



MedStar Health



2013 ANNUAL REPORT

# CLOSE TO YOU





MedStar President & CEO Kenneth Samet and Board Chair Edward Civera visit MedSTAR Transport, which is housed at Tipton Airport in Fort Meade, Maryland.

Dear Friends,

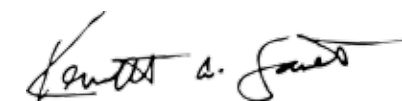
MedStar Health continues to lead the change and transformation of health and health care in Maryland and the Washington, D.C., region. Every day we creatively evaluate our processes and approaches in an ever-changing healthcare environment, but always remain centered on how we can provide the highest quality, safest care to our patients. By building upon the strengths that come from being the largest, most accessible not-for-profit healthcare system in the region, and actively driving our evolution to a new model for the delivery of care, we will be able to better meet the changing healthcare needs of the communities we serve, today and well into the future.

The theme of our Fiscal Year 2013 Annual Report—*Close To You*—says it all. We welcomed a new hospital, MedStar Southern Maryland Hospital Center, and continued to expand our ambulatory care footprint, increasing our reach and geographic coverage by bringing our services closer to you. Now, with 10 hospitals and a growing network of more than 100 ambulatory care sites, MedStar PromptCare centers and physician offices, we are fully committed to bringing the talent of our 6,000 physicians, 8,000 nurses and 30,000 associates closer to where you live and work. Building a truly connected organization with a seamless focus on quality, service, access, and value is not a path to be pursued lightly. But with the full support of our governance, medical staff and management leaders from across our organization, it is at the very core of our MedStar 2020 vision.

Throughout the year, we had the great fortune of celebrating several milestones and accomplishments, not the least of which was the 15th anniversary of MedStar Health. We thank those community leaders who had the vision to bring together hospitals that served their communities for more than 150 years in the belief that a new approach to how care should be delivered in the decades ahead was of critical importance. The transformation of health care across our country clearly supports their founding premise. Another special milestone was the 30th anniversary of our MedSTAR transport service—a medical shock trauma/acute resuscitation airborne unit. Since its debut in 1983, MedSTAR remains the first and only hospital-based air medical service in our nation's capital. From flying to the Pentagon on 9/11, to providing emergency support at the scene of an accident, to transporting a patient from a community hospital to our nationally respected tertiary care centers and their advanced medical capabilities, MedStar's "hospitals in the sky" have brought comfort to all who have watched them fly overhead.

As you will see in our Annual Report, our accomplishments this year are once again highlighted by our partnerships in care delivery, research and academics. We are especially proud that through our medical education and clinical partnership with Georgetown University, we continue to bring the best and brightest together to collaborate on research efforts certain to change the future of medicine, expediting the process for translational research to reach the bedside. As you will see highlighted throughout this Annual Report, our clinicians and associates across the system are dedicated to changing the path of health care, serving as examples of the expertise, leadership and innovative thinking that are required to support our MedStar 2020 vision.

It is our true hope that by expanding MedStar Health's geographic reach in a fully integrated fashion and aggressively developing a new model for how care is delivered, we will be part of the solution for health care in our country, and most especially, for the communities we serve across our region. Thank you for your continued support and friendship.



Kenneth A. Samet, FACHE  
President and CEO



Edward S. Civera  
Chairman of the Board of Directors

CLOSE TO YOU

# LIFESAVERS



*Delaney's a typical five-year-old again, thanks to her will, her parents' support and MedStar National Rehabilitation Hospital.*

## CLOSE TO YOU

No one knows how long three-year-old Delaney Saslav lay at the bottom of the pool. One minute? Two? But it was long enough to turn the vibrant preschooler limp and blue. As her father raced to her rescue, he couldn't still the voice repeating within: "I've lost my little girl."

He was wrong.

Close friend Arthur Jason de Luigi, DO—coincidentally director of Sports Medicine at MedStar National Rehabilitation Network (MedStar NRH)—immediately began chest compressions as Andrew Saslav puffed breath into his daughter's waterlogged lungs. Together, they jump-started Delaney's heart. Emergency measures and intensive care at a nearby hospital managed to return her to life.

But *what kind of life* was the question on everyone's mind...including the specialists at MedStar NRH where she was transferred two weeks later.

"On the severe brain injury scale, Delaney's condition was critical," says Justin Burton, MD, co-director of Inpatient Rehabilitation for the National Center for Children's Rehabilitation (NCCR), a joint program of MedStar NRH and Children's National Medical Center. "Almost every part of her brain sustained some degree of damage."

MedStar NRH is accustomed to treating the most difficult cases: It's made *U.S. News & World Report's* list of top hospitals for the past 19 consecutive years. Yet Delaney put that expertise and experience to the test.

"Delaney was like an infant again, except she couldn't even wave her arms or legs," says her mom Jill. "All she did was grimace and cry. It was heartbreaking."

Undaunted, a small army of pediatric rehabilitation specialists—doctors and nurses; dietitians and neuropsychologists; and recreational, physical, occupational, and speech therapists—mounted a full-out campaign to restore Delaney. In keeping with the hospital's family focus, Andrew and Jill played key roles in their daughter's care, even sleeping in her room.

Initial goals were low: "Maintain eye contact for three seconds. Hold head upright for half-a-minute." Then, about a month into her treatment, Delaney gave Jill a crooked little smile—and everyone a glimmer of hope.

From then on, Delaney's recovery took off, as hide-and-seek, playing dress-up, blowing bubbles, and other "games" masked the hard work of relearning how to do everything. After four months, she went home.

Less than a year later, Delaney is running, skipping and chattering a mile a minute, and looking forward to kindergarten.

"MedStar NRH gave us Delaney back," says Andrew. "Their dedication, professionalism and skill are simply amazing."

"I wish we were millionaires," adds Jill. "We'd give them everything we have."



# WINGED VICTORY

Tim Heely thought he had pneumonia. His wife thought he had a heart attack. At her urging, the retired admiral and former fighter pilot initially went to nearby MedStar St. Mary's Hospital where tests showed his wife was right. But without the usual warning signs, Tim had conducted business as usual for several weeks, as his wounded heart got worse.

