

MedicalMatters

NEWSLETTER FOR THE UM BALTIMORE WASHINGTON MEDICAL STAFF • SPRING 2021

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CMO REPORT

Back in March, I reached out to our Hospital team members and reflected on the one year that had passed since we saw our first COVID patient in Maryland. And while we have hoped to close this chapter both clinically and personally, I challenged the entire organization to ask ourselves 3 questions:

- What was going well pre-COVID that we need to get back to doing?
- What have we learned from our COVID response that we should apply to future initiatives?
- In what is likely a “new normal” for a bit longer, how should we rethink patient care delivery going forward?

I would welcome the Medical Staff’s perspective on each of these questions. And rather than closing the chapter on this past year, it would be great if we can use it as a springboard to even better care and improved outcomes in the future. I believe the time is right to ask these questions as we refocus our energies towards those priorities that yielded high-quality clinical results and as we welcome Kathy McCollum in her new role as Chief Executive Officer.

I know I speak for the entire executive team when I say we are so grateful for your dedication and partnership. Thank you for your tireless efforts to care for our community and stay focused on our mission. You continue to demonstrate the Power of Caring every day through your teamwork, compassion, and clinical excellence. You lead our health care teams in delivering patient-centered care, and our patient outcomes are proof of your expertise. Thank you for all you do, and as always, please reach out to me if I can assist you in any way.

Sincerely,

Neel Vibhakar, MD, MBA, FACEP

Senior Vice President, Chief Medical Officer
UM Baltimore Washington Medical Center

MedicalMatters

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UNIVERSITY of MARYLAND
BALTIMORE WASHINGTON
MEDICAL CENTER

Medical Matters is created by University of Maryland Baltimore Washington Medical Center’s Marketing and Communications Department, in partnership with the office of the Senior Vice President, Chief Medical Officer. For questions or comments, please contact luci.gens@umm.edu or 410-787-4237.

ACCOMPLISHMENTS & ACCOLADES

'A' in the fall 2020 and spring 2021 Leapfrog Hospital Safety Grades

UM BWMC was awarded an 'A' in the fall 2020 and the spring 2021 Leapfrog Hospital Safety Grades. This is a national distinction recognizing UM BWMC's achievements protecting patients from harm and providing safer health care. The Leapfrog Group is an independent national watchdog organization driven by employers and other purchasers of health care committed to improving health care quality and safety for consumers and purchasers. The Safety Grade assigns an 'A', 'B', 'C', 'D' or 'F' grade to all general hospitals across the country based on their performance in preventing medical errors, injuries, accidents, infections and other harms to patients in their care. The latest 'A' Grade is our fourth consecutive period earning the top Grade from The Leapfrog Group.

National recognition for excellence in treating pancreatic cancer

The Tate Cancer Center at UM BWMC has been recognized by the National Pancreas Foundation (NPF) as an approved NPF Academic Center of Excellence for pancreatic cancer. NPF Centers are institutions that focus on a multidisciplinary approach to the treatment of pancreatic cancer, treating the "whole patient" with an emphasis on the best possible outcomes and an improved quality of life. The designation was received in March 2021.

Approved NFP Centers of Excellence go through an extensive auditing process to determine if they meet the criteria developed by task force of pancreatic cancer experts and patient advocates. The criteria includes having required expert physician specialties such as advanced gastroenterologists, pancreas surgeons and interventional radiologists, along with more patient focused programs such as a pain management service, psychosocial support and more.

Regional Top Workplace Award and Top Workplaces USA

For the second consecutive year, UM BWMC has been awarded a Top Workplaces 2020 honor by The Baltimore Sun. UM BWMC was also awarded the 2021 Top Workplaces USA Award. These awards are based on employee feedback gathered through a third-party survey administered by employee engagement technology partner Energage, LLC. The anonymous survey measures 15 drivers of engaged cultures that are critical to the success of any organization: including alignment, execution, and connection.



Specialty clinical quality awards from Healthgrades

UM BWMC was recognized from Healthgrades with specialty clinical quality awards in the following areas: America's 100 Best General Surgery™; America's 100 Best Orthopedic Surgery™; America's 100 Best Spine Surgery™. This is the third consecutive year UM BWMC has received awards in these specialty areas.

Welcome to Our New President and CEO, Kathy McCollum



Kathleen (Kathy) McCollum has been named President and Chief Executive Officer for UM Baltimore Washington Medical Center. After a national search, Kathy was selected to lead UM BWMC in its continued efforts to deliver the highest quality health care services to the people of Anne Arundel County. She replaces Neel Vibhakar, MD, MBA, FACEP, who agreed to serve as UM BWMC's Interim President and Chief Executive Officer, following the retirement of Karen Olscamp in January, while also continuing his duties as Chief Medical Officer.

"The impact Kathy has made at the University of Maryland Medical System (UMMS) cannot be overstated, but it's her commitment to our team at UM BWMC, as well as to the people of Anne Arundel County, that has defined Kathy's career," said Mohan Suntha, MD, MBA President and Chief Executive Officer of UMMS. "For the past 20 years, she has been an integral member of a leadership team that has consistently, purposefully and strategically, grown UM BWMC's footprint and mission, making it one of the most trusted institutions in the county."

"Kathy is an exceptional leader. As board chair, I have worked alongside her for years, and have experienced firsthand her depth of knowledge and long track record of success at UM BWMC," said Korkut Onal, Chairman of the UM BWMC Board of Directors. "I look forward to working with her as we continue to build on the medical center's strong foundation of caring for the communities of Anne Arundel County."

Kathy joined UMMS in 1992 as an administrative resident at the University of Maryland Medical Center (UMMC) and transitioned to UM BWMC in 2001 as Vice President and Executive Director of the Tate Cancer Center, an affiliate of the UM Greenebaum Comprehensive Cancer Center. She was promoted in 2013 to Chief Operating Officer and SVP for Clinical Integration, with oversight for operations, nursing, local HR and strategic planning. A resident of Anne Arundel County, she is active in the community, having served on boards or volunteered for several community organizations, including Hospice of the Chesapeake, Anne Arundel Economic Development Corporation and Anne Arundel County Public Schools.

