai residents to be top physicians in the 21st century.

Medical students and residents from programs all over the world participate in the education and training programs offered at Sinai. In addition, Johns Hopkins University and University of Maryland medical students train at Sinai for their mandatory clerkships.

*Sinai Hospital opened the Alfred I. Coplan Pediatric Hematology Oncology Outpatient Center in 2010.*



*Sinai Hospital  
was ranked one of  
the top 50 heart  
hospitals by  
"U.S. News and  
World Report."*

Approximately 475 medical students and residents from other institutions receive clinical training each year at Sinai.

#### Residency Programs and Fellowships Sponsored by or Based at Sinai

- General Surgery
- Johns Hopkins University/Sinai Hospital Program in Internal Medicine at Sinai Hospital
- Obstetrics and Gynecology
- Ophthalmology
- Pediatrics (the only nationally accredited pediatric training program in a Maryland community hospital)
- Physical Medicine and Rehabilitation
- American Society of Ophthalmic and Plastic Reconstructive Surgery Oculofacial Fellowship
- Joint Replacement and Reconstruction Fellowship
- Limb Lengthening and Reconstruction Fellowship
- Nonsurgical Musculoskeletal Medicine Fellowship
- Orthopedic Spine Fellowship
- Sports Medicine Fellowship

#### Residency Programs Affiliated with Sinai

- Orthopedic surgery for residents of Memorial Hospital, York, PA
- Podiatry for residents of Western Pennsylvania Hospital, Community Medical Center, Crozer-Chester Medical Center, West Houston Medical Center, Lourdes Memorial Hospital and Christiana Care, among others
- Endocrinology for residents of Johns Hopkins University, Baltimore, MD
- Orthopedic surgery for residents of Philadelphia College of Osteopathic Medicine, Philadelphia, PA



The Hackerman-Patz House at Sinai Hospital

#### Milestones

Sinai and its staff have been involved in many important medical achievements. For example:

- In 2011, Aetna named Sinai Hospital an Institute of Quality for cardiac surgery, cardiac medical intervention and cardiac rhythm.
- In 2010, the Alfred I. Coplan Pediatric Hematology Oncology Outpatient Center opened at the Herman & Walter Samuelson Children's Hospital at Sinai.
- In 2010, Sinai Hospital received the American Heart Association/American Stroke Association's Get With The Guidelines® Stroke Gold Plus Performance Achievement Award, which recognizes Sinai's commitment and success in implementing excellent care for stroke patients, according to evidence-based guidelines.
- In 2009, "U.S. News & World Report" named Sinai Hospital one of its top 50 hospitals for neurology and neurosurgery for a second year.
- In 2009, Sinai Hospital broke ground for a \$29.5 million expansion of its Herman & Walter Samuelson Children's Hospital, which will open in March 2012.
- In 2009, Sinai Hospital began offering

minimally invasive robotic surgery with the *da Vinci*® Surgical System for gynecology and urology procedures.

- Sinai Hospital was awarded Magnet status from the American Nurses Credentialing Center in 2008. Magnet status is the highest level of recognition for nursing that a hospital can achieve.
- In 2007, Sinai Hospital received the U.S. Health and Human Services Medal of Honor award for its commitment to saving lives through organ donation.
- In 2005, Sinai opened the Louis and Henrietta Blaustein Women's Health Center. This 25,000-square-foot center consolidated women and infant services and includes seven labor/delivery/recovery rooms, two operating rooms and three high-risk/extended stay rooms.
- Two of Sinai's physicians, Morton Mower, M.D., and Michel Mirowski, M.D. (deceased), were inducted into the National Inventors Hall of Fame, Akron, Ohio, for their role in developing the automatic implantable cardioverter defibrillator (AICD).

Marked by numerous "firsts" throughout its 146-year history, Sinai Hospital is proud of its reputation for breaking new ground and offering cutting-edge technology in state-of-the-art facilities. Sinai Hospital was:

- the first Maryland hospital to offer the TrueBeam™ for high-precision image-guided radiotherapy and radiosurgery treatment of tumors, significantly expanding treatment options for even the most challenging cases
- the first Maryland hospital to offer the CyberKnife® for treatment of tumors previously deemed inoperable
- the first Baltimore area hospital to treat liver tumors with a minimally invasive procedure using thermal heat generated by radio waves

- the first Maryland hospital to offer minimally invasive thermal treatment for women experiencing menorrhagia (excessive menstrual bleeding)

- the first Maryland hospital to use a diode laser to treat end-stage glaucoma
- the first Maryland hospital (along with its partner Northwest Hospital) to install a

patient monitoring system that enables anesthesiologists to measure the effect of anesthesia on the brain during surgery



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*The Krieger Eye  
Institute at Sinai  
Hospital opened  
a new center for  
the treatment of  
retinal disease.*

# Northwest Hospital

Northwest Hospital, located in Randallstown, carries out its vision to be the recognized leader in clinical quality and customer care in the northwest Baltimore metropolitan area, including Baltimore County, western Baltimore city, and Carroll and Howard counties.

