Launched in 2013, Vision 2020 is Carroll Hospital’s seven-year strategy to create a new model of care: one that focuses not only on delivering exceptional care for the sick, but also on helping community members get healthy and stay healthy. When Carroll Hospital joined forces with LifeBridge Health in 2015, board members and hospital leadership revisited the strategic plan with expanded financial, human and medical resources in mind. Identified priorities from the 2018 and 2015 community health needs assessments (CHNA) have informed our plans for growing services and facilities, just as the 2012 CHNA had informed the original Vision 2020.

**FY 2019 – 2021**

During fiscal years 2019 to 2021, the hospital and partners will focus internal and external strategies with anticipated primary outcomes in the following top key issues. These were determined in collaboration with our community and local public health experts via the CHNA process.

In priority order, the 2018 Key Issues are:

1. Behavioral health
2. Diabetes
3. Cancer
4. Heart health

*Some of the initiatives and successes based on these four main priorities are outlined on the following pages:*
Enhanced Behavioral Health Services and a new comprehensive outpatient clinic network for both children and adults

To ensure patients have access to the most appropriate care, the hospital continues to partner with local and state agencies that leverage available community resources in concert with the hospital’s behavioral health facilities and services. The collaboration provides numerous resources aimed at helping patients better manage their illnesses. Social workers and case managers stationed in the emergency department (ED) complete assessments to determine if patients are eligible to utilize alternatives to inpatient care and to steer them to more appropriate community-based agencies.

In addition, the hospital’s specially trained peer recovery coaches now offer supportive services to patients with a substance use disorder who are being treated at the hospital. A peer recovery coach is an individual who has experience with substance abuse and mental health needs and is in long-term recovery.

These peer recovery coaches are reaching out to ED and admitted patients to help support their recovery and connect them with treatment providers in the community. One peer recovery coach is specifically reaching out to patients in the community who were in the hospital due to an opioid overdose in order to provide potentially life-saving support.

Peer recovery coaches already are making an impact on our patients and our community. They’ve been able to pave the way for patients to get outpatient community appointments and into inpatient treatment centers, as well as to receive medical treatment, counseling support and more.

Behavioral Health Future Focus: We recognize that additional resources and services are needed, and we continue to evaluate how best to address the recruitment of physician specialists, a challenge that has limited our innovation in this area.

left to right: Peer recovery coaches Jenna Billingslea, Dawn Moody, Margie Neighoff, Rebecca Rigney
At least one out of every three American adults has prediabetes. And most of them don’t even know it. In fact, research shows that a stunning 90 percent of all prediabetes patients don’t know they have the condition, largely because it presents no symptoms. (A glucose screening, typically performed in an annual check-up’s lab work, is often the only way to detect it.)

Prediabetes is a serious health condition where blood sugar levels are higher than normal, but not yet high enough to be diagnosed as Type 2 diabetes. If unchecked, 15 to 30 percent of all cases will advance to Type 2 diabetes in five years. But with proper lifestyle changes, it’s often reversible.

The diabetes team at Carroll Hospital is determined to get the word out about prediabetes with a series of programs aimed at boosting awareness and prevention in the community. Prediabetes 101 is a free one-hour workshop in which participants learn what prediabetes is, how to get diagnosed and what they can do to reverse it.

“As you get older, your risk for prediabetes and diabetes dramatically increases, regardless of how healthy you are,” explains Pam Xenakis, a registered dietitian and certified diabetes educator with Carroll Hospital’s Diabetes Program.

Diabetes Future Focus:
Continue our community education efforts and recruit an additional endocrinologist.
Cutting-Edge Cancer Treatment Technologies at the William E. Kahlert Regional Cancer Center and Center for Breast Health

The William E. Kahlert Regional Cancer Center celebrated five years in its beautifully designed space on the hospital’s campus in October 2019. The cancer center offers state-of-the-art treatment options; diagnostic testing; chemotherapy; radiation therapy (including high-dose rate brachytherapy); clinical trials and more.