*Recent heart transplant recipient Tim Heely poses with an F/A-18 Hornet, the model he used to fly.*

## CLOSE TO YOU

Soon he was en route to MedStar Washington Hospital Center—one of *U.S. News & World Report's* top cardiac facilities nationwide and hub of MedStar Heart Institute.

His first stop was the Cardiac Catheterization Laboratory, one of the busiest and most experienced in the nation, where specialists cleared out his blocked artery and inserted a stent to keep it open. But that wasn't enough to counter the damage previously sustained by his left ventricle—the heart's powerhouse.

"Tim went into a dangerous arrhythmia and actually coded twice," says cardiologist George Ruiz, MD, associate director of the Advanced Congestive Heart Failure program. During the next 48 hours, he and fellow cardiologist Samer Najjar, MD, the program's director, sought the right medical therapies to rein in Tim's racing heart. Nothing worked.

To survive, Tim needed an emergency LVAD—a left ventricular assist device, which is a mechanical pump implanted in the heart. He received the latest version, partially developed by his cardiac surgeon Steven Boyce, MD. Stabilized and outfitted with holsters, wires and fanny packs for the pump's batteries and mini-computers, Tim went home 20 days later, thankful to be alive.

Yet his team knew the best long-term solution for the otherwise healthy and fit 60-year-old was a heart transplant.

So this spring, two years after his journey began, Tim got a new heart...and a new shot at life.

Calling the Ruiz-Najjar-Boyce triumvirate his "wingmen," Tim today feels great and helps the hospital whenever and however he can. "I've had a great life and feel a real sense of responsibility to give something back."

### FLYING HIGH

MedStar Washington Hospital Center is known for the top-flight cardiovascular care Tim Heely received. So last year, MedStar Health formed MedStar Heart Institute with MedStar Georgetown University Hospital, MedStar Montgomery Medical Center, MedStar St. Mary's Hospital, and MedStar Washington Hospital Center to spread that expertise throughout the Washington, D.C., region.

Now, a groundbreaking alliance with world-renowned Cleveland Clinic Sydell and Arnold Miller Family Heart & Vascular Institute promises to further MedStar Heart Institute's local and national preeminence. By sharing best practices and research capabilities, the alliance will advance treatments and care for patients everywhere.

# WHEREVER YOU ARE

Location, location, location. What was once the exclusive mantra for home sales is now just as meaningful for health care. As people strive to balance their personal and professional lives, MedStar Health is bringing the best and broadest range of healthcare services closer to where they live and work.

“From urgent care to the most sophisticated specialties, we’re building a Distributed Care Delivery Network so people can get the right care at the right time in the right place,” says Bob Gilbert, president, MedStar Ambulatory Services.

A case in point is MedStar PromptCare—MedStar Health’s urgent care network that is integrated across the entire region. Since 2012, MedStar has opened five urgent care centers in Maryland, with more scheduled for the future. Appointments are not necessary, and with extended evening and weekend hours, MedStar PromptCare is convenient for those needing care for non-emergency illnesses and injuries.

Another example is MedStar’s growing roster of multispecialty medical centers, which began after the system identified a serious lack of healthcare services in Prince George’s County. In response, MedStar opened offices in the Mitchellville area for internal medicine, obstetrics and gynecology, and specialty care. Last October, all offerings were consolidated into one site, and more specialties were added.



*Adam James (right), a physical therapist at MedStar Health at Mitchellville, instructs rehabilitation patient Roy Contee.*

Today, MedStar Health at Mitchellville provides primary care, women’s health, maternal/fetal medicine, cardiology, radiology, endocrinology, urology, rehabilitation, and more.

“I found everything I needed at the Mitchellville location after I retired,” says Loretta Rollins of nearby Bladensburg. “My previous physicians were all in the District. And I just didn’t want to have to travel that far if I didn’t have to.”

William DuBoyce, MD, the facility’s medical director and Loretta’s internist, cares for her hypertension and diabetes, collaborating with an on-site endocrinologist as needed. He also referred her to MedStar Washington Hospital Center and MedStar Georgetown University Hospital for advanced cardiac and cancer care, respectively. With those hospitalizations behind her, Loretta now returns to Mitchellville for follow-up appointments, only five minutes from her home. Adding to the seamlessness of her care, electronic health records let providers throughout MedStar Health share the information they need.

The outward migration of hospital services continues, with new multispecialty sites coming soon to the District and Maryland, including Federal Hill in Baltimore. Earlier this year, MedStar also welcomed the existing healthcare facility at Leisure World into its fold.

“We’re striving to make quality health care more accessible to more people,” says Gilbert. “The needs of our community—and people like Loretta—guide us where we go.”



# CLOSE TO YOU

*Rendering of a MedStar Health multispecialty care center in Baltimore’s Federal Hill community that will provide primary, specialty and urgent care*

# THE FINISH LINE



*With cancer behind her, Christina Miller and kids—6-year-old Alexandra, Nora, 2, and 5-year-old T.J.—enjoy a day in the park.*

## CLOSE TO YOU

For her 39th birthday, Christina Miller got something she never wanted. While showering that morning, the mother of three small children, all under the age of five, performed a breast self-exam. What she found—a knot under her arm—would worry any woman. But the discovery held special significance for Christina.

Her mother was exactly 39 when she was diagnosed with breast cancer; her grandmother died from the disease.

Christina saw her physician the very next day, and a subsequent mammogram detected abnormalities. So she sought out the experts at MedStar Montgomery Medical Center—birthplace of her children; home to a full array of breast health services, including genetic testing; and part of the MedStar Georgetown Cancer Network.

At MedStar Montgomery, a biopsy confirmed she had the exact type of cancer that afflicted her mother. But unlike her mother's tumor, Christina's was HER2 positive—a particularly aggressive and fast-growing strain. Multiple lymph nodes were also affected, raising the risk that her cancer could spread.

