The Future of Health Care is Here
BECAUSE OF YOU
ANNUAL REPORT 2015
Dear Friends, Patients and Supporters,

The future of health care is here. As a LifeBridge Health center, it’s not just our tagline. It’s a fact.

You can see it in the cutting-edge clinical trials underway at our William E. Kahlert Regional Cancer Center, where every day more and more cancer patients become cancer survivors. You can witness it in our newly enhanced vascular lab, which uses pioneering technology to treat patients with complex vascular diseases in as little as 90 minutes. You can even experience it for yourself in our Tevis Center for Wellness, where new programs and expertise are coming together to help you and your family embrace health and navigate the complex health care system. No longer are we simply a destination for the sick. We are an ally in helping you stay healthy for life.

So how did we get here? The answer is simple: YOU. Thanks to your generous gifts of time, talent and treasury, we have been able to build, expand, recruit and invest in ways that have put us light years ahead of many community hospitals. The future of health care is here because of you.

But the future is ever-changing. New advances in medicine emerge daily. We need people like you to be our champions, as you always have, so that we can continue to bring the most advanced care to every life that we touch.

Fortunately, in LifeBridge Health we have a partner that values our culture as a hospital built by the community, for the community. Our partnership was forged by the understanding that every dollar given to the Carroll Hospital Foundation will stay right here, where we need it most. When you give, you are ensuring a healthier tomorrow for your neighbors, your friends and your family.

So as you look through these pages at some of the incredible things we are doing now, we encourage you to think ahead to what we can achieve next. We have proven that when we work together, the possibilities are infinite.

Thank you for all that you do.


Leslie Simmons, R.N., F.A.C.H.E.
President, Carroll Hospital
Senior Vice President,
LifeBridge Health

Helen W. Whitehead
Chair, Board of Directors

Amber Dahlgreen Curtis, Esq.
Chair, Foundation Board of Trustees

Sohaila Ali, M.D.
Vascular Surgery
President, Medical Staff
Before Helen O’Sullivan, Pharm.D., can get to work inside Carroll Hospital’s cancer pharmacy, she has to get dressed. Her outfit—a hair cap, face mask, protective gown, shoe covers and gloves—is not exactly glamorous, but that’s not the goal. Today’s only priority is safety.

As a board-certified oncology pharmacist, O’Sullivan is part of a team of people responsible for reviewing, preparing and overseeing the chemotherapy medications given to patients who are undergoing cancer treatment at Carroll Hospital.

“These drugs are hazardous if not handled correctly. Preparing them is a delicate and complex procedure,” explains O’Sullivan. “But it’s important that any cancer center has the capability to prepare them on site.”

Not surprisingly, preparing chemotherapy medications brings with it a host of regulations, all of which the cancer pharmacy is more than equipped to handle, thanks to its new home at the William E. Kahlert Regional Cancer Center. The pharmacy—which is three times larger than its previous incarnation—boasts two state-of-the-art cleanrooms: highly controlled, sterile production areas where contamination is monitored at a microscopic particles-per-cubic-foot-of-air rate. Inside the cleanrooms, air pressure control systems continually siphon and filter the air to eliminate contaminants that may have entered the room, as well as prevent any trace of chemicals from exiting the room.

Each cleanroom is also outfitted with one or more self-contained hoods, allowing pharmacists and technicians to prep treatments for multiple patients simultaneously—a vital detail for a center that sees, on average, 32 infusion patients daily. It’s a number that is only expected to grow as the Baby Boomer population ages and as more cancers are detected at earlier, highly treatable stages.

“The community’s gifts [to support the William E. Kahlert Regional Cancer Center] gave us the ability to think ahead, to plan for the future and not simply try to ‘make do,’” says Karen Alban, executive director of oncology services at Carroll Hospital. “Because of the generosity of others, this pharmacy is ready to care for our community today and well down the road.”

Part of that readiness plan has included doubling the size of the pharmacy team over the last 18 months. The hiring was in response not only to rising patient volume, but also to the pharmacy’s expanding role. In addition to chemotherapy management, the pharmacy is responsible for overseeing all medications tested in the cancer program’s cutting-edge clinical trials.

The team also provides regular, one-on-one consultations with patients to review their medications, the side effects and their overall well-being. It’s an unusual role for cancer pharmacists in a community hospital setting, but one that’s considered essential to Carroll Hospital’s “whole person” approach to cancer care.

