Delivering exceptional next-generation care
Vision 2020:
Progress Report
2016
CARROLL HOSPITAL
a LifeBridge Health center
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 2015 community health needs assessment (CHNA) also informed our plans for growing services and facilities, just as the 2012 CHNA had informed the original Vision 2020.

### 2012

**Top Seven Focus Areas**

1. Obesity
2. Diabetes
3. Heart disease
4. Mental health*
5. Cancer
6. Lack of exercise
7. Substance abuse*

*Mental health disorders and substance abuse behaviors are often co-occurring conditions. The professional approach currently employed refers to them in a combined phraseology as behavioral health. Our health improvement activities associated with these conditions will be organized as behavioral health.

### 2015

**Prioritized Key Identified Issues**

1. Diabetes
2. Heart Health
3. Cancer
4. Obesity
5. Mental Health
6. Flu
7. Illegal Substance Abuse
8. Tobacco
9. Dental Health/ Oral Health
10. Melanoma
11. Access
12. Alcohol Abuse
13. Alzheimer’s / Dementia
14. Arthritis
Full-Service Cardiovascular Care, including elective percutaneous coronary intervention (PCI) and a comprehensive stroke program.

In 2015, Carroll Hospital earned designation 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. In 2015, stroke alerts were called in the emergency department 235 times.

The hospital also was approved to begin performing elective percutaneous coronary intervention (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 April 30, 2016, 118 patients have had elective PCI at Carroll Hospital.

When Carroll Hospital’s newly enhanced vascular lab opened in the spring of 2015, it was the first in Maryland and the mid-Atlantic to boast the Discovery IGS 740, a state-of-the-art imaging system that gives surgeons the ability to treat a much broader range of vascular diseases with far less invasive treatment options.

In the coming years, plans are underway to expand the cardiovascular lab’s recovery unit to allow for a more comfortable and safe environment to recuperate for patients who’ve had a procedure. Cardiac and Pulmonary Rehab services will be relocated to a more convenient location with expanded accessible parking for people with disabilities.

When you’re having a stroke, every minute can mean a lifetime. Carroll Hospital’s certified emergency stroke program is helping patients like Charles Baublitz win the race against time.
Cutting-Edge Cancer Treatment Technologies at the new William E. Kahlert Regional Cancer Center and Center for Breast Health.

The new cancer center opened in the fall of 2014. Designed with input from patients, community members and hospital staff, the center features beautiful artwork and comfortable, home-like furnishings. The William E. Kahlert Regional Cancer Center offers state-of-the-art treatment options; diagnostic testing; chemotherapy; radiation therapy (including high-dose rate brachytherapy); clinical trials and more. Located on campus, 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 fiscal year 2016, the William E. Kahlert Regional Cancer Center grew 18% and saw an average of 46 new patients per month in medical oncology. The center also saw a significant increase in the cost of chemotherapy drugs. Carroll Hospital’s board of directors and leadership decided to take advantage of a program under LifeBridge Health’s Sinai Hospital — the 340B drug pricing program of the U.S. Department of Health Resources and Services Administration. Now a program of Sinai Hospital, the William E. Kahlert Regional Cancer Center can grow unconstrained and continue to provide leading-edge cancer treatment and services locally to residents of Carroll County and surrounding communities.

In 2015, 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.

Annual cancer center drug expenditures have increased 72% since 2012.
Expanded Home Care & Hospice Services to provide a more seamless experience in the setting that’s best for the patient.

In 2015, Carroll Home Care merged with HomeCare Maryland, a LifeBridge Health partner, offering services regionally and an onsite case manager to help with a seamless intake process.

Carroll Hospice welcomed a new executive director with extensive hospice experience in 2015.

Hospice has grown in both inpatient and outpatient services.

In 2016, Carroll Hospice applied for and received dual licensure for Dove House as both a general inpatient and hospice house, allowing a peaceful end-of-life experience, eliminating unnecessary transfers to home when death is eminent.

Hospice also earned Level Three Status in the We Honor Veterans Program by the National Hospice and Palliative Care Organization in ongoing efforts to address the specialized needs of veteran patients.

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

Carroll Hospital acquired two urgent care centers in Eldersburg and Reisterstown in 2014. The two centers merged with ExpressCare urgent care centers in 2015. A LifeBridge Health partner, ExpressCare has locations in Eldersburg, Westminster and throughout the region. 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 patient’s convenience.

2016 Hospice Heroes honored at the 17th Annual Taste of Carroll. From left to right, starting with the front row are Kelley Jankowski; Jen Hudgins; Dr. Lorraine Fulton, president of Gerstell Academy; and Mary Louque, vice president of Gerstell Academy. Back row: Tim Hylan; Flavio Kruter, M.D.; and Angie Matthews.
Coordinated Disease Management & Wellness Services at the new Tevis Center for Wellness to help community members take control of their health.

The Tevis Center for Wellness has continued to expand its offerings to the community, since opening in 2014, in areas such as nutrition education, complementary health and health navigation. Additionally, the wellness center offers programs to help people with chronic health conditions, including a new medication management program, free to patients with chronic disease who are taking 10 or more medicines and have recently been discharged from the hospital.

Due to an increase in health navigation and program offerings, the Care Connect call center’s volume increased by 40% from FY 2014 to FY 2015.