Patients have access to minimally invasive and reconstructive surgical procedures; educational/support programs; the Center for Breast Health; health navigators; complementary health services; and a wellness boutique.

In May 2019, the cancer center began offering Stereotactic Body Radiation Therapy (SBRT) for patients with lung cancer. This leading-edge treatment allows for more precise, targeted radiation therapy and can be given in fewer daily sessions. SBRT often provides better outcomes and fewer side effects than conventional radiation therapy.

In addition, radiation oncology is offering an alternative to traditional radiation therapy for patients with certain types of skin cancer. The Freiburg flap applicator set is a flexible mesh-style surface mold for skin surface treatments, which is utilized with our High Dose Rate afterloader brachytherapy unit. The flexible applicator can easily be shaped to fit any curved surfaces, and it is ideally suited for large lesions or surface lesions that are difficult to cover, such as on the skull, face or extremity. The applicator can be curved to match the target surface and shaped to match the right size.

A program of Sinai Hospital, the William E. Kahlert Regional Cancer Center continues to grow unconstrained and provides superior cancer treatment and services locally to residents of Carroll County and surrounding communities.

In 2014, the Center for Breast Health at Carroll Hospital, in collaboration with Advanced Radiology, became the first hospital in the State of Maryland to offer patients seed localization, an innovative approach to breast cancer surgery that provides flexibility for both patients and surgeons. And, in 2018, Dona Hobart, M.D., F.A.C.S., medical director for the Center for Breast Health, brought an even more innovative and precise way to locate small tumors: the LOCalizer. The LOCalizer technique uses miniscule, GPS-like transmitters to tag tumors found during mammograms that are too small to feel or see. Once in surgery, the tags tell the surgeon exactly where to find the tumors. The tags can be implanted up to 30 days before surgery and, unlike previous wireless technologies, they never lose their transmission strength or move away from the tumor.

“Back when I had my first experience with what ended up being a benign lump in my breast, I had the [localizing] wire sticking out of me before surgery,” says Tammy. “It was uncomfortable, it was awkward, and many hospitals are still doing it that way. This time, with the LOCalizer, I remember myself saying, ‘Wait, I’m done?’ There was no bruise, no scar, no pain.”

Breast surgeon Dona Hobart, M.D., F.A.C.S., with patient Tammy Taylor of Reisterstown

Cancer Future Focus: As advances in cancer diagnosis and treatment arise, Carroll Hospital is committed to providing the resources, technology and growing our services to match the needs of our community.
Full-Service Cardiovascular Care, including elective percutaneous coronary intervention (PCI) and a comprehensive stroke program

Carroll Hospital’s Outpatient Center programs relocated to the second floor of the hospital’s East Pavilion, the outpatient side of campus, in June 2017. The new location features more accessible parking and dedicated areas for each program.

These programs include the Anticoagulation Clinic, Cardiac and Pulmonary Rehab, and the Center for Wound Care and Hyperbaric Medicine.

In 2018, the cardiovascular lab’s recovery unit was expanded to allow for a more comfortable and safe environment to recuperate for patients after a procedure like percutaneous coronary intervention (PCI). In 2019, the hospital was surveyed and approved to continue elective PCI, also known as coronary angioplasty. Approval to perform elective angioplasty means that when patients have diagnostic studies of their arteries and a blockage is found, an interventional cardiologist at the hospital is able to correct the problem immediately. From the program’s start in January 2015 through August 2019, more than 500 patients have had elective PCI at Carroll Hospital. The hospital also has been performing emergency PCI since 2008 for individuals having a heart attack.

In 2019, Carroll Hospital was recertified as a primary stroke center, which means that Emergency Medical Services (EMS) personnel transport patients who have stroke symptoms to Carroll Hospital for treatment when the hospital is the closest Primary Stroke Center in the area.

The Stroke program also was honored with the 2019 Get With The Guidelines® Stroke Gold Plus Quality Achievement Award and Target: Stroke Elite Honor Roll by the American Heart Association/American Stroke Association.