“Most cancer patients are struggling with much more than cancer. They’re often dealing with other medical concerns, like diabetes or high blood pressure. Sometimes there are personal struggles, like not being able to afford medications,” says O’Sullivan. “Having the ability to work directly with each patient allows us to better understand their complete picture and ultimately provide them with even better care.”

“The community’s gifts [to support the William E. Kahlert Regional Cancer Center] gave us the ability to think ahead, to plan for the future and not simply try to ‘make do.’”

—KAREN ALBAN, EXECUTIVE DIRECTOR OF ONCOLOGY SERVICES
Go Inside the Center Now

Take a virtual tour of the William E. Kahlert Regional Cancer Center at CarrollHospitalCenter.org/Cancer-Tour
If Neil Meltzer believes in a cause, he shows it. A dedicated philanthropist, he and his family have donated countless dollars and hours to the causes near to their hearts—including the LifeBridge Health family of hospitals. We asked him to share why he gives back—and why he believes that every gift has the power to make a difference.

You have dedicated much of your life to giving back, including volunteering your time as the National Board Chairman of the American Heart Association. How did all of this start for you?

Neil: It really began when I was a boy. I was raised in a family that believed that if you’re able to give back in any way, it’s an obligation to do so. One of my earliest memories is of a can we kept in our kitchen. Each of us would add change to it. When it was full, we’d donate it to charity.

Is this a tradition you and your wife have carried into your own family? [Neil and his wife, Ellen, have two adult children, Brian and Claire.]

Neil: Yes. There are so many causes that we support as a family. Not just the American Heart Association and LifeBridge Health, but also the Juvenile Diabetes Research Foundation and the Crohn’s and Colitis Foundation of America. All represent issues that have hit home for us. We also support the arts and arts education—the Everyman Theatre, the Hippodrome, the Baltimore School for the Arts—because we believe they are essential in rounding out a child’s educational experience. Education is important to us; my wife has been a volunteer tutor for children with learning differences for many years.

“Philanthropy is not just a dollars and cents thing. It’s also about contributing your time and talent.” —NEIL MELTZER, LIFEBRIDGE HEALTH PRESIDENT AND CEO
How do you define philanthropy?
Neil: Philanthropy is not just a dollars and cents thing. It’s also about contributing your time and talent. At LifeBridge Health, we have more than 600 volunteers and more than 150 volunteer board members providing over 100,000 hours of service annually. That’s the equivalent of 50 full-time employees. So donating your time and your abilities is, in a way, an amazing gift of financial and human resources.

How important is philanthropy to a community hospital like Carroll Hospital?
Neil: It is vital. Our hospitals are non-profits. They operate on razor-thin margins. Philanthropy is what gives us the ability to build new facilities, invest in new technologies and pay for the best medical teams in the country. It’s what keeps us on the cutting-edge of medicine and allows us to deliver the best care possible—care that we would be proud to provide to our own family and friends.

What do you say to people who think their gifts would be too small to make a difference?
Neil: I always say that from “small” gifts—and I use the word small in quotes—big things happen. It’s the small gifts that add up to make the major investments that enhance the health of our community. You should never think of it as ‘only 25 dollars.’ Think of it as the last 25 dollars we needed to buy a new piece of equipment or to help a patient pay a bill.

Join Neil and Ellen in Giving Back
Visit CarrollHospitalCenter.org/Giving to see all the ways you can lend a hand.
Left: Community Nutrition Educator Melanie Berdyck gives cooking demonstrations using the mobile kitchen. Above: Chip Bean, winner of the spring 2015 Lose to Win Wellness Challenge.
When Chip Bean packs his lunch for work these days, the menu looks much different than it did a year earlier. Gone are the highly processed, high-sodium deli meats. In their place: a salad or a fresh turkey sandwich, a bottle of water and a piece of fruit.

Healthier lunches are just one of the many changes that have stayed with Bean since he won the spring 2015 session of the Lose to Win Wellness Challenge, a multi-week community nutrition and exercise program offered by Carroll Hospital in partnership with the Y in Central Maryland. Through the program, Bean lost 37.8 pounds—nearly 14 percent of his starting weight.

“I’ve been on other diet programs, and you can’t live by them,” says Bean. “This one is realistic. You learn that by making small changes to your life day by day—nothing crazy—you can get healthier.”

For the last two years, Lose to Win has been funded in part by grants from the Walmart Foundation, awarded locally by the Westminster-area Walmart. The grants—totaling $4,500 to date—have financed a number of the program’s components, including acupuncture sessions to help participants manage their cravings; prizes like Fitbits and gift cards to motivate friendly competition; and personal pedometers, which are gifted to each participant at the start of the program.