With the stakes so high, Christina's mind was made up.

"My mother's still alive 30 years after having her one breast removed," she says. "But my odds were worse. To reduce the chance of recurrence, I wanted a double mastectomy."

To preserve her young patient's appearance, surgeon Nasrin Ansari, MD, performed the latest technique, a nipple-sparing approach. Then medical oncologist Claudine Isaacs, MD, mentioned a clinical trial at MedStar Georgetown University Hospital, the system's breast care flagship, and its Lombardi Comprehensive Cancer Center—the area's sole NCI-designated comprehensive site and one of only 41 nationwide. Christina participated and afterward completed radiation therapy.

A year later, Christina slowly resumed her previous passion: running. The day after finishing a 5K breast cancer survivor race, she returned to MedStar Montgomery for the last step in her breast reconstruction—and hopefully the last chapter in this part of her life.

"At both MedStar hospitals, my doctors, nurses and patient navigators were wonderful," she says. "I've been very happy with the treatment I received, from start to finish."

## LEADING CANCER CARE

MedStar Health's specialists are changing the path of cancer care, here and everywhere. For example, Christina Miller's clinical trial involved Pertuzumab, a drug that was recently approved for advanced disease based on an international study led by Sandra Swain, MD, co-principal investigator. A national breast cancer authority, Dr. Swain is medical director of Washington Cancer Institute at MedStar Washington Hospital Center, and immediate past-president of the American Society of Clinical Oncology. That's an example of the expertise, leadership and forward-thinking that assures top-level care throughout MedStar.



# REBUILDING DREAMS

*Ryan Emmons practices suiting up, in preparation for the day when he can fight fires again.*

## CLOSE TO YOU

On Jan. 30, at 3 a.m., volunteer firefighter Lieutenant Ryan Emmons sat in the back of Prince George's Engine No. 28 returning from a call on the Beltway. Suddenly, a tractor trailer slammed into the fire truck, sending it crashing through concrete barriers, flipping over and blocking three lanes. Lying on his side, hurt but conscious, Ryan tried to push himself up. He couldn't.

Like a rag doll, his lower right arm lay beside him, sliced straight through the elbow.

EMTs already on the scene applied tourniquets, packed Ryan's severed limb in ice and rushed the 30-year-old to the nearest hospital. Within an hour, both Ryan and his detached arm were transferred to The Curtis National Hand Center, the largest and most experienced facility of its kind in the world, headquartered at MedStar Union Memorial Hospital. There, a team of specialists, led by the hand center's Chief James Higgins, MD, was ready.

A month earlier, Dr. Higgins had directed seven of his fellow surgeons in an historic double-arm transplant, the most complex case of its type attempted anywhere to date. For more than 12 hours, experts from The Curtis National Hand Center labored alongside an equal number of colleagues from The Johns Hopkins Hospital. Together they painstakingly connected bones, muscles and tendons; microscopic blood vessels and nerves; and, lastly, skin between the patient and the awaiting limbs. By the end of the procedure, the surgeons had given 26-year-old Brendan Marrocco, an Iraq war vet, two new arms ...and a new chance for a quality life.

Now Dr. Higgins hoped to accomplish something similar for Ryan.

"Reattaching an arm is as much art as science," states the internationally recognized specialist who might perform two or three of the intricate surgeries a year. "Complicating matters, Ryan's upper arm lost some muscle in the accident, requiring tissue and skin grafts from his back and legs to repair."

Ryan's youth and overall good health worked in his favor. Convinced that the firefighter's own reattached arm would function better than a prosthesis, Dr. Higgins performed the first of nearly a dozen delicate operations to put Ryan back together again.

After a month in the hospital, Ryan's new full-time job began: working toward recovery. Today, he's ahead of schedule, with some movement from his shoulder through his fingertips.

"Being a firefighter was a childhood dream fulfilled," says Ryan, who followed in his older brother's footsteps. "Thanks to Dr. Higgins and MedStar Health, I can now see the day when I'll be able to climb back onto that fire truck."

# SEIZING LIFE

One startling day in 2005, Joanna Shane suddenly just froze. Trance-like, the 28-year-old sat still and stared until, just as quickly, she snapped out of it. After a second episode months later, doctors determined she had epilepsy—a neurologic condition affecting three million Americans of all ages.

Medication successfully controlled Joanna's seizures for several years, letting her pursue her career at the Pentagon and become a mother. But by the time her little boy turned two, Joanna's medications couldn't work their magic anymore.

"My seizures were out of control," she says. "I couldn't drive or even take my toddler out for walks."

So Joanna looked for the most advanced care around and found it at MedStar Georgetown University Hospital's Comprehensive Epilepsy Center—the only Level 4 center\* between Baltimore and Charlottesville.

That ranking, the highest available, assures the most sophisticated diagnostic tools, and medical and surgical care for even the most complex cases. A newly expanded, six-bed monitoring unit also promotes the most accurate diagnosis, key to the right treatment.

It's the caliber of care people expect from MedStar Georgetown's neurosciences programs. In addition to the epilepsy center, the program also includes a National Parkinson Foundation Center of Excellence, a Movement Disorders Program and specialists in spine disorders, skull-based tumors, pediatric neurosurgery, and stroke.

For Joanna, William Bell, MD, a neurologist and director of the Comprehensive Epilepsy Center, first tried different combinations of drugs, but to no avail. However, preliminary testing indicated that surgery might provide a permanent cure to her problem. In June 2013, Chris Kalthorn, MD, director of the Surgical Movement Disorders Program, removed a previously undetected lesion in her brain. The seizures stopped.

"Both of my doctors really cared about what was happening to me and wanted to find a solution," says Joanna. "Surgery completely changed my life."

*\*As designated by the National Association of Epilepsy Centers*

*Neurosurgeon Christopher Kalthorn, MD, performs delicate and intricate brain surgery to stop epileptic seizures.*

## CLOSE TO YOU

### Brain Trust

Some of the brightest minds across MedStar Health and Georgetown University Medical Center—the system's medical education and clinical partner—are collaborating to unravel the brain's mysteries and marvels. One effort is the new Huntington Disease Care, Education and Research Center. Another is the Center for Brain Plasticity and Recovery.