Heart Health Future Focus: At Carroll Hospital, we are dedicated to protecting our community members’ total heart and vascular health. We’ve expanded our award-winning cardiovascular program to bring individuals more services than ever before and will continue to focus on providing high quality care that saves lives and improves outcomes.

STROKE WARNING SIGNS: THINK BE FAST!

- **B**ALANCE: Does the person have a sudden loss of balance or coordination?
- **E**YES: Is the person experiencing double vision or are they unable to see out of one eye?
- **F**ACE: Ask the person to smile. Does one side of the face droop?
- **A**RMS: Ask the person to raise both arms. Does one side drift downward?
- **S**PEECH: Ask the person to repeat a simple phrase. Is his or her speech slurred or strange?
- **T**IME: If you observe any of these signs, call 9-1-1 immediately.

An integrated Cardiopulmonary Rehabilitation Program brings patients together, like married couple Donna and Buddy Nutting, who were able to have appointments at the same time for their cardiac and pulmonary needs.
In addition to the great work surrounding the four community health needs assessment areas, significant progress has been made on our Vision 2020 plan to include:

✅ ✅ ✅ ✅
Expanded Hospice Services to provide a more seamless experience in the setting that’s best for the patient

Carroll Hospice has experienced a 150% increase in census over the past five years. In 2019, Carroll Hospice expanded its service areas of Carroll, Baltimore and Frederick counties to include Pennsylvania, initially focusing on serving those in Adams and York counties. Plans are underway to grow Carroll Hospice’s reach to support the LifeBridge Health system, including Baltimore City.

Affiliated with Carroll Hospital, Carroll Hospice is a non-profit organization dedicated to delivering high quality care to people with life-limiting, progressive illnesses and to those who love them through the end of life. With staff available 24 hours a day, seven days a week, the organization provides hospice care to residents in their homes, nursing homes or assisted living facilities. After-hours telephone support and in-person visits are also available to handle anticipated and unplanned changes in a patient’s condition.

Nationally acclaimed and accredited by the Community Health Accreditation Program (CHAP), and a 2019 Hospice Honors recipient by HEALTHCAREfirst four years running, Carroll Hospice’s program also offers counseling, spiritual and bereavement support for family and friends.

Additionally, Carroll Hospice offers the We Honor Veterans program for veterans. This program includes honoring veteran patients’ military service with a presentation of a certificate, pin and salute by a military veteran volunteer as well as facilitating bereavement and social work needs for area veterans and their families in partnership with the U.S. Department of Veterans Affairs (VA).

Lee and Louna Primm of Westminster turned to Carroll Hospice to care for Lee’s mother and aunt and Louna’s mother when their health began to decline.

“[Hospice is] comfort and care, that’s the biggest thing,” says Louna. “It’s a road map for the family, as well as the patient.” Lee agrees. “[Hospice] makes a big difference in those months if you have care early, both for the patient and the family,” says Lee.
Vision 2020:

Emergency Care

Redefined Emergency Care, with after-hours urgent care centers in convenient locations throughout the community

A LifeBridge Health partner, ExpressCare Urgent Care has expanded its locations in Carroll County to include Hampstead and Mt. Airy in addition to its Eldersburg and Westminster centers. ExpressCare’s team of urgent care specialists has the expertise to treat unexpected health issues, from stomach bugs to ankle sprains.

On-site lab work, X-rays, vaccines and employer services also are available for the patient’s convenience.

Carroll Hospital Emergency Department

The hospital’s new observation unit will be constructed adjacent to the emergency department for a more seamless patient experience.

Wellness & Chronic Disease Management

Coordinated Disease Management & Wellness Services at the Tevis Center for Wellness help community members take control of their health

The Tevis Center for Wellness has continued to expand its offerings to the community since opening nearly five years ago.

From diabetes and nutrition education to complementary health and health navigation, the Tevis Center for Wellness offers programs to help individuals on their journey to maintaining or improving their health and well-being.