“One of our main messages is just be active,” says Melanie Berdyck, registered dietitian and the community nutrition educator who leads the Lose to Win program. “Something as small as a pedometer—tracking your steps—is a great start. It’s these little things that end up being so life-changing.” (Indeed, Bean reports that after several weeks of carrying around his pedometer, reaching his 10,000-steps-a-day goal is now second nature.)

According to Pete Perez, manager of the Westminster-area Walmart, the Lose to Win program aligns perfectly with his store’s local mission. “We want to make a difference for the people here in our community. They are the people who shop and work in our stores. Anything we can do to help them, we will,” he says.

Grant funding has been a key driver in the hospital’s efforts to expand community nutrition education beyond the Lose to Win program. In 2015, a $35,000 grant from the France-Merrick Foundation enabled the hospital to achieve one of its biggest goals: purchasing a mobile kitchen. The kitchen, which can be assembled and disassembled for events and workshops, includes a working stove, oven and sink, as well as ample counter space and a mirror that provides audience members with an up-close view of demonstrators’ techniques.

“France-Merrick was pleased to support the mobile kitchen which fits with our priorities of improving population-based health and increasing access to and education about healthy food. We applaud Carroll Hospital for investing in the wellness of area residents in proactive ways.”

— AMY GROSS, FRANCE-MERRICK FOUNDATION EXECUTIVE DIRECTOR

“Grants have given us the ability to educate our community now, as opposed to three or four years from now,” says Brenda Frazier, director of development for the Carroll Hospital Foundation. “The ability to fast forward our goals means we can help even more people than we imagined.”

Get a FREE Nutrition Screening with Melanie Berdyck, Community Nutrition Educator
Mondays, February 15, March 14 & April 4
Wednesdays, February 10, March 9 & April 13
Tevis Center for Wellness
By appointment only | Call 410-871-7000 to schedule
Jennifer Ballas, R.N., would like to set the record straight. Contrary to popular belief, palliative care is not the same as hospice care.

“Our job is to provide an extra layer of support for patients and families at every stage of a chronic or serious illness—not just the end,” the palliative care coordinator explains. “We make sure patients have what they need to enjoy the best quality of life possible for all the months and years ahead, ideally from the moment of diagnosis on.”

Pain and symptom management are core components of palliative care—but the services of Carroll Hospital’s program go well beyond patients’ physical needs.

“Each plan of care is personalized to the individual from a very holistic perspective,” says Stephanie Reid, chief nursing officer and vice president of patient care services. “Is the patient struggling with a financial issue? A spiritual issue? A family crisis? We work to address it all.”

The Carroll Hospital program also puts a major emphasis on education. Certified palliative care nurses work one-on-one with patients to ensure they completely understand their health conditions, their medications and their doctors’ orders. Important topics like advance directives are also discussed. “These conversations are much easier when they take place before critical situations arise,” says Ballas. “It ensures that no one loses sight of what the patient values most.”

In the seven years since the launch of Carroll Hospital’s inpatient palliative care program, readmission rates for patients with targeted diagnoses—such as congestive heart failure and chronic obstructive pulmonary disease—have significantly decreased. Lengths of stay (the amount of time patients require inpatient care) have also gone down, while patient satisfaction rates have gone up.

Now, thanks in part to a generous gift from the Kahlert Foundation, the hospital is expanding the program to serve the community on an outpatient level. “Adding an outpatient service gives us the ability to establish long-term relationships with our patients and continually evaluate and optimize each patient’s plan of care,” says Ballas. “Especially with chronic illness, when one month can be so different from the next, that level of support is invaluable.”

For the Kahlert Foundation, the decision to help fund the palliative care expansion was an easy one to make. “We are committed to supporting excellent health care in our community,” explains Greg Kahlert, the foundation’s president. “For many people, especially those transitioning from hospital care, there is a lack of support in the health care system. We believe this new outpatient service will help fill that void and improve the quality of life for so many.”

The fact that the palliative care program is completely free to patients—both on an inpatient and outpatient basis—means that support from donors like the Kahlert Foundation is essential. “Gifts like this allow us to make this program accessible to as many people as possible,” notes Reid. “To know that members of our community recognize the value of what we do just makes it that much more meaningful.”

Is Your Family Struggling With a Chronic or Serious Illness?