"I am honored to have the opportunity to lead UM BWMC, an organization made up of dedicated and talented team members and medical staff committed to providing the highest quality patient care and serving the needs of our community," McCollum said. "I also look forward to continuing to contribute to the mission of UMMS, which has been my professional home for my entire career."

Some of Kathy's major achievements include the opening of the Pascal Women's Center in 2009 and significant surgical suite expansions. Her leadership was instrumental in the vision, planning and creation of UM BWMC new five-story medical office building, scheduled to open in late 2021, that will house a community wellness center and expanded outpatient

practices for diabetes, vascular, neurosciences and orthopaedics. Throughout the COVID-19 pandemic, Kathy served as hospital incident commander, providing leadership as UM BWMC treated a disproportionate share of COVID-19 patients within UMMS, while expanding COVID vaccinations to thousands of community members over the past two months. Since 2018, UM BWMC has also demonstrated remarkable progress in how care is delivered in Anne Arundel County,

earning recognitions from Leapfrog, U.S. News & World Report, the American Heart Association and many others.

Kathy holds a bachelor's degree from the Wharton School of the University of Pennsylvania and a Master of Health Science degree in Health Finance and Management from Johns Hopkins University School of Hygiene and Public Health.

Campus Construction Updates

As part of UM BWMC's five year capital investment plan, the medical center has several ongoing and recently completed construction projects. Below is an overview of some of the enhancements happening at UM BWMC:

OUTPATIENT CARE CENTER

In the summer of 2020, after many months of site work preparation, Whiting Turner broke ground on what will become our new Outpatient Care Center. At this point, the exterior shell is nearly complete, and the building construction should be done by the beginning of September. The goal is for the building to be occupied by mid to late fall 2021.

The Outpatient Care Center will be home to many of our outpatient practices, including the UM Center for Diabetes and Endocrinology, Vascular,

Neurosciences, and Orthopaedics. The center will also feature a retail pharmacy, wellness center, employee learning center with a simulation lab, large modern conference center, and other office space. There will also be an empty floor to provide for future growth opportunities. There will be an enclosed bridge to connect the building to the main hospital, which will run from the first level of the Outpatient Care Center, across the Emergency Department roof, over the ambulance bay and into the atrium on the first floor of the hospital. After the building is complete, there will be an additional phase of roadwork and parking north of the building between it and the Aiello Center.

LABOR AND DELIVERY UNIT

Our growing obstetrics volume has led us to expand and enhance our Labor and Delivery Unit. Two



additional labor and delivery rooms were added in April 2021, bringing the total number of LDR to 7. By the beginning of September, we will have four additional patient rooms on 3 South (Mother Baby Unit), bringing the total MBU rooms to 22.

We have also added triage rooms and are reworking spaces to optimize efficiency and accommodate our growing program. Around the beginning of November, we expect all work to be complete. The work has been highly phased, causing no interruptions to patient care.



BEHAVIORAL HEALTH UNIT IN THE EMERGENCY DEPARTMENT

Further enhancements are being made to continue to keep patients and employees safe in the ED Behavioral Health Unit. We are reworking the entry to the unit to provide increased safety for incoming patients and staff members. We are adding a sallyport door to provide more security and prevent elopements. The nursing station is getting relocated and reconfigured to be mostly enclosed. This helps with patient safety so patients cannot access things in the station that could harm them, and increased safety for the staff in the event they need it. Other physical details of the unit are being improved to provide an overall safer environment for everyone.

OXYGEN CAPACITY INCREASE ON 6TH FLOOR

In response to the changes in our patient population, UM BWMC opened a 30-bed Intermediate Care

Unit (IMC) on 6 West in November 2020. IMC patients include those clinically improving after ICU survivorship, recovering after complex surgeries, as well as patients progressing to recovery and discharge. To support this model of care, we had to increase the oxygen capacity on the unit. This work was completed in March 2021, and the upgrade allows us to meet our patient capacity needs now and into the future.

BEAN RUSH CAFÉ

In March 2021, we welcomed Bean Rush Café to the first floor atrium coffee stand. Bean Rush is a local coffee shop with other locations in Annapolis and Crownsville. Owners Mark and Shannon Abrahams own Bean Rush Cafe and are thrilled to become a bigger part of the community with the opening of their third location at UM BWMC. Team members, medical staff members and visitors can visit the kiosk for coffee, tea, specialty drinks, smoothies, breakfast items, sandwiches, salads, soups and other food items.



FUTURE ENHANCEMENTS

We are constantly improving our facilities and services to ensure we're providing a positive patient and employee experience. Additional projects that will be coming in the future include:

- Complete the renovation to replace the Laboratory's automated line to improve efficiency of testing and state-of-the-art instrumentation.
- Redesign 2 South as a 22-bed Critical Care Unit
- Redesign 2 North Cardiac Catheterization Labs to add a third Cath Lab and create a more expansive cardiology presence.
- Renovating the lower level cafeteria.

Thank you for your patience and support during these construction projects. The overall goal of every project is to deliver the highest quality health care services to the communities we serve. Thank you to our many partners and teams who have made these enhancements possible, especially our Facilities Engineering team for spearheading these efforts.

TigerConnect: Our New Secure Communication App



On March 9, 2021, UM Baltimore Washington Medical Center replaced Doc Halo with TigerConnect. The TigerConnect app provides UMMS with one integrated, comprehensive communication platform with additional functionality that includes an advanced scheduling platform and additional integrations. Thank you for adopting and using this new app to maintain open communication with our health care teams.

If you have not yet downloaded TigerConnect, make sure to visit umms.org/tigerconnect for information on how to get started.



Why Use Tiger Connect?

- Robust integrated scheduling platform with TigerSchedule
- Role-based messaging allows the schedule to drive who is on-call, so the user will message the role, and not the individual person
 - » Benefits: efficient, no need to search for a schedule or call the operator; prevents the wrong person from being messaged
 - » Allows for on-the-fly schedule override for any last minute changes
- Supports messaging of multiple individuals/roles so an entire care team can be in the same conversation
- Easily transfer on-call responsibility to another when off duty or will be busy (i.e. in a procedure, in the OR, etc)
- Supports advanced integration with Epic, other 3rd party vendors and middleware which will ultimately allow for further automation (i.e. notification of bed alarms, monitor alerts, critical results from the lab, etc)

Frequently Asked Questions about TigerConnect

What is the difference between the Desktop Application and the Web Messenger?