For those managing chronic health conditions, there’s a medication management program, free to patients who are taking 10 or more medicines and have recently been discharged from the hospital, as well as the Care Solutions program. The program consists of certified nurse practitioners who visit patients with chronic obstructive pulmonary disease (COPD), diabetes, congestive heart failure (CHF) and other chronic illnesses to provide them with education and tools to help them care for themselves once they leave the hospital. These nurse practitioners refer patients to appropriate resources, recommend appropriate programs or schedule one-on-one visits with them, if needed, at the Tevis Center for Wellness after discharge.

To facilitate continued healing and thriving through survivorship, the hospital developed the Embrace Program. Made possible through generous support, the Embrace Program includes activities for cancer survivors to help them regain their strength—physically, mentally and spiritually—so that they can move on with their lives after treatment ends. By connecting survivors, they also gain a support network beyond the hospital. Many participants in the program have formed lasting friendships through their shared experiences.

Nutrition and pre-diabetes education classes and programs have been popular on campus and in community locations. New community nutrition education programs include a weight management support group, Carroll’s Cooking for WellnessSM classes and healthy cooking demos on Facebook.

The Tevis Center for Wellness continues to grow and expand its programs to meet the ongoing needs of the community.

The Tevis Center for Wellness will celebrate five years in October 2019.
Specialized Women & Infant Services and co-located inpatient and outpatient pediatric services for more convenient, individualized care

Our groundbreaking neonatal couplet care program was launched in 2019 as part of the $13.5 million expansion and renovation of The Family Birthplace. The hospital is among the first in the nation to provide this new model of care for premature or sick babies.

Developed by the Karolinska Institute in Sweden, neonatal couplet care is designed to keep babies who are born prematurely or who require specialized care together with their mothers for as long as the baby is hospitalized.

“The whole concept of couplet care is that the parents become the caregivers and the nurses become coaches in that care,” said Linda Grogan, executive director of women’s, children’s and surgical services. “It reduces the length of stay for the baby, encourages maternal-infant bonding and helps parents feel more comfortable in caring for the baby and more prepared for their discharge home.”

“Neonatal couplet care further enhances our care of newborn babies needing specialized care, providing them with a quieter environment that is more conducive to healing, growing and bonding with their mothers. It also allows our medical team to give personalized treatment to the baby and family,” said Cynthia Roldan, M.D., chief of pediatrics at Carroll Hospital.

The Family Birthplace is more than 20,000 square feet and features a dedicated entrance and triage area with all-private rooms, a stabilization room for babies born critically ill, spacious patient labor and delivery rooms, larger suites for neonatal couplet care and new operating suites. For the comfort of patients and their families, it also includes family lounges and Kangaroo Chairs that promote comfort, support and safety for mothers and their newborns.

Pediatric Care

As part of our current campus expansion, a new pediatric unit will be constructed adjacent to the hospital’s emergency department to accommodate inpatient and outpatient pediatric needs and more focused care for this special population.

“We were in The Family Birthplace for 15 days,” remembers Diana Hale. “When the couplet care program started, I was able to move into a new suite and stay in the same room as the twins. It was such an amazing difference. I got to feel like a mom instead of a visitor.”

Diana Hale holding her newborn twins, Ryder and Ryker, in a new neonatal couplet care suite.
Larger, More Modern Care Units, including an all-private Progressive Care Unit and Critical Care Unit, as well as a dedicated Observation Unit

A significant campus expansion is underway that will include renovation and expansion of our critical care and intermediate care units as well as an observation unit adjacent to the emergency department for a more seamless patient experience. The first phase of construction began in spring 2019.

The Critical Care Unit (CCU) plays a vital role: to treat patients who are the sickest of the sick, whether they are recovering from a heart attack, just had life-saving emergency surgery or are unable to breathe on their own without a ventilator. Now, thanks to an $800,000 grant from the State of Maryland and early fundraising efforts of the Carroll Hospital Foundation, construction is underway to expand the unit, improving the offerings—and the outcomes—for these patients.

