



Baltimore Medical System
THE HEART OF COMMUNITY HEALTH

2017 ANNUAL REPORT



INTRODUCTORY MESSAGES

In 2017, Baltimore Medical System (BMS) made important headway in our 33-year standing commitment to care for the most vulnerable populations in Baltimore City. We expanded existing programs, established new technology and became nationally recognized for high-quality healthcare.

A Message from the CEO

In 2017, Baltimore Medical System (BMS) made important headway in our 33-year standing commitment to care providing health services to 49,721 patients. We expanded existing programs, established new technology and became nationally recognized for high-quality healthcare.

Community Health Centers across our nation serve over 28 million patients including those who are impoverished and homeless, children and families, veterans and agricultural workers. Many Community Health Center patients present with chronic conditions, including higher rates of diabetes and hypertension. Through a patient-centered medical home model, BMS is making strides in narrowing health disparities in our communities.

As a result of our efforts in 2017, BMS was awarded the HRSA National Quality Award, received by 46 out of 1,400 eligible health centers (only 3% nationwide). Building on our proven success, BMS aims to expand our reach and services to reduce childhood and family obesity that too often leads to chronic disease in our communities. Our population health leadership team is well positioned to develop new opportunities through telehealth, chronic disease prevention programs and initiatives to reduce infant mortality, to improve and sustain the health of our communities.



Our school-based health program located in eight Baltimore City public schools, is one of our proudest contributions to the communities we serve. School-based health provides immediate treatment reducing absenteeism for outside appointments and managing a child's physical and mental health all in one location. In 2017 we provided health services to 4,315 students in our school-based health centers.

Significant investments in electronic health management are enabling us to assess community needs and stratify high risk patients by enrolling them in care management and disease education programs. Equipped with the right data and cutting-edge technology, we are moving towards healthier outcomes for our patients.

Thank you to all who make it possible for Baltimore Medical System to bring accessible healthcare to Baltimore through your generous donations, partnerships and collaborations. When we work together and take responsibility for our community, our city's future only grows brighter.

Best,

A handwritten signature in black ink that reads "Shirley Sutton".

Shirley Sutton
CEO & President



A Message from the Board Chair

Allison MacKenzie

I joined the Baltimore Medical System (BMS) Board of Trustees in 2015 with the belief that everyone should have access to healthcare, including those who are uninsured and underinsured. As Director of Community Health at Saint Agnes Hospital, I have witnessed firsthand how systemic and individual barriers affect our city's health. When community-based health systems like BMS step up to provide needed resources and high-quality care, it is a win-win for our patients, communities and the City of Baltimore.



BMS truly is the heart of community health. In 2017, we made incredible strides in our primary care, pediatric care and OB/GYN capabilities. Future initiatives will add telehealth services in our school-based health and community centers expanding access for substance use disorder and mental health treatment, and piloting new programs to reduce childhood and family obesity.

Although we serve many at-risk areas throughout Baltimore, a high number of children and adults remain without access to healthcare. Funding will be critical as we address root causes of chronic conditions to avoid the onset of diabetes, high blood pressure and cancer – diseases difficult to manage and a culprit of higher mortality rates in our underserved communities. BMS is committed to addressing persistent health disparities to ensure Baltimore City residents are enjoying healthier, longer lives.

“ Invest in the future of Baltimore.
Step up with us. ”

Best,



Allison MacKenzie
BMS Board Chair, Treasurer

Board of Trustees*

Allison MacKenzie

Board Chair, Treasurer

Director of Community Health, Saint Agnes Healthcare

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Community Representative

Board of Trustees at time of publication



2017 HIGHLIGHTS

School-Based Health Centers Increasing Access to Healthcare for Children and Teens

Accessing health care for school-aged children can be complicated. Many doctors offer appointments during the school day resulting in lost classroom time and parents missing work. School-based health centers make going to the doctor as easy as walking down the hall. Staffed by providers and nurses, the school-based health centers provide students with access to a range of services for acute and preventative care. This model limits barriers to routine healthcare including transportation and parent work schedules and grants students a sense of responsibility for their own health.

BMS provides school-based healthcare to over 4,300 students in eight public schools located in Baltimore's underserved neighborhoods. Our school-based health centers provide kids and teens access to a full range of healthcare, including pharmacy services and free prescription delivery to many zip codes. School-based health has made significant strides decreasing or avoiding asthma attacks for students, leading to improved school attendance and performance. School-based health services can significantly impact adolescent health. Our behavioral health services offer young people the support they need

Baltimore City children have an asthma prevalence more than twice the national average – 20% vs. 9.4%, respectively.