The Desktop App is nearly identical to the Web Messenger in function but provides additional features like notifications and icon badges and is more secure given there is no need to use a web browser. The Desktop App can be downloaded from <https://tigerconnect.com/products/download/>.

You can log into TigerConnect using any internet browser by navigating to <https://login.tigerconnect.com>.

Can I forward my messages to a colleague while I am out of the office?

Yes. Our Auto-Forward is a feature on the TigerConnect mobile (iOS and Android) and Web applications (Web Console and Desktop App) that allows you to forward messages you receive while on Do Not Disturb in TigerConnect, to a colleague of your choice within your organization.

Do messages expire or will they remain forever?

Your organization has selected a 30 days message lifespan for all messages. Messages will be totally deleted after this time limit and cannot be restored.

How do I contact TigerConnect's Client Care team?

Premium Support is available 24x7, including holidays, when dialing your dedicated Toll-Free Number (833) 406-0571. If calling your Toll-Free number outside our regular in-office hours you will reach a member of TigerConnect's answering service team. You will receive a callback within 60 minutes from the current on-call Client Care Specialist.

How do I modify/create a role, or request/modify a team?

Roles, Teams, and Broadcast lists are managed by the TigerConnect Administrator. Please send your requests to your site Project Lead.

What is the difference between a role and a team?

A role represents a single user that is on call performing a specific duty. A team is a public, pre-defined group used to alert and mobilize within and/or across your directory. Roles and teams are both created by an Administrator.

What is the best way to find the person I'm looking for if I don't know if they are in a role or a team?

To search for a user, tap on the new message icon, type in the user name and select. You do not search for users in the role/team tab.

For more information, visit umms.org/tigerconnect.

If you would like to discuss the creation of roles, teams, or having a schedule within TigerSchedule, you can also reach out to UM BWMC's project leads:

Chirag Chaudhari, MD, Chair of Emergency Medicine and Medical Director of Informatics

Chirag.Chaudhari@umm.edu

Stephen Clark, Strategic Planning Specialist

Stephen.Clark@umm.edu



At the beginning of the COVID-19 pandemic, we launched an online Kudoboard where members of our community could share a message of thanks and encouragement to team members at UM Baltimore Washington Medical Center. Read some of the many heartfelt notes to thank you — our health care heroes.



Thank you everyone for the time and effort that you put to help keep our community safe. Your sacrifices and your bravery to persevere even during the most uncertain time is very much appreciated! You guys are truly real life heroes!
— Amirta



I just wanted to take a moment to express my gratitude to the amazing people who choose to work in the field of healthcare. You have dedicated your lives to helping people in need. More than that, you upheld your oath to continue care even once the pandemic hit. It's truly an inspiration to see so many people dedicated to helping others, even despite personal risks. I truly hope you know just how much your time and sacrifices are appreciated by everyone. Thank you so much for everything.
— Marybeth





Thank you so very much for your hard work and dedication. In the midst of COVID I had knee replacement surgery. I was so scared and very nervous but when I got my COVID test the nurse were so pleasant, happy and professional it put me at ease. The day of and throughout my 4 day stay I felt so at ease and very safe due to the nurses, doctors and even the hospital janitorial staff were wonderful. They were attentive and very kind and understanding. Even in the midst of the pain I felt so taken care of by this super team. Thank you for giving me the best care in the world. This is my hospital of choice and getting care on several occasions before and during COVID, the customer care has been consistent and excellent. Thank you to the nurses, med techs, custodial and food service workers, anesthesiologists, and entire staff! — Antoinette



There has never been a time before when your courage and skill, and individual willingness to put your health at risk to help the general public has meant more to the world! You are such heroes and such an inspiration to us all to remember to try to emulate your selflessness for our neighbors and those around us at this scary time. I do pray for all of you every day, and cannot express sufficiently my gratitude for you and all you do. God bless you all!
— Ann and Rick



IN THE WORDS OF OUR PATIENTS

Our patient experience partner, Press Ganey, gathers feedback from patients after their hospital stay. Below is some of the wonderful feedback we've received, in the words of our patients. Thank you for providing extraordinary care.



"**Dr. Omoyemi Adebayo (emergency medicine)** asked me several pertinent questions, listened to my answers and had follow up questions. He gave me options for treatment as well as important information to consider. He didn't just tell me what I should do. I felt he respected my decision."

"I was impressed at how I was treated on **4 West** with such compassion and dignity. And how the Doctors and Nurses kept my daughter informed on a daily calls."

"Your staff and doctors at the hospital are THE BEST! I love the place. I was there a few years ago and they saved my life. Then I go in and have a procedure and the nurses... were just so AWESOME! Of course I love **Dr. Jenny Nguyen (podiatry)**, she is one of the best foot doctors in the state. After surgery I was treated so good, the nurse talked to me about Notre Dame and said her husband was a big fan like me. I am not sure what you do yet to be treated like I was in today's world with COVID and all, I just can't express how grateful I am to have that. Your staff is the best and I will not go anywhere else as long as I am alive. Even a few days before surgery I had to have a PICC line in and the nurse I had was so nice, it was amazing. Even the nurses and staff in the PICC room were just so great."

"I was in the hospital in the **Progressive Care Unit** for COVID-19 and I feel that my doctors, nurses, nutritionists, cleaning staff, and security did a fantastic job. I was comfortable, and very well cared for. Overall the quality of the hospital staff was excellent and I appreciate everyone who helped with my recovery. Because I couldn't have visitors and was completely alone, the staff on my floor would visit me frequently and we had some great conversations and they were really able to lift my spirits."

"I'm very thankful that I received my care at Tate Cancer Center. As always, **Dr. Wendla Citron (radiation oncology)** and the entire team were wonderful. They are all very professional and caring."