The entire unit will be expanded so that each room can be bigger. The new rooms will feature a glass front wall for maximum visibility of the patients from the nursing station. This improved visibility means constant monitoring of a patient’s vitals and a quicker response time should the patient go into cardiac arrest or face other emergency situations. The larger rooms also will offer more space for families and loved ones to comfortably join the patient during his or her care.

The first phase is expected to be completed in December 2020.
In response to the aging population in our community, construction has begun on Atlee Hill, a new skilled nursing facility and LifeBridge Health partner, on the Carroll Hospital campus to complement the range of services available on campus and expand short- and long-term care services for patients. Slated to open early 2021, the new facility will provide patients with short-term rehabilitation and long-term nursing care and feature 40 private and 10 semi-private rooms—all with private bathrooms and showers.

Carroll Hospital recently received Level 3 Geriatric Emergency Department Accreditation (GEDA) from the American College of Emergency Physicians (ACEP). The designation recognizes Carroll Hospital’s Emergency Department (ED) for providing well-coordinated quality care for older patients. During the accreditation process, the hospital’s ED was evaluated and found to have met the GEDA program’s specific criteria goals for clinicians and administrators of older patients requiring care. To achieve Level 3 accreditation, the ED implemented a variety of best practices, had medical staff with specialized geriatric training and had geriatric-appropriate equipment and supplies available.

In 2016, Carroll Hospital opened the Frank and Ellen Hull Senior Care Suite in the ED to meet the growing needs of Carroll County’s aging population. The four-room suite features a dedicated nursing station and a host of amenities geared toward enhancing the comfort of non-critically ill, older patients. This includes a full-size hospital bed and special lighting in each suite, as well as specially designed flooring to help prevent injuries from falls.

As the community ages, Carroll Hospital recognizes the need for additional support for those senior patients with chronic diseases or who may have been diagnosed with dementia or Alzheimer’s. As one of the top concerns identified in the community, Carroll Hospital continues to collaborate with the leadership team of The Partnership for a Healthier Carroll County and other community groups to develop services and activities to address the needs of seniors.

The hospital also partners with many facilities and organizations in the community to offer education and resources to staff, including McDaniel College’s Center for the Study of Aging.
**Advanced Surgical Options** in the hospital and in outpatient centers near you

We have expanded access to surgical subspecialists through LifeBridge Health, including world-class services in areas of limb lengthening, advanced heart procedures and eye specialists.

Plans are underway to relocate and expand our current endoscopy center with potential physician office space for gastroenterology specialists. We also are researching other options for convenient, outpatient surgery solutions.

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**Information & Medical Technologies**

**New Information & Medical Technologies** for safer, faster and more collaborative patient care

Carroll Hospital implemented a new electronic medical records system in 2019 to connect to the entire LifeBridge Health system, which allows for better communication, integration and transition of patient care. The hospital continues to invest in medical technologies to improve the delivery of care and enhance patient safety.

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**Physician Recruitment & Investment** to bring more leading medical minds to our community to care for families well into the next generation

Carroll Hospital has continued to expand its affiliated multispecialty practice, Carroll Health Group, in areas such as primary care, cardiology and general surgery. The hospital continues the work of the Carroll Accountable Care Organization (ACO), which promotes the use of evidence-based medicine and quality measures when caring for patients. Through LifeBridge Health, residents have expanded access to physician specialists in neurosurgery and surgical oncology and subspecialists in pediatrics. Carroll Hospital provides on-campus and community office space for ease of access.
When we began planning Carroll Hospital’s Vision 2020 more than seven years ago, we knew that it would take focus and commitment to achieve our goals of expanding services and growing our campus. We continually reassess our plan based on regular community health assessments and feedback from community members and patients.

We are proud to be a part of the LifeBridge Health family with a shared purpose of caring for our communities together. We take responsibility for Caring Bravely to improve the health of our friends, neighbors and relatives, while delivering high quality, low cost services in the most appropriate and convenient settings. As Carroll Hospital evolves, one thing will never change: our relentless commitment to delivering quality care and a superior customer experience to you. It is a commitment that has and will continue to make us strive to be your health care system of choice.