"It's a real and rare, on-the-ground interdisciplinary investigation into how the brain learns and heals," says university neurology professor Elissa Newport, PhD, co-director of the new brain center with MedStar National Rehabilitation Network's Alexander Dromerick, MD. "By spanning basic and translational science—with MedStar NRH as a clinical lab—we're hunting for insights into how to restore optimal function after stroke and other injuries."



# 30 YEARS OF CARING IN THE AIR

It's a familiar sight: A maize and blue helicopter whirs overhead, speeding to someone's SOS. Anywhere in the national capital area, its presence means help—and hope—is at hand.



## CLOSE TO YOU



It's MedSTAR: the medical shock trauma/acute resuscitation airborne unit, inspiration for the name of the 10-hospital system that operates the iconic service. And it's been saving lives in the skies for 30 years.

Flight Paramedic Wade Smith recalls many of them.

"I was already a paramedic at MedStar Washington Hospital Center and signed up immediately when MedSTAR started," says the air ambulance's longest serving associate staff member and author of its original medic job description. "Every day, I'm glad this is what I do."

MedSTAR became the first hospital-based air medical service in the Washington, D.C., area when it debuted in 1983, and today is the only one. Through the years, it's grown into a fleet of four with 80 staff members, including flight nurses, medics, pilots, mechanics, and communications specialists for its 911-type call center.

Then as now, speed is key. Air transport cuts travel time at least by half. In the beginning, most flights involved what Wade calls "swoop and scoop"—getting the victims of bad accidents or violence to the Hospital Center's Level I regional trauma center as quickly as possible.

Today, MedSTAR is much more likely to transport and treat dangerously ill and injured patients, anywhere within a 150-mile radius, from a community hospital to the higher level of services they need.

"We don't just stabilize and monitor patients," says Christopher Wuerker, MD, MedSTAR's medical director. "We're actually equipped and trained to provide advanced critical care mid-flight that equals—and sometimes surpasses—what a patient is receiving elsewhere."

Outfitted with such sophisticated tools as mechanical ventilators, intra-aortic balloon pumps and even an adult ECMO—an external heart-lung machine—each MedSTAR helicopter functions like a tiny intensive care unit as its medical crew of two performs the tasks of many. It's a highly coordinated, finely-tuned system, made possible by MedSTAR's advanced communications and the staff's rigorous training. Both flight medics and nurses spend as much time on the ground as in the air, working in the trauma center to perfect and keep their clinical skills up to date—a model unique to MedSTAR.

It all adds up to an exemplary service that has flown more than 55,000 patients in 30 years. From the victims of 9/11 and the La Plata tornado, to critically ill newborns and seniors with multiple complex conditions, MedSTAR and its lifesaving care are always near.

# FIRST CLASS

Short of breath and wheezing for most of a week, Todd Boehm collapsed on the sidewalk outside his Baltimore hotel in January 2013. He couldn't yell for help. He couldn't pull himself to the door. When paramedics arrived, the self-described road warrior says he was "blue as a Smurf."

By the time Todd reached MedStar Harbor Hospital, he was too sick to withstand the CAT scans and other sophisticated tests that could pinpoint the cause of his illness.

Doctors relied upon their expertise, experience and well-honed clinical instincts to determine what was wrong...and more importantly, how to fix it. Meanwhile, Todd's wife and children flew to his bedside from their home in Madison, Wisconsin.

"Todd's heart, lungs and kidneys were failing," says Francois J. Gregoire, MD, an intensivist, pulmonary medicine specialist and Todd's lead physician. "Everything indicated that he had a pulmonary embolism—a blood clot that traveled through his heart and settled in his lungs. To save Todd's life, we had to treat him immediately with a potent and complex combination of clot-busting and blood pressure-boosting drugs, blood thinners, advanced modes of ventilation, and continuous dialysis."

During the course of nine hours, Todd's overburdened heart stopped and was restarted three times. The next day, he showed signs of improvement. By day three, Todd was out of the woods.

Suffering no lasting effects from his ordeal, the business consultant today is back on the road again, even visiting MedStar Harbor several times. In gratitude, he also joined the hospital's ranks of patients-turned-donors.

"Dr. Gregoire took the right steps to save me," he says. "And the genuine care and compassion of every staff member for my family and me were equally important. I'm convinced there's no other place on earth I could have been and survived."

*Today Todd Boehm feels great and is as active as ever.*

## Making Best Practices Better

A rare genetic predisposition caused the deep vein thrombosis (DVT) that led to Todd Boehm's pulmonary embolism. However, trauma—including surgery—is usually to blame. So hospitals everywhere use different combinations of compression devices, blood thinners and other approaches—at varying costs but with comparable results—to prevent DVTs and their potentially fatal pulmonary embolisms. Now MedStar Health's experts have defined which combinations work best in which situations, leading to a best practice protocol that saves both lives and money.

With this approach, MedStar hospitals realized savings of \$1.5 million in 2013, with an additional \$3 million expected upon full system implementation in 2014. The study, led by John R. Kirkpatrick, MD, appeared in the *Journal of the American College of Surgeons* and is influencing care nationwide.

# CLOSE TO YOU

# GOODWILL WORKING

"Throughout my life, there's always been someone who helped me one way or another," says self-made businesswoman Micheline Lopez-Estrada. "So I've always tried to help others in need. It's a way to pass on the love I've received during my life."

*Micheline Lopez-Estrada and husband, Joseph Lynch, check on the oysters they raise in Cuckold Creek.*

## CLOSE TO YOU

Dr. Mitchell Davis, ophthalmologist emeritus at MedStar Washington Hospital Center, understands this sentiment. From his days as an intern through the end of his long career, the native Washingtonian had a heart for the many individuals he served who were poor in both health and resources.

This year Micheline and Dr. Davis put their dreams into motion by making significant philanthropic investments in MedStar Health—and, by extension, helping the patients it serves.