Go to CarrollHospitalCenter.org/Palliative-Care or call 410-871-7890 to discover all that palliative care can do for you.
“We make sure patients have what they need to enjoy the best quality of life possible for all the months and years ahead…”

—JENNIFER BALLAS, R.N., PALLIATIVE CARE COORDINATOR

(Pictured Left)
The NEW vascular lab is first in Maryland to introduce powerful imaging technology

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. “It’s a smart machine,” says lab manager Heather Green. “We can go places, medically speaking, that we couldn’t go before.”

Funds donated to Carroll Hospital’s Campaign to Cure & Comfort, Always and gifts to the Carroll Hospital Auxiliary purchased the equipment and funded construction of the new space. “The generosity of the community in getting this built was amazing to me,” says Carter Freiburg, M.D., a vascular surgeon at Carroll Hospital and Vascular Surgery Associates. “Donors knew that this lab would dramatically improve how we could care for patients, and it has. Complex cases that would typically require open surgery we can now repair in 90 minutes.”

Learn More About Vascular Disease

Vascular disease is one of the leading diagnoses in our community. Learn how to lower your risk now at carrotHospitalCenter.org/Cardiovascular

1. MOBILIZED TABLE: Whereas most lab tables are stationary, the new system’s table tilts, lifts and turns, allowing the clinical team to access the smartest treatment route for each patient.

2. SMART CONTROLS: The system stores commonly used treatment protocols—as well as doctor-by-doctor treatment plans—to reduce treatment times and maximize safety. It can even auto-sense details, like a patient’s weight and height, and adjust radiation dosing accordingly.

3. RAIL-FREE DESIGN: Unlike most imaging systems, which are mounted to rails in the ceiling, the Discovery IGS 740 can glide freely around the room, allowing team members to image any part of a patient’s body from virtually any angle.

4. GPS-GUIDED PRECISION: GPS sensors along the wall use laser guidance to direct the system around the patient with pinpoint accuracy.
5. **3-D IMAGING:** The system’s C-arm flows over and around the patient, providing powerful three-dimensional images in just one rotation. The result: better imaging at a lower dose of radiation.

6. **MULTI-MODALITY VIEWS:** Surgeons can overlay a patient’s CT scans and other diagnostic images over the system’s 3-D views to create a complete treatment picture.

7. **A LARGER SPACE:** In addition to its technological enhancements, the lab is also two times bigger than its predecessor and includes dedicated anesthesia and nursing stations, allowing for more intensive, operating-room-like procedures.
2015 Financial Highlights

SOURCES OF INCOME FOR DELIVERING QUALITY HEALTH CARE SERVICES TO OUR COMMUNITY
As of June 30, 2015 in thousands

Services provided for inpatients and outpatients, including nursing care, room and board, diagnostic and therapeutic procedures and some physician care............$ 380,218
Because government and other insurance carriers do not pay the total charges on the care delivered, we did not collect......$ (96,657)
Because we provide care to the indigent and patients unable to pay their full bill, we did not collect...............................$ (7,521)
Additional income received from operating activities.................$ 18,069

Total income available to care for the patients who need our services ......................................... $ 294,109

FROM OUR INCOME WE PAID FOR
As of June 30, 2015 in thousands

Salary and benefits for our medical, professional and support staffs .........................................................$ 150,627
Operating services .................................................................................. $ 66,767
Operating supplies .................................................................................. $ 50,373
Depreciation and interest on plant and equipment .....................................................................$ 26,393

Total expenses required to meet the needs of serving our patients.......................................... $ 294,160

Operating income to support our mission......................... $ (51)
Contributions in cash from our friends in the community who understand and support our mission .................$ 5,689

ASSETS
As of June 30, 2015 in thousands

Cash and investments................................................................. $ 100,016
Amounts owed by insurance companies, government agencies and patients .................. $ 25,727
Inventory on hand to meet the needs of our patients.......................... $ 3,035
Net value of property, plant and equipment........................................ $ 138,244
Funds contributed over the years by our friends in the community to pay for specific projects $ 62,379
Other assets ................................................................................. $ 70,271

Total assets, the strong financial base that ensures our ability to continue to care for our community ................. $ 399,672

LIABILITIES
As of June 30, 2015 in thousands

Amounts owed to vendors, employees and other third parties........ $ 107,806
Amounts borrowed to fund the projects and purchase the equipment needed to serve our patients, payments due within a year ........ $ 4,291
Amounts borrowed to fund the projects and purchase the equipment needed to serve our patients, payments due in the future .... $ 94,939
The difference between what we own (our assets) and what we owe (our liabilities), representing the community’s interest in Carroll Hospital................................................................. $ 192,636

Our current liabilities, plus the community’s interest, equals our total assets................................................................. $ 399,672

(Fiscal Year—July 1, 2014 to June 30, 2015)
At Carroll Hospital, we are building a healthier community one person at a time. That is why we worked hard in 2015 to bring more than $15 million in much-needed health and wellness services to friends, neighbors and families throughout our region. Every life we touch makes our entire community stronger. Go to CarrollHospitalCenter.org/Community-Benefit to learn more about the work we’re doing.