The Tevis Center for Wellness hired a community nutrition educator in 2014 in response to an identified need in the 2012 Community Health Needs Assessment. In fiscal year 2015, registered dietitian Melanie Berdyck had more than 1,200 patient encounters through various nutrition education programs, assessments and weight management education.

Thanks to the generosity of donors, Carroll Hospital offers several new patient assistance funds that are improving the quality of life for community members faced with life-altering diagnoses. Patients receive a variety of support and services, from acupuncture treatments to grocery store gift cards, to help with patients’ stress levels, coping skills and side effects.

In February 2016, the hospital launched its outpatient palliative care program. In just three months the outpatient palliative care registered nurse had encountered 87 patients.

Community Nutrition Educator Melanie Berdyck gives cooking demonstrations using the mobile kitchen.
When Carroll Hospital’s newly enhanced vascular lab opened in 2015, it was the first in Maryland and the mid-Atlantic to boast the Discovery IGS 740, a state-of-the-art imaging system that gives surgeons the ability to treat a much broader range of vascular diseases with far less invasive treatment options.

The hospital has invested in medical technologies over the past few years that enhance safety and improve delivery of care, including a pharmacy robot, da Vinci® SI Surgical System, linear accelerator for radiation therapy and vascular lab imaging system.

By 2018, the entire health system will be able to interface on a shared electronic medical record for better communication, integration and transition of patient care.
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, gastroenterology, and obstetrics and gynecology.

The hospital also launched the Carroll Accountable Care Organization (ACO) in 2015, 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 Carroll Hospital is providing on-campus and community office space available for more consultations locally.

Additionally, a new medical mall will open in Mt. Airy in July 2016. The Mt. Airy Health & Wellness Pavilion will feature primary care physicians and specialists, and services including imaging, urgent care, lab and physical therapy. The space also will feature a large community room for screenings and health education convenient to the Mt. Airy community.

Binu T. Chacko, M.D., and Thomas K. Galvin III, M.D.

Carroll Health Group providers in Mt. Airy
Over the next several years, we will continue to expand and enhance our services, our team and our facilities to meet the critical health needs of our community and become your portal to total health and wellness.

Specialized Women & Infant Services, and co-located inpatient and outpatient pediatric services for more convenient, individualized care. We are excited to begin planning for a completely renovated maternity unit and totally redesigned care model for babies who need an extra level of care, or those babies born prematurely. The renovations will expand and reconfigure our current 20 rooms and our level II neonatal unit. Following the renovations, there will be 24 rooms, all of which will be equipped to function as a labor, delivery recovery and postpartum (LDRP) room, postpartum suite or private level II neonatal suite.

This new model, called Couplet Care, allows bonding of the entire family unit and ensures the discharged mom has the support she needs while caring for her hospitalized infant. The move to a couplet care and private nursery model will help parents to be more intimately involved in the care of their newborns and provide the entire family with the privacy, support and accommodations they need to learn to care for their infant. After discharge, parents have much less anxiety because before they go home they have become familiar with their newborn’s care needs.

This $13.5 million project will begin in early summer 2017.

The pediatric strategy is still under study with more information to come.
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 developed groundbreaking partnerships 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.

We recognize that additional resources and services are needed and continue to evaluate how best to address recruitment of physician specialists, which has been challenging and has limited our innovation in this area.

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.

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 planned for 2019–2020 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.

In 2015, we reorganized nursing units to allow for all-private inpatient rooms. We increased our number of telemetry monitors and created a dedicated observation unit with telemetry on the third floor.

Nearly 1,400 referrals were made to community agencies in FY 2015, a 35% increase from FY 2011.
Senior care and support services for patients with Alzheimer’s or dementia.

In 2012, the hospital was certified by Nurses Improving Care for Healthsystem Elders (NICHE), the leading nurse-driven program dedicated to helping health care systems improve the care of older adults. Only about 12 percent of the nation’s hospitals have earned the certification, which requires hours of specialized training on caring for older patients across the entire nursing and emergency medicine staffs each year.

However, 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 2015 Community Health Needs Assessment, Carroll Hospital has begun work 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.

In 2015, Carroll Hospital opened new senior care suites, four-rooms located in a quieter area of the emergency department (ED). The suites features a dedicated nursing station and a host of amenities geared toward enhancing the comfort of non-critically ill, older patients. The hospital has committed further resources to hire a specially trained geriatric social worker to be dedicated full time in the emergency department and staff continue to retain NICHE certification. These initiatives are the latest in the hospital’s effort to better serve the community’s growing baby boomer population. 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.

In the future, we are looking at collaborative efforts with our physician and long term care partners to continually enhance the services available to older patients and their families. Carroll Hospital will investigate the need to expand long term care access as well as the availability of other specialty services in our local community.
Celebrating the one-year anniversary of the Carroll Hospital and LifeBridge Health merger. From left to right, starting with the front row, are Leslie Simmons, president of Carroll Hospital and senior vice president of LifeBridge Health; and Helen W. Whitehead, chair of the Carroll Hospital Board of Directors. Back row: Jason Blavatt, chair of the LifeBridge Health Board of Directors; and Neil Meltzer, CEO of LifeBridge Health.