After retiring, Dr. Davis contributed \$1 million to endow the Patient Special Assistance Fund at the Hospital Center. He created a steady stream of private funding so patients with financial need get the post-discharge medicines and care they require to get better, including tests, follow-up visits and screenings.

"Even with the Affordable Care Act," Dr. Davis says, "millions will remain uninsured or underinsured. I wanted my gift to have a meaningful impact in the District and believe this fund will actually save some lives in the years to come."

From Micheline's days as gala chair and a member of the foundation board at MedStar St. Mary's Hospital, she worked to help the hospital meet the growing healthcare needs of its community. When the computer engineer sold her company, she and her husband established a charitable remainder trust to support two important charities. The value of their benevolence to the hospital is \$500,000. It's the largest gift from an individual in MedStar St. Mary's history, and its use is unrestricted.

"I believe everyone deserves to have access to the best possible healthcare service and facilities," she says. "I trust MedStar St. Mary's leadership to wisely apply the funds as needed."

Also on MedStar's 2013 list of generous support is Peter Angelos' \$2.5 million philanthropic commitment. Thanks to him, MedStar Franklin Square Medical Center—which already has nationally recognized experts in pulmonary diseases—will establish a major center dedicated to the diagnosis, treatment and ancillary care of those with lung disease, lung cancer and mesothelioma.

"With the region's high prevalence of lung disease, my family and I could not think of a better way to help," Peter says.

Through their compassionate, philanthropic investments, Dr. Mitchell Davis, Micheline Lopez-Estrada and Peter Angelos—and others like them—are partnering with MedStar to make significant differences in the lives of many, today and tomorrow.



## Conquering Chronic Conditions

A collaborative effort between MedStar Visiting Nurse Association (MedStar VNA), MedStar physician practices and CareFirst® is helping eligible patients gain control of chronic and difficult-to-treat health conditions before they worsen. The program is adapted from the growing patient-centered medical home (PCMH) movement, which relies upon primary care and a patient/family/provider partnership for its success.

“The PCMH is relationship-based, with frequent two-way communication and feedback,” explains Marcia Bycoffe, BSN, local care coordinator at MedStar VNA. “We focus on at-risk patients who—with the right treatments, regular monitoring and health coaching—could stop or at least slow the progression of their disease and avoid hospitalization.”

That appealed to Kathleen Francis whose diabetes was out of control. “By sharing my numbers regularly with Marcia,” she says, “I’m now more cognizant of being responsible for my own health and outcomes. I feel like she and my doctor have a vested interest in me, and now I have the means to become healthier.”

Her internist, Mohammed Khan, MD, at MedStar Good Samaritan Hospital, sees the difference. “It’s a goal-oriented process,” he says, noting that participation is voluntary, with patients identifying what they hope to achieve. “Kathleen’s sugar levels are so much better since the program began. Plus she’s lost some weight and enrolled in a diabetes management class. The program is a win-win situation for all involved, especially the patient.”

## MedStar’s Managed Care Organization on the Move

MedStar Family Choice, a top-rated Medicaid managed care organization (MCO) in Maryland, has built on its experience and success, and recently entered the District of Columbia when it was awarded a contract there as a Medicaid MCO. Based on a performance report from HealthChoice, Maryland’s managed care program, MedStar Family Choice received top marks on its consumer report card, and the Maryland MCO is also highly ranked nationally among Medicaid health plans by the National Committee on Quality Assurance for service and clinical quality.

“Such achievements are evidence of the plan’s strict adherence to established protocols,” says Patryce Toye, MD, medical director for MedStar Family Choice. “In Maryland, MedStar Health has amassed 15 years experience in running this program. Now we’re building upon that success to offer equally high quality, cost-efficient care in the District.”

“With primary care and specialty physicians at a number of hospital and community locations throughout Maryland and the District,” says Eric R. Wagner, executive vice president of External Affairs and Diversified Operations, “we have everything Medicaid-eligible families need to get and stay healthy, close to home. In addition, we have contracted with a network of community-based providers to ensure our members have broad access to the services they need.”

As of Sept. 30, 2013, approximately 37,000 Marylanders and 34,000 District residents had enrolled in the plan.

## Leveling the Field

A new multimillion dollar, four-year pilot project is underway to improve health in parts of Maryland, including St. Mary’s County. And MedStar St. Mary’s Hospital is leading the charge.

In January, Maryland Lieutenant Governor Anthony G. Brown designated the state’s first Health Enterprise Zones, awarding funds to five geographic areas. Approximately \$850,000 annually is earmarked for St. Mary’s County where a consortium of community partners, led by the hospital, will work to improve access to care and reduce health disparities within the greater Lexington Park area.

“The Health Enterprise Zones give the consortium an opportunity to design creative programs to promote health and encourage healthy lifestyles among 31,000 previously underserved residents,” says Joan Gelrud, RN, MSN, vice president of MedStar St. Mary’s.

Managing asthma, diabetes, high blood pressure, chronic obstructive pulmonary disease (COPD), and congestive heart failure—some of the top contributors to repeat hospitalizations—is high on the list. So are recruiting and training additional providers to deliver culturally competent primary and behavioral health care. Other plans include opening an integrated community health center; operating a 10-seat van to assure transportation to appointments, pharmacies and other services; and offering translator services and lay community health workers, called neighborhood wellness advocates, to advance understanding, trust and compliance.

## Creating Patient Safety Champions

MedStar Health is instituting across-the-board changes in patient care and professional education to advance patient safety, now and in the future. One shining example is the annual Patient Safety Summer Camp that MedStar and other patient safety experts conduct each year in Telluride, Colorado, for resident physicians and students in medicine, nursing and pharmacy.

This year, MedStar Health and its fellow cosponsors brought the Telluride program to the East Coast for the first time, with a four-day session in Washington, D.C. Patient safety professionals and consumer advocates—including those who have experienced medical errors firsthand—discussed how open and honest communication among the care team, patients and families can lower patient risk, heighten quality of care outcomes and improve the overall healthcare experience for everyone involved.