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

Northwest Hospital's outpatient programs continue to be ranked among the country's best in patient satisfaction. In fact, the SurgiCenter and Outpatient Unit consistently score significantly higher than the national average in patient satisfaction.

## Beds

Medical/Surgical	207
Subacute Care	29
Psychiatric Unit	14
Hospice	14
<b>Total</b>	<b>264</b>

## Admissions/Visits

Total	13,386
Emergency Department Visits	61,961
Total Surgical Cases	9,590
Subacute Admissions	876

## Medical Departments

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

## Centers of Excellence

- Alvin & Lois Lapidus Cancer Institute
- Sandra and Malcolm Berman Brain & Spine Institute
- Herman & Walter Samuelson Breast Care Center
- Cosmetic Surgery Center
- ER-7 Emergency Center
- Hand and Upper Extremity Center
- Beverly K. & Jerome M. Fine Orthopedic Center
- Sleep Disorders Center
- Vascular Institute
- Women's Wellness Center
- Center for Wound Care, including Hyperbaric Oxygen Therapy

## Inpatient Services

- Acute care, including dedicated units for heart, oncology and orthopedics
- Intensive care unit staffed by board-certified intensivist physicians
- Intermediate care
- Subacute care
- Surgical services
- Psychiatric care

## Outpatient Services

- Anticoagulation Clinic
- Cardiac catheterization lab and interventional pain management
- Cardiac rehabilitation
- Cardiopulmonary services
- Diabetes and Nutrition Center
- Imaging/nuclear medicine
- Infusion and Cancer Therapy Center
- Laboratory services
- Medication therapy management
- Outpatient rehabilitation
- Pulmonary rehabilitation
- Surgical services, including the SurgiCenter at Northwest Hospital

## Accreditation/Certification

- The Joint Commission
- American Association of Blood Banks
- American Association of Cardiovascular and Pulmonary Rehabilitation
- American College of Radiology
- American College of Surgeons
- College of American Pathologists
- Intersocietal Commission for the Accreditation of Nuclear Medicine Laboratories
- Undersea and Hyperbaric Medical Society

## Milestones

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

- In 2011, Northwest Hospital's Subacute Unit was named a Best Nursing Home by "U.S. News and World Report." The unit earned this honor by having a five-star overall rating from the Centers for Medicare and Medicaid Service.
- In 2011, the Herman & Walter Samuelson Breast Care Center received a full three-year accreditation from the National



Accreditation Program for Breast Centers, a component of the American College of Surgeons Cancer Programs.

- Northwest Hospital's hyperbaric oxygen therapy (HBOT) program is one of fewer than 100 nationally recognized, accredited facilities by the Undersea Hyperbaric Medical Society. HBOT, which involves breathing 100 percent oxygen within a pressurized chamber, is used to treat chronic wounds and other conditions.

- Northwest Hospital is home to some of the most experienced surgeons in the area who perform minimally invasive surgery, or MIS. Its physicians have pioneered MIS techniques for single port and robotic procedures, and they train other doctors through the MIS Fellowship, AAGL Fellowship and gynecologic STAT Program.
- Northwest Hospital was the first hospital in the United States and the second in the world to perform robotically assisted hand surgery.

- In 2010, the Women's Wellness Center opened. The center offers a holistic approach for not only a woman's gynecologic care but also her other health needs. The center employs a health coach, a registered nurse who works with patients to coordinate all aspects of their medical care.
- In 2009, Northwest Hospital concluded its multi-year Renaissance Capital Campaign. Highlights of the campaign included a \$1 million gift from the Northwest Hospital Auxiliary toward the renovation of the hospital's main lobby and an \$850,000 gift from Howard Brown and family for the new Sara and David S. Brown Lobby, which serves most of the outpatient service areas. Generous gifts were also provided by Jerry Fine for the Orthopedic Center and the Herman & Walter Samuelson Foundation for the Breast Care Center.