UM BWMC Physician of the Year Award

This year we had a special 2021 Larry Linder UM BWMC Physician of the Year Award, honoring not just one physician but a team of physicians. Congratulations to our Physicians of the Year: **the Critical Care Team.**

President of the UM BWMC Medical Staff and Chair of Vascular Surgery Justin Nelms, MD describes the extraordinary contributions of our Critical Care Team: “The physicians who constitute the critical care team at UM BWMC have boldly risen to meet the unprecedented challenges that have accompanied the COVID-19 global pandemic in the past year. They have responded with remarkable bravery, resolve and clinical excellence. They have adapted to substantially increased volume and acuity, while enduring emotional and physical exhaustion as well as significant personal risk. Their efforts have resulted in countless lives saved as demonstrated by outcome metrics that rank among the best in the nation. The medical staff leadership and the administration at UM BWMC could not be more proud of what they collectively have been able to accomplish for our patients and their families. There is perhaps a no more convincing demonstration of heroism. I am personally honored to have the privilege of calling each of these outstanding physicians my colleague.”

The Critical Care Physicians were nominated by multiple teammates who had wonderful things to say about their character, work ethic, and commitment during an unprecedented year. A few nomination excerpts:

- “They have been fighting for their patients as hard as anyone I’ve ever seen.”

- “They are pleasant, respectful and provide excellent care.”
- “The whole ICU team has done a tremendous job and kept mortality low for COVID-19 patients.”
- “These physicians work tirelessly to ensure that the patients at UM BWMC receive the best, most compassionate care possible, whether in the ICU at the most vulnerable time in their lives or in the clinic.”
- “Particularly during this pandemic, they have fearlessly performed lifesaving procedures including tracheostomies and bronchoscopies, the highest risk aerosolizing procedures in the setting of COVID.”

Please join us in congratulating the physicians of our Critical Care Unit on this well-deserved honor.

PHOTO: Our critical care physicians are surprised with the Physician of the Year Award in the executive board room. They are joined by President and CEO Kathy McCollum, Senior Vice President and Chief Medical Officer Neel Vibhakar, MD, and President of the Medical Staff Justin Nelms, MD.



UM BWMC Advanced Practice Provider of the Year Award

We are proud to debut a new annual award, the Advanced Practice Provider (APP) of the Year Award. Congratulations to our inaugural APP of the Year: **Brian Del Greco, PA-C**.

President of the UM BWMC Medical Staff and Chair of Vascular Surgery Justin Nelms, MD describes the extraordinary contributions of our critical care APPs, and Brian Del Greco in particular: “This year, we received nominations for multiple critical care advanced practice providers who have each played an essential role in the team’s success, and understanding that this has been a team effort it’s important to recognize all of them for their excellent work. There was however one APP who received an overwhelming majority of nominations: Brian Del Greco, PA-C. Brian has demonstrated qualities of leadership, work ethic, and a strong clinical acumen that have rapidly earned him the respect of his colleagues and staff in the ICU. His valuable contributions have been recognized as a huge part of the critical care team’s successful response to the pandemic. He is a role model for what an exceptional APP should be, and a well deserving recipient of the first ever APP of the Year Award at UM BWMC.”

Brian received many nominations from teammates who praised his skill, work ethic, and dedication. A few nomination excerpts:

- “Brian is an incredible colleague. He saves many lives every time he picks up a shift in the ICU. He is a caring and compassionate person. He is a very high skilled clinician.”

- “Brian exemplifies the APP role to a T. He constantly provides high level care to all patients, and does it with incredible compassion. He holds his coworkers to a higher standard which makes the entire team better.”
- “He is a team player and will always assist when needed, without any hesitation. He is not only clinically competent, but he also demonstrates empathy and compassion when speaking to his patients. We are very lucky to have him on our ICU team, and the patients are very lucky to have him fighting for them at their bedside.”
- “Brian takes exceptional care of his patients. I don’t know anyone that works harder.”

Please join us in congratulating Brian Del Greco, PA-C on this well-deserved honor.

PHOTO: Justin Nelms, MD, President of the UM BWMC Medical Staff and Chair of Vascular Surgery presents Brian Del Greco, PA-C with the inaugural Advanced Practice Provider of the Year Award.

BWMC FOUNDATION updates

THE POWER OF CARING

At UM Baltimore Washington Medical Center, we all have an untold power within us. It is an unstoppable strength... a ceaseless desire that inspires everything we do. It is the “why” behind our mission. The force that drives us to advance the health of our community every day. The fuel that empowers us to do more for each other, our organization, our patients, and ultimately, our community.

By upholding our mission and standing strong together, we show the world the impact of our collective power:

The Power of Caring. We want our entire community to know that we are laser-focused on providing high quality, compassionate care to families in Anne Arundel County and beyond.

That’s why for the first time, the hospital and the foundation have launched a joint campaign — The Power of Caring. The foundation is actively engaging donors, and the marketing part of the campaign launched in March. You’ll see and hear The Power of Caring ads on cable television, the streaming service Hulu, Pandora, in local newspapers and magazines, and online.

We hope that when you see these ads, you feel proud to be part of University of Maryland Baltimore Washington Medical Center. Thank you for bringing a relentless pursuit of excellence to every patient encounter and embodying The Power of Caring.



**High quality,
compassionate care**
to families in
Anne Arundel County
and beyond.

THAT’S THE POWER OF CARING.



Visit umbwmc.org/caring for more information.

PHYSICIAN GIVING CHALLENGE

In December 2020, the Foundation launched the Physician Giving Challenge to inspire a culture of philanthropy and teamwork amongst our physicians while raising money for the Power of Caring initiatives through a little friendly competition. The Power of Caring initiative is intended to best serve our patients, staff and community especially now during times of COVID and beyond.

The Power of Caring Initiatives focus on **four key areas**:

- 1 **Construction of new space outside the hospital.**
- 2 **Investing in the wellbeing, training, and education of our workforce.**
- 3 **Transformation of space and services within the hospital.**
- 4 **Community wellness.**

We respect your position as leaders in the medical community, and we count on your support! The goal is 100% participation from our medical community. At the time of this publication we have raised close to \$270,000.

Leading the charge are four **physician champions** who have generously made a leadership level gift. Over the next year, we will be partnering with our UM BWMC physicians to encourage them to make a gift to the Hospital that will support the Power of Caring and demonstrate our commitment to collaboration, teamwork, and making a positive impact together. Our Physician Champions are charged with recruiting and rallying their peers and departments to also join together and give back to UM BWMC.