- Baltimore City Health Department

for drug or alcohol problems and mental health by providing convenient and confidential care in a familiar setting. BMS has observed a reduction in teen pregnancy with increased access to family planning and pregnancy prevention education in our school-based health centers.

Our presence means more than a quick checkup. We offer genuine, passionate support to children in need – our relationships with them often begin in early childhood and continue through graduation. Our target is to expand our behavioral health capabilities through telehealth and to address the rising rate of childhood obesity. Improving health outcomes for our students helps them do better in school – a solid investment in our young people and the City's future.



38%
decrease in
infant mortality.

B'More for Healthy Babies

In 2009, Baltimore's infant mortality rate was 1.3 times greater than Maryland's state average. Since January 2010, Baltimore Medical System in partnership with the Family League and the Baltimore City Health Department, along with a number of partner organizations have been working on the City Strategy to Improve Birth Outcomes known as B'more for Healthy Babies.

The B'More for Healthy Babies Initiative (funded by CareFirst) has exceeded expectations, helping to reduce sleep-related infant deaths by 50% and contributing to an overall 38% decrease in the city's infant mortality rate. B'More for Healthy Babies offers aid and increased access to prenatal care through programs including home visiting, safe sleep education and Moms Clubs.

Since 2009, the disparity between African American infant deaths and those of white infants has narrowed by 64% in Baltimore City. The B'more for Healthy Babies Initiative to Reduce Infant Mortality has made significant impact reducing the infant mortality rate by 38%. Our women's health team includes three OB/GYN physicians, two nurse practitioners and six certified nurse midwives. In 2017, Baltimore Medical System provided prenatal care to 666 mothers with 614 babies born with a healthy birthweight.

Our continued growth has expanded initiatives that address infant mortality:



Nurse Family Partnership, in collaboration with the Baltimore City Health Department who has provided home visiting, education and support to first-time pregnant mothers through the baby's second birthday. Nurse Family Partnership is a national evidence-based program to positively transform the lives of vulnerable babies, mothers and families.



Moms Clubs meet to share pregnancy experience and education through "The Baby Basics Program" an easy-to-read prenatal guide to pregnant women across Baltimore City. At Moms Clubs, the women share and learn information about their pregnancies in a relaxed atmosphere. BMS sponsors three clubs for Spanish-speaking moms in the Patterson Park North and East communities.



B'more Fit for Healthy Babies offers weekly exercise and nutrition classes educating women on budgeting, food preparation, healthy weight loss and overall wellness strategies to mothers who have a child under the age of five. The most popular part of the evening is without a doubt the "zumba" sessions, led by certified instructors.

Community Health Workers (CHWs) have been recruited from the community and team with clinical staff to help identify barriers and design programming with community input. The CHWs are critical team members contributing to the program's success.

Our 2018 targets include expanding access to mental health and wellness activities, expanding the reach of B'more for Healthy Babies and identifying ways to help reduce the disparities in birth outcomes. Baltimore Medical System is working to create a Baltimore where all babies are born healthy and ready to thrive.



2017 HIGHLIGHTS

Investments in Technology

BMS is accelerating our efforts to embrace new technology that can help us improve our quality of care. We believe in combining software and technology with our medical teams and data analysts for improved service delivery and better management of population health.

In 2015, we recognized a need to revamp our quality program, leading us to implement the Quality Plan Advisory Group. This group includes a wide variety of specialized providers working in concert with members of the executive team to quickly analyze data for improved patient outcomes. Data analytics can help predict risk of chronic disease so we can educate patients on healthier lifestyles and how to manage their chronic disease; and provide interventions earlier for regulating high blood pressure, A1C levels and managing asthma.

Our commitment to using metrics to produce tangible results has continued with our Performance Improvement Teams. These committees champion a diverse set of goals, working to identify the challenges unique to each quality metric. To address these challenges, our health tech team works in tandem with the center medical teams on the following:

- Technology helps us circulate the feedback we receive from our community health workers and outreach teams to our health care providers, staff and executives.
- i2i analytics supports improved clinical and quality outcomes and keeps our data accessible through clinical dashboards.
- Our analyses show actionable results corresponding direct efforts in patient care to patient outcomes, in tandem with sound financial performance.