“Our ultimate goal is to alter the culture of medicine and how the future clinical workforce thinks about and approaches medical risk and patient harm,” says David B. Mayer, MD, MedStar’s vice president of Quality and Safety and a nationally recognized expert, educator and lecturer on the topic. “To achieve that, we’re trying to change how and what the next generation of healthcare providers are taught, so that patient safety, interdisciplinary teamwork and transparency are ingrained from the outset.”

Dr. Mayer will share program results at the Institute for Healthcare Improvement’s 25th Annual National Forum on Quality Improvement in Health Care.



CLOSE TO YOU

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Co-Founder, Bowie & Jensen, LLC

**John R. Kirkpatrick, MD, MBA, FACS**  
Professor of Surgery, Georgetown University

**Roberta M. Loker**  
Loan Officer, Primary Residential Mortgage, Inc.

**Catherine A. Meloy**  
President and Chief Executive Officer  
Goodwill of Greater Washington

**William J. Oetgen, Jr., MD, MBA**  
Senior Vice President, Science and Quality  
American College of Cardiology

**William R. Roberts (Chair-Elect)**  
President and Chief Executive Officer  
WR Roberts Company

**Kenneth A. Samet, FACHE**  
President and Chief Executive Officer  
MedStar Health

**Sara E. Watkins**  
Senior Vice President, Capacity Partners

**The Honorable Togo D. West, Jr.**  
Chair, TLI Leadership Group

## CORPORATE EXECUTIVES

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President and Chief Executive Officer

**Michael J. Curran**  
Executive Vice President  
Chief Administrative and Financial Officer

**M. Joy Drass, MD**  
Executive Vice President  
Operations – Washington Region

**Stephen R. T. Evans, MD**  
Executive Vice President  
Medical Affairs and Chief Medical Officer

**Oliver M. Johnson, II**  
Executive Vice President and General Counsel

**Maureen P. McCausland, DNSc**  
Senior Vice President and Chief Nursing Officer

**Carl J. Schindelar, FACHE**  
Executive Vice President  
Operations – Baltimore Region

**Christine M. Swearingen**  
Executive Vice President  
Planning, Marketing and Community Relations

**Eric R. Wagner**  
Executive Vice President  
External Affairs and Diversified Operations

## ENTITY PRESIDENTS

**Traci K. Anderson**  
President, MedStar Visiting Nurse Association

**Bradley S. Chambers**  
President, MedStar Union Memorial Hospital  
Senior Vice President, MedStar Health

**Michael J. Chiaramonte**  
President, MedStar Southern  
Maryland Hospital Center  
Senior Vice President, MedStar Health

**Robert J. Gilbert**  
President, MedStar Ambulatory Services

**Richard L. Goldberg, MD**  
President, MedStar Georgetown University Hospital  
Senior Vice President, MedStar Health

**Jeffrey A. Matton**  
President, MedStar Good Samaritan Hospital  
Senior Vice President, MedStar Health

**Edward M. Miller, MD, FACP**  
President, MedStar Physician Partners

**Peter W. Monge, FACHE**  
President, MedStar Montgomery Medical Center  
Senior Vice President, MedStar Health

**Samuel E. Moskowitz, FACHE**  
President, MedStar Franklin Square Medical Center  
Senior Vice President, MedStar Health

**Dennis W. Pullin, FACHE**  
President, MedStar Harbor Hospital  
Senior Vice President, MedStar Health

**John D. Rockwood**  
President, MedStar National Rehabilitation Network  
Senior Vice President, MedStar Health

**John Sullivan**  
President, MedStar Washington Hospital Center  
Senior Vice President, MedStar Health

**Neil J. Weissman, MD, FACC**  
President, MedStar Health Research Institute

**Christine R. Wray, FACHE**  
President, MedStar St. Mary's Hospital  
Senior Vice President, MedStar Health

## CORPORATE AND OPERATIONAL LEADERSHIP

**Bruce A. Bartoo**  
Senior Vice President and  
Chief Philanthropy Officer

**Stuart B. Bell, MD**  
Vice President, Medical Affairs  
MedStar Union Memorial Hospital

**Martin L. Binstock, MD**  
Vice President, Medical Affairs  
MedStar Good Samaritan Hospital

**Allan M. Birenberg, MD**  
Vice President, Medical Affairs  
MedStar Harbor Hospital

**Lisa M. Boyle, MD**  
Vice President, Medical Affairs  
MedStar Georgetown University Hospital

**Joel N. Bryan**  
Vice President, Treasurer

**Diane L. Caslow**  
Vice President, Strategic and  
Business Planning

**Frederick Finelli, MD**  
Vice President, Medical Affairs  
MedStar Montgomery Medical Center

**Jean M. Hitchcock**  
Vice President, Public Affairs and Marketing

**Debora J. Kuchka-Craig**  
Vice President, Managed Care

**David B. Mayer, MD**  
Vice President, Quality and Safety

**Jennie P. McConagha**  
Chief of Staff and Vice President  
Operational Communications

**Stephen T. Michaels, MD**  
Vice President, Medical Affairs  
MedStar St. Mary's Hospital and  
MedStar Southern Maryland Hospital Center

**Susan K. Nelson**  
Vice President, Finance and  
Accounting Operations

**David P. Noe**  
Vice President, Human Resources

**Edward W. Robinson**  
Vice President, Performance Improvement and  
Operational Support

**Anthony O. Sclama, MD**  
Vice President, Medical Affairs  
MedStar Franklin Square Medical Center

**Larry L. Smith**  
Vice President, Risk Management

**Mark S. Smith, MD**  
Director, MedStar Institute for Innovation

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**Pegeen A. Townsend**  
Vice President, Government Affairs