Neel Vibhakar, MD, MBA, FACEP, Senior Vice President and Chief Medical Officer

"The partnership of the Foundation, Hospital, and Medical Staff has allowed UM Baltimore Washington Medical Center to become a clinical care leader in

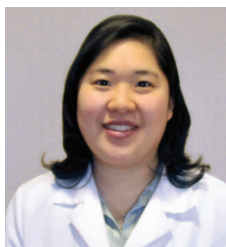
the state of Maryland. I am so proud to be a member of this organization — an organization that has been my home away from home for the past 17 years. I am excited for the opportunity to give back as a thank you to our medical staff and our employees for all that you do for our community and for each other."



Christopher deBorja, MD, FACP, Chair, Medicine

"We have a dedicated partner working alongside us — the Baltimore Washington Medical Center Foundation. Our colleagues from the BWMC Foundation have been actively

supporting and uplifting us especially during these difficult times. Their department is the engine that raises funds to ensure that we have the best healthcare services, facilities, equipment, and technology available."



Esther Liu, MD, Chair, Pediatrics

"I would encourage all of our physicians to support the Foundation at some level, and you will be inspired. Give the gift of your time and influence. Lend a voice and your passion to the incredible work that the

Foundation does for all of us."



Jason Heavner, MD, Chair, Critical Care and Pulmonary Medicine

"I couldn't imagine having endured the past year and growing our future with any other team! Through the support of the Foundation, I am thrilled

about the prospect of a new critical care unit and the new services we will be able to provide."



At the time of this publication, the following physicians have generously donated — thank you!

**PHYSICIAN CHAMPIONS:
\$50,000 GOLD LEVEL**

Dr. Christopher deBorja
Dr. Neel Vibhakar

**PHYSICIAN CHAMPIONS:
\$25,000 SILVER LEVEL**

Dr. Jason Heavner
Dr. Esther Liu

**CHESAPEAKE ONCOLOGY
HEMATOLOGY ASSOCIATES:
\$50,000 LEVEL**

Dr. Russell DeLuca
Dr. Yudhishtra Markan
Dr. Gayatri Nimmagadda
Dr. Akshar Patel

\$10,000 BRONZE LEVEL

Dr. Hal Crane
Dr. Justin Nelms

**\$1,000 TO \$9,999
PARTNERS LEVEL**

Dr. Mustafa Abdulmahdi
Dr. Kandasamy Ambalavanar
Dr. Mohan Amlani
Dr. Pablo Argeles
Dr. Mariano Arosemena
Dr. Bassim Badro
Drs. Eric Bush and Marianne
Cunanan-Bush
Dr. Cynthia Drogula
Dr. Asghar Fakhri
Dr. Elizabeth Fronc
Dr. Sarah McAvoy
Dr. Bahador Momeni
Dr. Vasundhara Muthu
Dr. David Neschis
Dr. Lauren Newnam
Dr. Terrence O'Donovan
Drs. Jorge and Salvacion Ramirez
Dr. Debajit Roy

Dr. Geoffrey Saunders
Dr. Morris Shochet
Dr. Harvinder Singh
Dr. John Straumanis
Dr. Stephen Zemel

HONORABLE MENTIONS:

(3) Anonymous donations
Dr. Troy Abernathy
Dr. Diane Boykin
Dr. Rian Dickstein
Dr. Bethany Elliott
Dr. Samantha Heisler
Dr. Kathleen Krejci
Dr. Oluwatobi Onajobi
Dr. Andrea Sarchiapone
Dr. Nikisha Smith
Dr. Krista Tookhan
Dr. Colleen Wallace
Dr. Sara Viola

Thanks for supporting the BWMC Foundation.

To learn more about becoming a Physician Champion
or to make a meaningful donation today,
please contact Susie Iaquinta at
410-553-8556 or susan.iaquinta@umm.edu.
Visit umbwmc.org/giving/physician-giving-challenge for more info.

CELEBRATING DOCTORS DAY

The last week of March, we celebrated our medical staff during the annual Doctors Day celebration. There were lots of gifts, food and fun throughout the week. Thanks for participating, and thank you to our community partners who donated items to show gratitude to our doctors!



Doctors receiving gifts of wine and cheese



Meals for Doctors Day, made possible by BWMC Foundation and Next Generation's Hearts for Heroes to support our frontline heroes while supporting local restaurants. Thank you to Founders Tavern and Grille, Brian Boru, LaPosta Pizzeria Italian Kitchen and Restaurant



We are so thankful for Fishpaws Marketplace for donating wine that was gifted to our doctors on this special day. We also partnered with local business CharcuterLeigh to provide gourmet cheese boxes to our doctors. Thank you to everyone who joined us in celebrating!

ANNUAL GOLF TOURNAMENT

Thank you for supporting the BWMC Foundation's 24th Annual Golf Tournament on Wednesday, May 5 at Queenstown Harbor!

Special thanks to all the medical groups and practices that attended and supported the Foundation's Tournament, and helped us have a successful, socially distanced fun day!

Your participation made for an incredible first event of the year for the Foundation! Thank you to our almost 230 players, sponsors and underwriters for your support. We are excited to report that we raised \$230,000 from this event — a record-breaking amount.

THE GREATEST GAME EVER PLAYED

UM BW Emergency Physicians, Inc.

CADDYSHACK

UM BWMC
Medical Staff of UM Baltimore
Washington Medical Center

HAPPY GILMORE

Anne Arundel Urology
Dr. Yudhishtra Markan, Chesapeake
Oncology Hematology Associates
Advanced Radiology

CLOSEST TO THE PIN

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Department Chair Updates

New Leadership Positions

Medical Director of Informatics – Chirag Chaudhari, MD

has been named UM BWMC's Medical Director of Informatics. Dr. Chaudhari also serves as the Chair of the Department of Emergency Medicine.

Associate Chair of Medicine – Jason Heavner, MD

has been named UM BWMC's Associate Chair of the Department of Medicine. Dr. Heavner also serves as the Chair of the Subdepartment of Critical Care and Pulmonary Medicine.

Congratulations to Drs. Chaudhari and Heavner on their new leadership positions and thank you for your service to UM BWMC.

Department of Emergency Medicine

The department of Emergency Medicine has been able to implement several new initiatives over this past year. One of our earliest new roles was that of a First Look RN and PCT. When a patient walks into the emergency department, they are now greeted 24/7 by a First Look RN and PCT who quickly ascertain the acuity of the patient, obtain a few key vital signs, and then determine where that patient will be seen in the department. This allows us to have clinical eyes on a patient immediately and prior to them even registering. This has led to tremendous improvement in the patient experience as well as being able to provide safe and expedited care

for our community. It also provides us with a clinical presence in the waiting room at all hours.