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# Levindale Hebrew Geriatric Center and Hospital

For 122 years, Levindale Hebrew Geriatric Center and Hospital's mission has been to provide quality health care and develop forward-looking programs for the elderly and disabled. Its unwavering commitment to this endeavor has only grown stronger as the need for such services increases.

This year, Levindale continued taking bold new steps to further its mission by investing in a capital expansion project that set new standards for excellence in elder care. The 87,000-square-foot expansion includes a three-story resident complex. Each resident's room is private, with its own bathroom and shower. It is located within a neighborhood consisting of 84 resident rooms, which will be divided into six households with 14 rooms each. Every household has a kitchen that serves kosher food.

The new Levindale also offers a sophisticated two-story contemporary town center that includes a Jewish-themed museum, a grand piano, a fireplace, sitting areas with computer portals and a pub/café.

Founded in 1890 as the Hebrew Friendly Inn, Levindale was renamed for Louis H. Levin, a former executive director of the Associated Jewish Charities. Levindale is an agency of THE ASSOCIATED: Jewish Community Federation of Baltimore.

## Beds

Nursing Home	
Subacute	40
Dementia	28
Long-Term Care	142
<b>Total</b>	<b>210</b>

Specialty Hospital	
Behavioral Health	60
Acute Rehabilitation	20
Complex Medical	40
<b>Total</b>	<b>120</b>

## Outpatient Behavioral Health Services

Levindale Day Treatment Program and Outpatient Services (OPS):	
Capacity	30

Adult Day Services	Capacity
Belvedere	50
Pikesville	40

## Admissions

Nursing Home	340
Specialty Hospital	1,037

## Medical Departments/Services

- Behavioral Health
- Coma Emergence
- Consultations
- Dentistry
- Gynecology
- Medicine
- Nursing
- Ophthalmology
- Otolaryngology

- Podiatry
- Pulmonology
- Radiology
- Rehabilitation Medicine
- Telemetry
- Tracheostomy
- Urology

## Accreditation/Certification

- Joint Commission
- Commission on Accreditation of Rehabilitation Facilities

## Medical Education Programs and Affiliations

Levindale serves as a training site for medical students and health care professionals who seek to acquire the skills necessary to care for an aging population. Programs offered include:

- Electives for students from medical schools around the country
- Geriatric nurse practitioner program for the University of Maryland School of Medicine
- Geriatric training for pharmacy students of the University of Maryland School of Medicine and Sinai Hospital
- Geriatric training for dental students of the University of Maryland at Baltimore School of Dentistry
- Geriatric training for registered nurses and licensed practical nurses of the Community College of Baltimore County, Baltimore City Community College, Howard Community College and Sojourner-Douglas College
- Inpatient geriatric clinical experience for nursing students
- Training experience for physical therapy, speech therapy, occupational therapy and respiratory therapy students and baccalaureate nursing students
- Graduate social work internship program

with the University of Maryland at Baltimore

- Supervised clinical education experience for medical records students of Community College of Baltimore County
- Supervised clinical education experience for physician assistant students from Essex Community College

## Milestones

- In 2011, Levindale Households and Town Center was dedicated and residents began occupying their new quarters. It became the first fully operational households in Maryland.

# Courtland Gardens Nursing & Rehabilitation Center

Courtland Gardens Nursing & Rehabilitation Center was founded in 1936 as Jewish Convalescent & Nursing Home and provides expert long-term and short-term care in a homelike setting. Courtland Gardens is the only skilled, nonprofit nursing home in Baltimore County. In 2007, Courtland Gardens opened its doors to residents of all faiths.

To supplement its diverse activities programs, Courtland Gardens emphasizes family involvement. The entire Courtland Gardens family shares special occasions like the renewal of wedding vows. Children, grandchildren, siblings and friends come to celebrate as well. At the same time, Courtland Gardens professionals provide continuous comprehensive rehabilitation and specialized medical and psychiatric care.

## Beds

Nursing Home	151
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- In 2011, Levindale partnered with the Jewish Museum of Maryland to establish revolving exhibits that will be housed permanently in the new town center.
- In 2006, Levindale continued its path of culture change through adoption of the Neighborhood Model. It has turned units into "neighborhoods" to focus on resident-directed care. The goal is to train all Levindale employees in Person First techniques, which emphasize the individual needs of residents and patients as the top priorities.
- Levindale was the first nursing home in Maryland to become a registered Eden Alternative facility in 2000. The Eden Alternative organization helps nursing homes evolve into a habitat environment with plants, pets and frequent contact with children. The goal is to eliminate loneliness, helplessness and boredom among residents.
- Levindale pioneered and became the model for adult day care programs throughout the country. The Center for Innovation in Health Facilities named Levindale one of the 10 most innovative health care facilities in the nation.