Each year at BMS, we re-evaluate our goals to ensure that we have high outcomes, meeting and/or exceeding regional and national expectations. Recognition from the Health Resources and Services Administration (HRSA) as a National Quality Leader demonstrates our commitment to exceeding key clinical quality measures for our patients.

BALTIMORE MEDICAL SYSTEM

BMS National Leader in Quality Health Care

The Health Resources and Services Administration (HRSA) recognized Baltimore Medical System (BMS) as a National Quality Leader. National Quality Leaders exceed national clinical quality benchmarks or critical thresholds above health center national averages in chronic disease management, preventive care, and/or perinatal/prenatal care.

This places BMS among the top 3%, out of nearly 1,400 nationally, of HRSA-supported health centers based on key clinical quality measures.

In 2017, BMS provided healthcare services to almost 50,000 patients in Baltimore City and Baltimore County delivering affordable, accessible, cost-effective, and quality primary health care to patients in medically underserved areas. "BMS has been in the Baltimore community for 33 years serving as a safety net for individuals, families and children providing healthcare where our patients live and go to school," said Shirley Sutton, BMS CEO and President. *"We are committed to quality care that produces results and will impact the lives of our patients for today and future generations."*



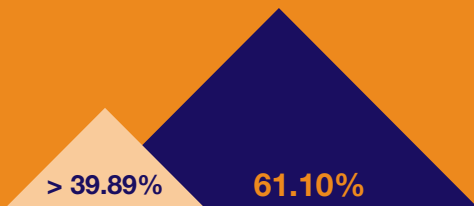
Dr. George Sigounas, HRSA Administration presents National Quality Leader Award to Shirley Sutton, CEO at BMS.

2017 NATIONAL QUALITY LEADER AWARD

BMS EXCEEDED NATIONAL CLINICAL QUALITY BENCHMARKS FOR PREVENTATIVE AND CHRONIC DISEASE AS WELL AS HEALTHY PEOPLE 2020 NATIONAL GOALS.

2016 PREVENTIVE CARE MEASURES

HRSA BMS



Colorectal Cancer Screening

Adults receiving colorectal cancer screening based on the most recent guidelines (age-adjusted, percent, 50–75 years)

- Cancer Screening Performance Improvement team
- Developed patient and care team education
- Provide all patients over 50 a FIT test for at-home testing



Depression Screening & Follow-Up

Delivery of early intervention and treatment services for persons with behavioral health needs, as well as those who are at risk of developing these needs.

- Community Health Workers
- Universal Screening
- Improved technology workflow

2016 CHRONIC DISEASE MEASURES

HRSA BMS



Appropriate Asthma Treatment

Percentage of patients 5-64 years of age who were identified as having persistent asthma and were appropriately prescribed medication during the measurement period.



Coronary Artery Disease (CAD): Lipid Therapy

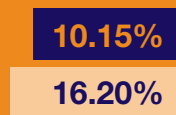
Percentage of patients aged 18 years or older with a diagnosis of Coronary Artery Disease (CAD) who were prescribed a lipid-lowering therapy.



Hypertension Control



Percentage of patients 18-85 years of age who had a diagnosis of hypertension and whose blood pressure (BP) was adequately controlled (less than 140-90 mmHG during the measurement period).



Uncontrolled Diabetes (HbA1c >9%)



Percentage of patients 18-75 years of age with diabetes who had hemoglobin A1c (HbA1c) greater than 9.0 percent during the measurement period.* **Lower number is better outcome.**



Healthy People 2020 (HP2020)

A federal initiative to promote good health to all populations, promote health behaviors that lead to disease free, injury free lives, and to achieve health equity and eliminate health disparities among the United States' population.

ABOUT BMS

Our Mission

We are deeply committed to improving health, wellness and the quality of life in the communities we serve by providing safe, high quality, accessible and affordable healthcare.

Our Vision

In the communities we serve, Baltimore Medical System will be the provider of choice for our patients, employer of choice for our committed staff, and partner of choice for public and private initiatives.

Values

Compassion, confidential and high-quality care that is cost effective.

6

Health centers

8

School-based health centers

Belair-Edison

3120 Erdman Ave.
Baltimore, MD 21213

Saint Agnes

900 S. Caton Ave.
Baltimore, MD 21229

Middlesex

1245 Eastern Blvd.
Baltimore, MD 21221

Orleans Square

2323 Orleans Street
Baltimore, MD 21224

Highlandtown

3700 Fleet Street
Ste. 200
Baltimore, MD 21224

Pine Heights

1001 Pine Heights Ave.
Ste. 100
Baltimore, MD 21229

49,721

Patients served across Baltimore City and Baltimore County

80 providers including doctors, nurse practitioners, midwives & social workers.