**Michael R. Yochelson, MD**  
Vice President, Medical Affairs  
MedStar National Rehabilitation Network



CLOSE TO YOU

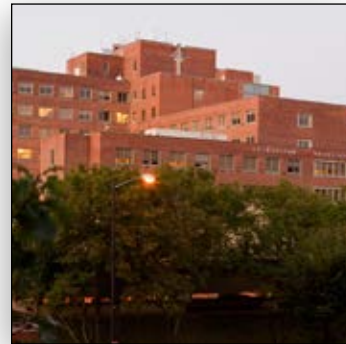
## OVERVIEW

MedStar Health combines the best aspects of academic medicine, research and innovation with a complete spectrum of clinical services to advance patient care. As the largest healthcare provider in Maryland and the Washington, D.C., region, MedStar's 10 hospitals, the MedStar Health Research Institute and a comprehensive scope of health-related organizations are recognized regionally and nationally for excellence in medical care. MedStar has one of the largest graduate medical education programs in the country, training more than 1,100 medical residents annually, and is the medical education and clinical partner of Georgetown University. MedStar Health is a \$4.2 billion not-for-profit, regional healthcare system based in Columbia, Maryland, and one of the largest employers in the region. Our 30,000 associates and 6,000 affiliated physicians all support MedStar Health's Patient First philosophy that combines care, compassion and clinical excellence with an emphasis on customer service. Visit us at [MedStarHealth.org](http://MedStarHealth.org)

### MedStar Health Hospitals



**MedStar Franklin Square Medical Center**  
Located in northeast Baltimore County, MedStar Franklin Square Medical Center is the largest community teaching hospital in Maryland, and offers a full range of services for children and adults. MedStar Franklin Square has grown to have one of the busiest emergency rooms in Maryland. [MedStarFranklin.org](http://MedStarFranklin.org)



**MedStar Georgetown University Hospital**  
MedStar Georgetown University Hospital is an acute-care teaching and research hospital located in northwest Washington, D.C. MedStar Georgetown's centers of excellence include neurosciences, transplantation, cancer, and gastroenterology. Advanced research and cutting-edge technologies have given MedStar Georgetown a national reputation for medical excellence and leadership. [MedStarGeorgetown.org](http://MedStarGeorgetown.org)



**MedStar Good Samaritan Hospital**  
MedStar Good Samaritan Hospital is a comprehensive community hospital located in northeast Baltimore City. Known for excellence in orthopaedics and rehabilitation, it also excels in rheumatology, nephrology, wound care, and burn reconstruction. Additionally, the campus includes the Good Samaritan Nursing Center and two senior housing complexes. [MedStarGoodSam.org](http://MedStarGoodSam.org)



**MedStar Harbor Hospital**  
Since its founding in 1903, Baltimore's MedStar Harbor Hospital has grown alongside the community it serves. MedStar Harbor Hospital offers a full range of healthcare services for patients—from infancy through the senior years. The hospital's specialty areas include orthopaedics, women's services, cancer care, diabetes care, fetal assessment, cardiopulmonary rehabilitation, and treatment of chronic lung conditions. [MedStarHarbor.org](http://MedStarHarbor.org)



**MedStar Montgomery Medical Center**  
MedStar Montgomery Medical Center, a community hospital located in Olney, Maryland, remains true to its roots by offering sophisticated, high quality medicine in an atmosphere of personal, individualized care. With the addition of specialists from MedStar Georgetown University Hospital and MedStar Washington Hospital Center, MedStar Montgomery brings specialty care closer to its patients. [MedStarMontgomery.org](http://MedStarMontgomery.org)



**MedStar National Rehabilitation Hospital**  
Located in northwest Washington, D.C., MedStar National Rehabilitation Hospital is a specialty hospital offering inpatient, day treatment and outpatient programs specifically designed to aid in the rehabilitation of individuals with disabling injuries and illnesses. Centers of excellence include brain injury and disease, spinal cord injury and disease, stroke recovery, cardiac rehabilitation, orthopaedics, and pediatric rehabilitation. [MedStarNRH.org](http://MedStarNRH.org)



**MedStar Southern Maryland Hospital Center**  
Located in Prince George's County, MedStar Southern Maryland Hospital Center is a 262-bed, full-service community hospital. Its specialty areas include asthma and allergy care, behavioral health, cancer, cardiac care, emergency and critical care, orthopaedics, radiology, rehabilitation, sleep disorders, stroke care, and women's and newborn services. [MedStarSouthernMaryland.org](http://MedStarSouthernMaryland.org)



**MedStar St. Mary's Hospital**  
MedStar St. Mary's Hospital, located in St. Mary's County, is a full-service hospital committed to delivering state-of-the-art emergency, acute inpatient and outpatient care to residents of southern Maryland. The only hospital in this growing area, it offers advanced technologies and a highly trained staff with excellence in behavioral health, diabetes management, emergency and urgent care, hospice, oncology, orthopaedics, radiology, wellness, and women's services. [MedStarStMarys.org](http://MedStarStMarys.org)



**MedStar Union Memorial Hospital**  
Located in northeast Baltimore City, MedStar Union Memorial Hospital is a regional specialty and teaching hospital. It is known nationally for The Curtis National Hand Center, cardiac care and orthopaedics, and developed the first hospital-based sports medicine program in the nation. The hospital offers a comprehensive range of inpatient and outpatient services, including a diabetes and endocrine center, general surgery, oncology, thoracic surgery, and vascular surgery. [MedStarUnionMemorial.org](http://MedStarUnionMemorial.org)



**MedStar Washington Hospital Center**  
MedStar Washington Hospital Center is an acute-care teaching and research hospital located in northwest Washington, D.C. It is the largest private hospital in the nation's capital with 926 beds and among the 50 largest hospitals in the nation. MedStar Washington Hospital Center is a national leader in the research, diagnosis and treatment of cardiovascular disease and cancer. The Hospital Center operates the area's only adult burn center, the surgical critical care center and the region's premiere shock trauma center. [MedStarWashington.org](http://MedStarWashington.org)

### MedStar Health Related Organizations

**MedStar Health Research Institute**  
MedStar Health Research Institute is the research arm of MedStar Health. It provides scientific, administrative and regulatory support for research that complements MedStar's clinical services and teaching programs. MedStar Health Research Institute conducts clinical, healthcare delivery and outcomes research in hospital and ambulatory settings, and its expertise includes translational research into disease prevention, diagnosis and treatment.