We implemented our vertical care area which is suited to take care of those patients who are able to be seen and cared for in recliners as opposed to stretchers. This greatly decreases the footprint for care that is necessary. In addition, we have moved to team-based care for these patients allowing them to be assessed and treated in parallel with provider, nursing, and PCT staff. These patients are able to bypass the normal triage process and have increased efficiencies in care which has led to measurable decreases in their throughput time in the department.

We have also incorporated the use of TAS or team assignment software into our daily workflow. When a patient enters the department, the First Look RNs will TAS the patient. This determines which team of providers and nurses will be responsible for that patient based on numerous factors such as where they are in their shifts and patient acuity. Patient responsibility is now assigned on arrival as opposed to previously where it would be assigned once the patient is placed in a room in the department. This allows for greater ownership of the patient throughout the entirety of their stay in the emergency department by their care team. While this is currently only being used in our vertical care space, it will be expanded to the entirety of the emergency department this summer. We expect this to have the same benefits in patient experience and throughput as our vertical care space has seen.

Our main goal this next fiscal year will be to improve upon the team-based care model that we have instituted as well as increasing our focus on the patient experience in the emergency department. We expect to recapture departmental efficiencies post-COVID and amplify our patient experience to increase ED volumes.

I am so proud of all the changes that our physicians, APPs, RNs, PCTs, ATs, and all ED staff have endured over the past year. They are an amazing group of individuals that truly make for a wonderful work family. They embrace our vision of providing the best possible care to the community we serve. We are extremely excited to welcome our community to the new ED experience.



Chirag Chaudhari, MD

Chair, Department of Emergency Medicine
Medical Director of Informatics at
UM BWMC

Department of Medicine

The most outstanding issues which have occurred since our last communication include inpatient team restructuring, COPD care path institution, lung disease and chest center development project, CHF pathway build and release, University of Maryland School of Medicine third year student clinical education here at UM BWMC, and of course the COVID pandemic of the last 12 to 15 months.

Inpatient team restructuring is now complete with a single team led by Adfinitas and Dr. David Lauver. This went live on March 1, 2021.

COPD care path has been instituted to improve treatment and outcomes for respiratory patients. To give some context, the Pasadena and Glen Burnie areas have the highest incidence of respiratory failure and COPD admission in the state. Epic training for this has been distributed multiple times and additional training information can be obtained in the medical staff office.

We have plans currently ongoing for the development of a new comprehensive lung disease and chest center here at UM BWMC. We hope this will be a comprehensive pulmonary disease, lung cancer and thoracic surgery program.

The new CHF pathway has also been developed and released in Epic. It has been instituted to improve care and outcomes for our CHF patients. Training information has also been distributed, but additional education information is available in the medical staff office.

University of Maryland School of Medicine 3rd year medical students will be starting in August 2021 for general medicine. We currently have ongoing rotations for pediatrics and women's health, and hope to have additional rotations for surgery, psychiatry and medical electives for 4th year students as soon as they can be developed. Any providers desiring to teach either 3rd or 4th year students can contact Dr. Chris deBorja.

The last 12 to 15 months have been a difficult and challenging time. Our medical staff has stepped up and performed admirably. We have done extremely well in treating patients during the COVID pandemic. Our critical care and general floor survival rates for these COVID patients have been stellar. I am proud to be a part of this medical staff and thank each and every provider for their help and participation in this effort. On behalf of the department of medicine, I wish to thank nursing and all ancillary services, as well as our administration for their dedication and hard work.



Christopher deBorja, MD, FACP

Chair, Department of Medicine

Department of Anesthesiology and Pain Management

Our attitude towards the events of the past year can be summed up as follows: When life gives you lemons make lemonade. Flexibility, adaptability and a problem solving nature have served us well in navigating the pandemic and preparing for a return to normalcy in the OR and procedural areas.

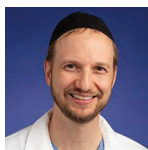
Supply chain and efficacy issues at the beginning of the pandemic with spinal bupivacaine led to explore other

shorter acting intrathecal anesthetics as a substitute. The utility of shorter acting spinal anesthetics readily became apparent during the second surge when inpatient surgery became restricted due to a lack of beds and personnel caring for our COVID+ patient population. We proposed a pivot for select total joint patients historically admitted overnight to be done on an outpatient basis. Shorter duration spinal anesthetics allowed for rapid recovery and early physical therapy leading to same day discharges. Patients and surgeons were thrilled with the results and the ability to continue to care for their patients during these challenging times with limited resources.

Despite a reduction in OR room availability and inefficiencies generated by COVID testing protocols, we found creative ways to claw back efficiencies. Experimenting with the elimination of block time during the pandemic allowed us to utilize the available ORs to a maximal extent. Start efficiency, a metric of horizontal OR usage throughout the day improved from 67% to 72% as a result. As we return to a more normal state, we plan on incorporating more open time into the OR schedule to preserve these gains in efficiency.

Looking ahead, we aim to improve upon on-time first start percentage and OR turnover times through a collaborative effort between anesthesia, nursing and our surgical colleagues. A new anesthesia consent form will soon be deployed at our hospital which consolidates multiple forms into one and allows for documentation and modification of MOLST orders while patients are in our peri-operative areas.

Even though our lemonade stand did pretty well this past year, next year we think we could do better with just a few less lemons.



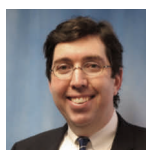
Marc Azran, MD
Chair, Department of Anesthesiology

Department of Psychiatry

Like many departments at UM BWMC, the COVID-19 pandemic has had a significant impact on the Department of Psychiatry. Minimizing patients' infection risk on a locked inpatient psychiatric unit presented several unique challenges that affected almost every step of our usual

operations process. Strong leadership and teamwork from both within our department and throughout the hospital has allowed us to continue to provide acute behavioral health services to our community. We very much appreciate our colleagues in the Emergency Department, the Department of Medicine Hospitalist Service, the Department of Laboratory and Pathology, Infection Prevention, and Environmental Services.