17%

Bilingual or multi-lingual staff

\$44.3 MILLION

in revenue, grants and donations has been earned during the 2017 calendar year.

4

Pharmacy Locations



Internal Medicine

Our physicians specialize in the promotion of wellness; in addition to the prevention, diagnosis and treatment of chronic diseases including hypertension, type 2 diabetes, obesity and more.



Family Practice

We are invested in providing high quality healthcare for the entire family. From our Deaf Services Program to our well-child care services, we have the tools to treat patients of all ages.



Pediatric Care

Our board-certified pediatricians provide comprehensive primary care services to children of all ages. From asthma and allergy treatment to immunizations and school physicals, we do it all.



OB/GYN

We provide exceptional care for women, expecting mothers and their babies. This includes everything from comprehensive women's healthcare to prenatal care to our BabyBasics program, which gives pregnant women and moms with infants critical health and wellness information.



School-based Health

Our school-based health centers go beyond the range of the traditional school health suite to offer health education, health maintenance and acute and chronic care management.

OUR CENTERS

- 1 Saint Agnes**
900 S. Caton Avenue | Parking Lot B | Baltimore, MD 21229
- 2 Pine Heights**
1001 Pine Heights Avenue | Suite 100 | Baltimore, MD 21229
- 3 Orleans Square**
2323 Orleans Street | Baltimore, MD 21224
- 4 Highlandtown**
3700 Fleet Street | Ste. 200 | Baltimore, MD 21224
- 5 Belair-Edison**
3120 Erdman Avenue | Baltimore, MD 21213
- 6 Middlesex**
1245 Eastern Boulevard | Baltimore, MD 21221

OUR SERVICES



Behavioral Health

Patients experiencing depression or other behavioral health concerns can come to BMS, receive treatment and learn that they are not alone.



Substance Use Disorder

We provide addiction counseling and medication-assisted treatment in a safe, compassionate environment.



On-site Pharmacy

We have pharmacies located in four of our health centers. We pride ourselves on our ability to fill prescriptions quickly and at a very low cost. For convenience, we also offer free delivery in select zip codes.



Same Day Appointments/Walk-ins

Immediate care provides access for urgent medical needs including a fever or upset stomach to a diabetic check or asthma.



Enabling Services

To better serve our diverse patient population, we provide interpreter services, care management, and refugee health screenings. Our Community Health Workers and Health Benefits Advisors assist our patients to access healthcare and community services for a holistic approach to wellness.



PATIENT STORIES

Lein Tran

Lein Tran was new to the United States when she first walked into BMS at Saint Agnes seeking medical care. Although her appointment was for an ear infection, she disclosed to Health Benefits Advisor Darlene that she had also felt a lump in her breast. This was the beginning of Lein's battle with cancer – but it was also the beginning of her strong, supportive relationship with Baltimore Medical System.

Darlene reached out to Breast Link, a partnership between BMS and Saint Agnes Hospital that provides support for mammograms and follow-up care, to help Lein begin treatment. Lein was connected with BMS physician Dr. Hernandez for her team-based care, and our translation services ensured that she was able to navigate her treatment plan and engage with her team.

Surrounded by a loving husband and daughter and a caring team at BMS, Lein didn't lose her spirit or will to fight. Through coordinated care with her BMS team and the Saint Agnes Hospital Cancer Institute, Lein underwent chemotherapy, radiation and a mastectomy.

Lein is a survivor. While BMS continues to provide a medical home for those who need it most, regardless of obstacles including language barriers and insurance coverage, we can continue to tell more success stories like hers every day.



Sara Midgett

Sara Midgett has been coming to BMS at Orleans Square for the past eight years. She is a friendly, familiar face to the staff and physicians. She is always greeted with a warm smile and has a close relationship with her medical team. She enjoys shopping, cooking, and walking around her neighborhood in East Baltimore.

Sara is a breast and ovarian cancer survivor. After her battle with ovarian cancer, she was reluctant to have an annual mammogram. Her longstanding physician, Dr. Ursula McClymont continued to recommend and educate the importance of preventative screenings. Sara agreed and the screening was positive for breast cancer. The news was difficult, but she was grateful for Dr. McClymont's persistence so she could begin the cancer treatment at an earlier, more treatable stage of diagnosis.