**MedStar Ambulatory Services**  
MedStar Ambulatory Services is the outpatient services division of MedStar Health focused on developing convenient and accessible locations throughout the community for patients to receive a variety of health services in the neighborhoods where they live and work. Both urgent care and multispecialty centers bring together a variety of diagnostic and treatment services within a single location in the neighborhoods they serve to allow better access and a seamless patient experience.

**MedStar Visiting Nurse Association**  
MedStar Visiting Nurse Association, a non-profit, in-home healthcare provider, offers skilled nursing, rehabilitation and infusion therapy for homebound, disabled and chronically ill patients in Washington, D.C., and the northern Virginia region. Personal care services are also available through its residential services agency. To support good health in the community, MedStar VNA offers traveling vaccination and wellness programs across the region.

**MedStar Family Choice**  
MedStar Family Choice is a licensed HMO, which serves 37,000 Medicaid enrollees in Maryland and 34,000 beneficiaries in Washington, D.C. It is a top-ranked Medicaid managed care plan in Maryland and is ranked 26th in the nation by the National Committee for Quality Assurance (NCQA). The MedStar HMO also manages care for Medicare recipients in the District.

# CLOSE TO YOU



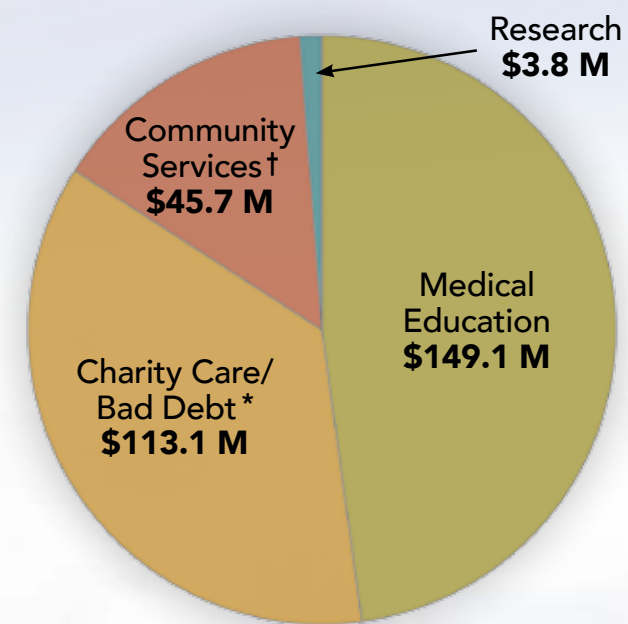
MedStar Health

# NUMBERS

## Fiscal Year 2013

<b>Total number of inpatient admissions</b>	<b>150,681</b>
<b>Total number of outpatient visits</b>	<b>3,778,908</b>
Number of observation stays	54,571
Number of home health visits	223,333
Number of emergency department visits	551,292
Number of physician office visits	1,344,246
Number of ambulatory visits and surgeries	1,605,466
Net operating revenue	\$4.2 B
Money spent caring for patients	\$4.1 B
Earnings from operations that were reinvested	\$79 M
Investments in information technology	\$60 M
Philanthropy	\$25 M
Number of associates, residents and fellows	30,000
Nurses	8,000
Number of affiliated physicians	6,000
Employed physicians	1,600

## Community Benefit 2012 - \$311.7 M



\* Includes unfunded government-sponsored programs; D.C. hospitals only.

† Includes subsidies, community health improvement services, community building activities, financial contributions, and community benefit operations.

## MedStar Health and Georgetown University: Partners in Knowledge and Compassion

Advancing health through medical education, research and innovation is core to MedStar Health's vision and strategy. Serving as MedStar Health's medical education and clinical partner, Georgetown University enhances our academic portfolio through collaborations in teaching, scholarship and research.

Georgetown University medical students rotate through MedStar's hospitals for their clinical education and training. In addition, approximately 25 percent of the university's graduating class is matched into MedStar residencies and fellowships. Many of MedStar's teaching faculty hold academic appointments at Georgetown University, realizing the meaningful collaborations in teaching, research and academic service.

During the past year, Georgetown University Medical Center and MedStar Health Research Institute increased collaborative research activities through their NIH-funded Clinical Translational Science Award (CTSA), robust joint scientific advisory board and joint intramural funding program.

### GME Profile

Number of residents and fellows	1,074
Number of accredited programs	87
Number of specialties	44
Number of students rotating annually	2,500
Number of rotating residents and fellows annually	500
Number of teaching hospitals	7

## Investing in MedStar Health Through Philanthropy

Throughout the region, the associates of MedStar Health lead with knowledge and compassion. The growing philanthropic support received from grateful patients, families and community members serves as a powerful validation of the value the organization brings to the health and well-being of the region.

You are invited to partner with MedStar by making a philanthropic investment in the way that matters most to you. Your investment may be motivated by gratitude for the excellent care and service a loved one received, or from a desire to improve the health of others in the community. You might choose to support staff education and training, underwrite one of our hospital programs, invest in a specific service for which you feel particular passion, or fund essential research to bring the future of medicine to life. Regardless of your interest, you will discover that philanthropy can be part of the healing process in a unique and satisfying way.

As a not-for-profit organization, MedStar Health is proud to reinvest income to fund our mission of caring. We encourage you to engage us in a conversation to explore how we can work together to fulfill that mission and advance health. Your return on such an investment promises to be real, meaningful and life-changing for thousands of patients and families.

To explore philanthropic investment opportunities, please contact Bruce A. Bartoo, CFRE, senior vice president and chief philanthropy officer, at 410-772-6517, or visit us online at [MedStarHealth.org/Philanthropy](http://MedStarHealth.org/Philanthropy).



Office of Philanthropy  
5565 Sterrett Place  
Columbia, MD 21044

# CLOSE TO YOU



MedStar Health

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410-772-6500

[MedStarHealth.org](http://MedStarHealth.org)