The department has also seen some changes in leadership over the past year. A new Director of Behavioral Health was named, and I had the privilege of assuming my current role after the departure of our long-serving Chairman. We hope these changes will bring new ideas and even better and more efficient practices to the multiple areas we serve within the medical center: our inpatient psychiatric unit, our partial hospitalization program, our Behavioral Health Unit within the Emergency Department, and our consultation-liaison service. As always, providing excellent psychiatric care requires a strong multidisciplinary team, and for this we sincerely thank our nurses, occupational therapists, social workers, mental health counselors, discharge coordinators, and mental health technicians. Finally, we continue to be indebted to the outstanding Security Team at UM BWMC, as well as their colleagues from Elite Security Services.



Thomas Cummings, Jr., MD
Chair, Department of Psychiatry

Department of Radiology

The Department of Radiology has completed three projects in last 12 months, two of them in middle of the COVID epidemic.

The RapidAI (Rapid Processing of Perfusion and Diffusion) Neuroimaging Stroke Platform was implemented in conjunction with Stroke Center at UM BWMC in January 2020. The Rapid platform uses artificial intelligence to create high quality, advanced images from non-contrast CT, CT angiography, and CT perfusion scans, helping the radiologists to provide real time view of brain perfusion in detail and facilitates a quick and accurate diagnosis of large vessel occlusion. It helps the clinicians to speed up time-critical triage or transfer decisions and

facilitate better outcomes in patients with acute stroke. The patients can be promptly selected for catheter directed thrombectomy within 6 hours of symptom onset.

Rapid Mobile App gives stroke team members fast access to RapidAI results and the ability to preview the images from anywhere in minutes. It also facilitates consults and stroke management. This Rapid technology has significantly improved the accuracy of diagnosis of large vessel occlusion and impacted management of patients with symptoms of acute stroke.

The new CT Scanner Siemens SOMATOM Definition AS 128 Slice was implemented during summer 2020 while scanning patients in the mobile CT trailer. This CT scanner replaced the older Toshiba scanner. Now the department uses 2 CT scanners 128 slice with weight limit 670 lb and a large gantry. This allows for automated processes, AI reconstructions, and reduced radiation dose, and both scanners have Rapid software. This CT scanner delivers high resolution imaging while minimizing the radiation dose to the patients and significantly improving turnaround times.

Carestream PACS has replaced FUJI in January 2021. It has been deployed at UMMS and affiliated hospitals and provides seamless access to imaging of all patients within the organization with significant impact on efficiency in establishing diagnosis and treatment.

These newly acquired technologies and equipment serve as necessary tools to provide prompt and accurate diagnosis and ultimately participate in high quality health care delivery to our community.



Zina Novak, MD
Chair, Department of Radiology

Department of Pediatrics

This last year challenged us in ways we could have never imagined, but out of this came an opportunity to improvise, innovate, and firmly weave ourselves into the fabric of our community.

When the pandemic struck, we had the dubious honor of having the 1st pediatric COVID patient admitted in the

state of Maryland. Fortunately, the pediatric community was not as affected by COVID as other demographics. Beyond caring for our patients, the entire pediatric team also supported our healthcare colleagues by producing intubation drapes; supporting COVID research at the University of Maryland School of Medicine; and fundraising for and distributing COVID community resource bags to over 100 high-risk families with the help of the BWMC Foundation and community organization partnerships including Wegmans, Building Better Days, Anne Arundel County Healthy Start, and Hilltop Elementary School.

Caring for our families did not just stop with COVID. We transitioned our award-winning Centering program to virtual platforms and became a model for other Centering programs nationwide. We launched a new group-based primary care practice in September providing a supportive medical home in our community with a focus on preventive medicine. Affirming the work we do, the Centering Healthcare Institute awarded us a \$10,400 grant to support our telehealth initiatives and to create better access to care.

The BWMC Foundation's Next Generation committee generously provided support for our pediatric vertical care expansion in the Emergency Room, allowing us to provide more efficient and timely care for our pediatric community. The vertical care model which was initially implemented in the adult ED was able to demonstrate shorter wait times and improved length of stay for patients and we hope to continue this trend with our pediatric patients. Our new vertical care space is slated to open in May 2021.

Additionally, Next Generation has partnered with us in committing to support our infant Safe Sleep initiative, providing sleep sacks and safe sleep education to families of newborns delivered here at UM BWMC. Our commitment to address unsafe sleep practices has shown results with decreasing trends in infant mortality in our community over the past 5 years.

While the pandemic challenged our healthcare system, it also brought to the forefront issues of healthcare disparities. As we examined our role in this, it is not only

our duty but our calling to address the rising gap in healthcare disparities. One example of our commitment is our partnership with the Maryland Maternal Health Innovation Program to provide resources for both perinatal healthcare workers and our community, by addressing implicit bias and healthcare disparities. But we want to do more, because we believe that every child and their family deserves access to quality healthcare.



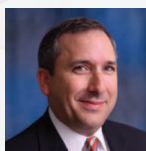
Esther Liu, MD
Chair, Department of Pediatrics

Department of Obstetrics and Gynecology

Our Labor and Delivery Unit has been experiencing a baby boom for the last couple of years and we just delivered over 1,750 babies in 2020. That marks the most deliveries ever at our institution. We are in the middle of construction to expand our unit in order to meet the needs of our community and medical staff and have just completed and opened our 6th and 7th labor and delivery rooms. Our next phase of construction involves two additional triage rooms as well as four additional post-partum rooms to aid in patient care. Our Center for Advanced Fetal Care is also seeing a refresh and expansion for the high-risk needs of our maternal patients. These are key investments in taking care of the newest members of our community.

On the safety front, we are currently working with statewide safety initiatives sponsored by MDMOM, the Maryland Maternal Health Innovation Program. These programs have the stated goal to improve maternal health and access to medical care in the state of Maryland. We are also in the midst of a pilot project called MEWT, a maternal early warning trigger and tool, for the University of Maryland Medical System. This system helps pick up subtle changes in health status that occur hours before major events in order to head off or minimize those events. Lastly, we are working tirelessly through simulations to practice for high intensity obstetric events so that we provide excellent care in these emergencies.

Thank you for your continued support of the University of Maryland Baltimore Washington Medical Center and our Women's and Children's services.