Sara has been challenged by trying to control her diabetes and hypertension. She was plagued by chronic back and knee pain. Through a team-based approach, her diabetes and hypertension are now well-controlled. Through appropriate pain management, Sara was able to return to the job she loves as a school bus aide.

Thanks to Dr. McClymont and her health care team, Sara enjoys an active and healthy lifestyle. At the age of 74, her quality of life has significantly improved allowing her to fully participate in the activities she enjoys. She has learned to self-manage and control her chronic conditions. Sara and her medical team work closely together to ensure she completes her annual preventative screenings and practices healthy living to maintain an independent and full life.



Thank you to our 2016-2017 donors and partners! Your support provides critical services to Baltimore residents in need of quality healthcare, conveniently located in their communities.

THANK YOU TO OUR SUPPORTERS AND PARTNERS

Abell Foundation
AbsoluteCARE
Aetna Better Health
America's Charities
American Cancer Society
American Radiology
Amerigroup
BB&T
Baltimore City Public Schools
Baltimore City Cancer and Health Equity Coalition
Baltimore City Health Department
Baltimore City Parking Authority
Baltimore County Health Department
Baltimore Museum of Industry
Baltimore Office of Promotion and the Arts
Barr, Michael
Behavioral Health System Baltimore
Belair-Edison Neighborhoods, Inc.
BlueNovo
Bobbitt, James
Bruno, Richard
Bryant, Cheryl
Call4Health
CareFirst BlueCross BlueShield
CBIZ
Chase Brexton Health Care
Chesapeake Bay Trust

Chesapeake Valuation Advisors
Cintas
Cohen, Robb
Cohen, Robert
Community Collaborative for B'more for Healthy Babies, Patterson Park North & East
DelGallo, Clara
Earth Treks
East Baltimore Development, Inc.
Family League of Baltimore City
Ferguson, Robert
Friends Research Institute
France-Merrick Foundation
Geppi's Entertainment Museum
Gilead Sciences, Inc.
Gionannetti, Erin
Greater Baden Medical Services
Health Care Access Maryland
Health Resources and Services Administration (HRSA)
Hirsch Electric
HMS Insurance Associates
Holland Properties Management
Humanim
International Rescue Committee
Jenkins Environmental
Johns Hopkins Health System
Johnson, Sandra
Kaylor, Liz
LabCorp

Lagana, Michele
Lee, Anne
Lockett Auto
MacKenzie, Allison
Maller Wealth Advisors
Maryland Community Health Resources Commission
Maryland Community Health System
Maryland Department of Health
Maryland Physicians Care
Maryland State Department of Education
McBee Associates
McClymont, Ursula
MedStar Family Choice
Mewborn, Octavius Sr.
Mid-Atlantic Association of Community Health Centers
Miles Everett, Nina
Mosaic Community Services
Mouth Party Caramel
National Association of Community Health Centers
National Committee for Quality Assurance
Network for Good
Pace, Warren
Park West Health System
PhRMA
Pivot Physical Therapy
Priority Partners
Quest Diagnostics

Raley, Ana
REACH Health Services
Ripley's Believe It or Not Baltimore
Robert Half Technology
Robert Wood Johnson Foundation
RSM US LLP
Rx Strategies
SPG Contracting
Saint Agnes Healthcare
Sheehy, David
Southeast Community Development Corporation
Sutton, Shirley
Leonard & Helen R. Stulman Charitable Foundation
The Harry and Jeanette Weinberg Foundation
The Kresge Foundation
The Marion I. and Henry J. Knott Foundation
Total Health Care
United Healthcare Community Plan
United Way of Central Maryland
University of MD Health Partners
Walgreens
Walker, Anne
Watson, Scarlett
Wojcik, Paul

INVEST IN THE FUTURE OF BALTIMORE. STEP UP WITH US!

We accept gifts of cash, stocks and bonds. Gifts of appreciated stocks qualify for an immediate tax deduction based on the market value and the avoidance of capital gains taxes that would result from their sale.



Workplace Giving

Maryland Charity Campaign: 521358241
Combined Federal Campaign: 23750
Combined Charity Campaign: 23750



Employer's Matching Gift Programs

Some employers will match your gift amount, doubling the total donation.
Ask your human resources or benefits manager.

There are many ways to support the future health and well being of Baltimore residents through your support of BMS:



Online

www.bmsi.org/donate



Check by Mail

Baltimore Medical System
Attn: Development
3501 Sinclair Lane | Baltimore, MD 21213



Baltimore Medical System
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