## Admissions

Nursing Home	236
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## Medical Services

- Enteral Feeding
- Hospice
- IV Therapy
- Laboratory and Diagnostic Services
- Medicine
- Ophthalmology
- Pharmaceutical Services
- Physical, Occupational and Speech Therapies
- Podiatry
- Psychiatry
- Rehabilitation Medicine
- Respite Care
- Restorative Therapy
- Wound Care

## Accreditation

- The Joint Commission

## Milestones

- In 2010, Courtland Gardens completed construction on a \$1 million state-of-the-art rehabilitation gym, which highlights traditional and innovative therapies, including ultrasound, electrical stimulation and Wii therapy.
- In 2009, Jewish Convalescent officially changed its name to Courtland Gardens Nursing & Rehabilitation Center to better reflect its resident population.
- Courtland Gardens became a registered Eden Alternative facility in June 2002, only the third facility in Maryland to attain this designation. Courtland Gardens has adopted a care philosophy that improves the quality of life in nursing homes by banishing feelings of loneliness, helplessness and boredom among residents and replacing them with camaraderie, empowerment and variety.

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

## LifeBridge Health Wellness Division

LifeBridge Health is dedicated to advancing the health of the community through a variety of health and wellness programs and services.

LifeBridge Health & Fitness (LBH&F) provides many fitness programs and was one of the first facilities in the country to fully integrate rehabilitative and clinical health programs in a community-based fitness facility. It is recognized as a national model for wellness.

In addition to being one of the premier fitness centers in the region, attracting professional athletes and amateurs alike, LBH&F offers a range of specialized wellness programs for persons with special health care needs. These include programs for pulmonary therapy, Parkinson's therapy, osteoporosis, diabetes and arthritis. LBH&F also now offers a metabolic weight loss program as well as Wellness Connection, a program designed to address a person's needs and wants in conjunction with his or her physician's recommendations.

### Milestones

- In 2011, a metabolic weight loss program was unveiled by LifeBridge Health & Fitness as an option for those interested in a healthy weight loss regimen. The program focuses on the metabolic process through which food is converted to energy.
- The Wellness Division launched LifeBridge Sports Medicine & Rehabilitation in partnership with Physiotherapy Associates. This currently consists of 11 clinics throughout the Baltimore area.

- LifeBridge Health & Fitness welcomed the Parisi Speed School, a nationally renowned speed and performance training program in July 2009. Parisi improves the athletic performance of athletes from age 7 to the pros.



## LifeBridge Health Inc. An Organizational Overview

LifeBridge Health Inc., a Maryland not-for-profit, non-stock corporation, was formed on October 1, 1998, through the merger of Sinai Health System and Northwest Health System. The creation of LifeBridge Health brought together institutions with a long record of service to the residents of Baltimore and surrounding communities: Sinai Hospital of Baltimore, Northwest Hospital Center and Levindale Hebrew Geriatric Center and Hospital. On January 1, 2000, the Jewish Convalescent & Nursing Home, a not-for-profit nursing facility on Scotts Level Road in Pikesville, became part of the LifeBridge Health system.

LifeBridge Health aspires to the highest levels of clinical care and operational effectiveness. It seeks to shape the future of health care delivery by educating the next generation of physicians and other health care professionals, and engaging in basic and clinical research. Both acute care hospitals admit more than 40,000 patients and provide approximately 140,000 emergency visits per year combined.

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

Beyond the four core institutions of Sinai, Northwest Hospital, Levindale and Courtland Gardens Nursing & Rehabilitation Center (formerly Jewish Convalescent & Nursing Home), the LifeBridge Health system includes several additional components:

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

LifeBridge Health also operates several off-campus centers that house primary care and specialist physicians including:

- LifeBridge Health Pavilion at Quarry Lake medical office building
- Roundwood Medical Care Center at Mays Chapel

### LifeBridge Health Fundraising

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

*On October 1, 1998, LifeBridge Health Inc., a Maryland not-for-profit, non-stock corporation, was formed through the merger of Sinai Health System and Northwest Health System.*