Pablo Argeles, MD
Chair, Department of Obstetrics and Gynecology

Department of Surgery

This past year has been as challenging for the operating room and the Department of Surgery, as it has for the rest of UM BWMC, our state, and the world. It has been especially tough on our patients, many of whom have seen their elective surgeries postponed during the pandemic. Thankfully, the operating room is now back to 100% and we can start to refocus our efforts on doing what we do best.

Like the rest of the hospital, this past year has really centered on taking care of patients with COVID-19. Many of our performance and process improvement projects that we had been working on prior, slowed down slightly as we focused on the pandemic. One project that we were able to continue working on involved a noteworthy partnership with the UMMS Data and Analytics team.

This performance improvement initiative looks to enhance overall efficiency throughout the perioperative department. This includes pre-operative, intra-operative, PACU, and post-operative care. Work done pre-pandemic already showed improvements in OR start and turnover times, decreased PACU-hold and PACU-border times, as well as improved patient satisfaction.

Current work with this same group, (the group that actually designed the UMMS COVID-19 pandemic predictive model), allowed them to design predictive models for our OR. For example, urgent and emergent operations that need to be added-on, can be quite disruptive to the day's existing OR schedule. These new models actually **predict** (for the up-coming days and weeks) the number of urgent and emergent cases that we might need to add-on to the OR schedule. Another model will forecast the time-length for each individual surgical case. These data allow us to better plan, and to run the operating room in a much more efficient manner.

Hopefully soon, this project will expand to allow for:

- electronic scheduling of cases by the surgeon's office
- much more detailed data on block utilization

- more accurate monitoring of supply par levels, and ease of ordering

As I'm sure you know, our surgeons are providing some truly pioneering surgical care here at UM BWMC, with some of our surgeons recognized as regional experts with various procedures.

Our robotic surgeons are taking great advantage of the latest generation of the da Vinci robot, and doing some truly innovative surgery. They have become some of the region's leaders in robotic thoracic, colorectal and pancreatic surgery, for example. This greatly improves patient care and outcomes by allowing for a much less invasive procedure, decreased morbidity, and earlier discharge to home.

The Division of Vascular Surgery continues to push the boundaries with state-of-the-art vascular care in their beautiful new endovascular suite with the Siemens Pheno Imaging System. The system can fuse CT scan information with angiographic imaging, allowing our vascular surgeons to perform complicated endovascular interventions with high accuracy while seeing a reduction in contrast and radiation exposure. The trans-carotid arterial stenting program (TCAR) is one of the most active in the region, and with remarkable results, offering patients that have significant carotid disease, a less invasive option.

In addition, some of our less-visible purchases have actually had quite a large impact. For example, the Stryker Neptune suction & electrocautery smoke evacuator system, have allowed the operating room to be one of the first "smoke-free" ORs in the region. That is a huge safety improvement for both our staff and patients. Furthermore, the addition of the Trilogy Lithoclast, allows our urologists to provide the latest "cutting-edge" innovations for their patients.

The relationship with our surgeons from Kaiser Permanente continues to grow stronger by the day, as more and more surgical specialists join the BWMC staff, to treat their patients with expert-level care in our operating and endoscopy suites.

Obviously, none of these accomplishments would have been possible without the help of our wonderful OR staff, nursing leadership, APPs, and anesthesia colleagues. I know that we all look forward to a new year that is exciting, rewarding, and hopefully a little more like normal.

Finally, I'd like to personally thank our surgeons. Over the course of the last year, you have continued to deliver lifesaving and preventive care every day, while being vigilant with adhering to many new safety measures, and adapting to new practices in the OR and throughout the hospital. I am grateful for what all of you have done — showing great flexibility, while caring for each other, your patients, and our community. Thank you.



Marshall Benjamin, MD
Chair, Department of Surgery



WELCOME

to our New Providers

University of Maryland Baltimore Washington Medical Center and the Medical Executive Committee are pleased to announce the appointment of the following providers to its medical staff between January and April 2021:

Anesthesiology

Edward Chen, MD
US Anesthesia Partners of Maryland

Diagnostic Radiology

Conor Kain, MD
Kaiser Permanente

Family Medicine

Ryan Barnes, CRNP
UM BWMG Primary Care

Joshua Starr, MD
UM BWMG Primary Care

Hematology/Oncology

Benjamin Bridges, MD
Maryland Oncology Hematology

Ravin Garg, MD
Maryland Oncology Hematology

Adam Goldrich, MD
Maryland Oncology Hematology

Jeanine Werner, MD
Maryland Oncology Hematology

Peter Graze, MD
Maryland Oncology Hematology

Jason Taskey, MD
Maryland Oncology Hematology

Carol Tweed, MD
Maryland Oncology Hematology

David Weng, MD
Maryland Oncology Hematology

Internal Medicine

Michaela Hicks, PA-C
Adfinitas Health

Adena Magloire, CRNP
Adfinitas Health

Chinelo Ohanyere, PA-C
Adfinitas Health

Brittany Pizzano, PA-C
Adfinitas Health

Ca'Seem Tyler, CRNP
Adfinitas Health

Kaila Wells, CRNP
Adfinitas Health

Mohammed Mehboob, MD
Maryland Primary Care Physicians

Kanwaljit Nagi, MD
Kaiser Permanente

Suzzette Van-Lare, PA-C
Adfinitas Health



OB/GYN

Lytia Fisher, MD
Kaiser Permanente

Richelle Gaskin, MD
Kaiser Permanente

Nancy Huang, MD
Kaiser Permanente

Jonathan Oakes, MD
Kaiser Permanente

Lauren Rabin Blair, MD
Kaiser Permanente

Lauren Ramos Alarcon, MD
Kaiser Permanente

Mava Robinson-Walton, MD
UM Prince George's Hospital Center

Janelle Taylor-Thomas, MD
Kaiser Permanente

Pediatrics

Holly Kosir, CRNP
Youn & Mannan, LLC

Radiation Oncology

Amy Gillis, MD
Kaiser Permanente

Urology

Smital Patel, PA-C
Chesapeake Urology Associates



Tate Cancer Center

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RSVP: umbwmc.org/cancer-symposium

For more information contact: Maribeth Anderson 410-553-8132



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