### Touching More Lives BECAUSE OF YOU

#### The 2015 Community Benefit Report

At Carroll Hospital, we are building a healthier community one person at a time. That is why we worked hard in 2015 to bring more than $15 million in much-needed health and wellness services to friends, neighbors and families throughout our region. Every life we touch makes our entire community stronger. Go to CarrollHospitalCenter.org/Community-Benefit to learn more about the work we’re doing.

#### Financial Assistance
- Free or Reduced-Cost Care, Medicaid Expansion Fees: $2,165,511

#### Mission-Driven Health Services
- Physician Access, Hospital-Based Services: $7,891,832
- Access Carroll, Free Clinic for the Uninsured: $259,245
- Community Benefit Operations: $216,322

#### Community Health Services

#### Community Building Activities
- The Partnership for a Healthier Carroll County, Inc.: $552,314

#### Education—Health Professionals
- Nurses, Physicians, Allied Health: $531,839

#### Community Contributions
- Cash and In-Kind: $223,194

#### Research
- Community Health Research: $198,904

#### Total Community Benefit $15,118,006
2015 Founders Circle Members

The future of health care is here at Carroll Hospital thanks to the support of our Founders Circle members—individuals who annually contribute $1,000 or more (or businesses that contribute $2,500 or more) to Carroll Hospital, Carroll Hospice and/or the Carroll Hospital Auxiliary. The list below represents total annual cash contributions to all three organizations between January 1, 2015 and December 31, 2015. Those listed with an asterisk (*) are Founders Circle members to two or more entities. Visit CarrollHospitalCenter.org/Future for a complete list of all of our generous donors.

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- Crematory, P.A.
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Carefirst/BlueCross BlueShield
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Carroll Children’s Center/ 
- Pediatric Medical Group
Carroll Community College*
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- Founders Circle Members, continued
Founders Circle Members, continued

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Mr. Rob Lyons
Trane
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Carroll Hospital and Carroll Hospice
Healing Through Art BECAUSE OF YOU

Volunteer artists use their talents to help patients on the road to recovery

A blue butterfly in flight. A rising sun emblazoned with the word ‘hope.’ A horse gazing up at a star-filled sky. These are just some of the beautiful images that hang on the walls of Carroll Hospital’s East Pavilion, welcoming patients and families to the William E. Kahlert Regional Cancer Center and Tevis Center for Wellness.

The paintings, which were created by students at St. John Catholic School in Westminster, are part of the Community Art Gallery, an initiative designed to enhance relaxation and healing within the hospital setting. The gallery launched in July with an exhibit by the Carroll County Arts Council and rotates quarterly with works created exclusively by volunteer artists from around the community.

“The theme of healing ties it all together,” explains Amy Holdridge, a member of the hospital’s marketing department who oversees the program. “We are looking for pieces that promote a sense of wellness on an emotional level and provide an escape.”

The artwork is not merely decoration. Research shows that exposure to art in medical settings can lead to shorter hospital stays, reduced pain levels and lower rates of depression for patients.

It’s findings like these that bolstered Carroll Hospital’s decision to make art a priority during the initial planning phases of the William E. Kahlert Regional Cancer Center and Tevis Center for Wellness. Today, both centers feature original painting and photography collections from local and nationally renowned artists, as well as state-of-the-art sound systems that deliver calming audio experiences. The enhancements were funded in part by a gift from Dr. Robert Scott and Mrs. Carolyn Scott and became the inspiration for the Community Art Gallery.

“Everyone loved the art and saw how beneficial it could be, so we wanted to keep it going,” says Holdridge.

According to Clare Hoerl, the St. John art teacher who mentored the Gallery’s current crop of student painters, community members are eager to keep it going, too. “Even at such young ages, my students know that Carroll Hospital is a strong part of our community,” she says. “It has been a wonderful, uplifting experience for these kids.”

Top: Clare Hoerl, St. John art teacher, and her son, student-artist Sam Hoerl
Bottom: “It’s cool to see my artwork here,” says student-artist Ariana Hawn
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