

Enclosure A

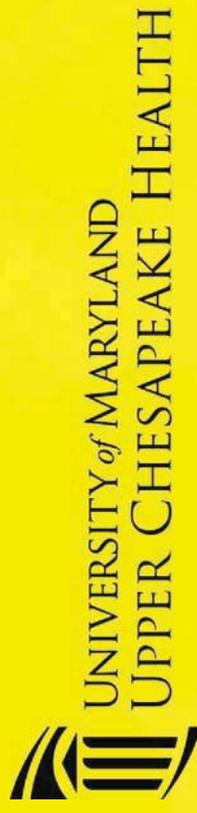
Summary of Public Informational Hearing Regarding Conversion of University of Maryland
Harford Memorial Hospital to a Freestanding Medical Facility



VISION 2020

Public Information Meeting

August 30, 2017





Patient, Family & Community



UNIVERSITY of MARYLAND
UPPER CHESAPEAKE HEALTH

**UM UPPER
CHESAPEAKE HEALTH
IS REINVENTING ITSELF
FOR YOU**



**Our focus
is on more
than
hospital
care**



**but on
health
care.**





**Both inside
and outside
of the hospital
we care for our
community**

Helping you get the
RIGHT CARE at the
RIGHT TIME in the
RIGHT SETTING.

We are *PROACTIVE*

instead of REACTIVE

**to assist
individuals
in achieving
a better
quality of
life.**



Our Focus

- **Wellness**
- **Prevention**
- **Disease**
- **Management**
- **Partnerships**
- **Transforming**
- **Care**





WELLNESS INITIATIVES

Improve overall health and quality of life for people suffering from common chronic diseases such as diabetes and morbid obesity, congestive heart failure, lung disease, and behavioral health disorders.



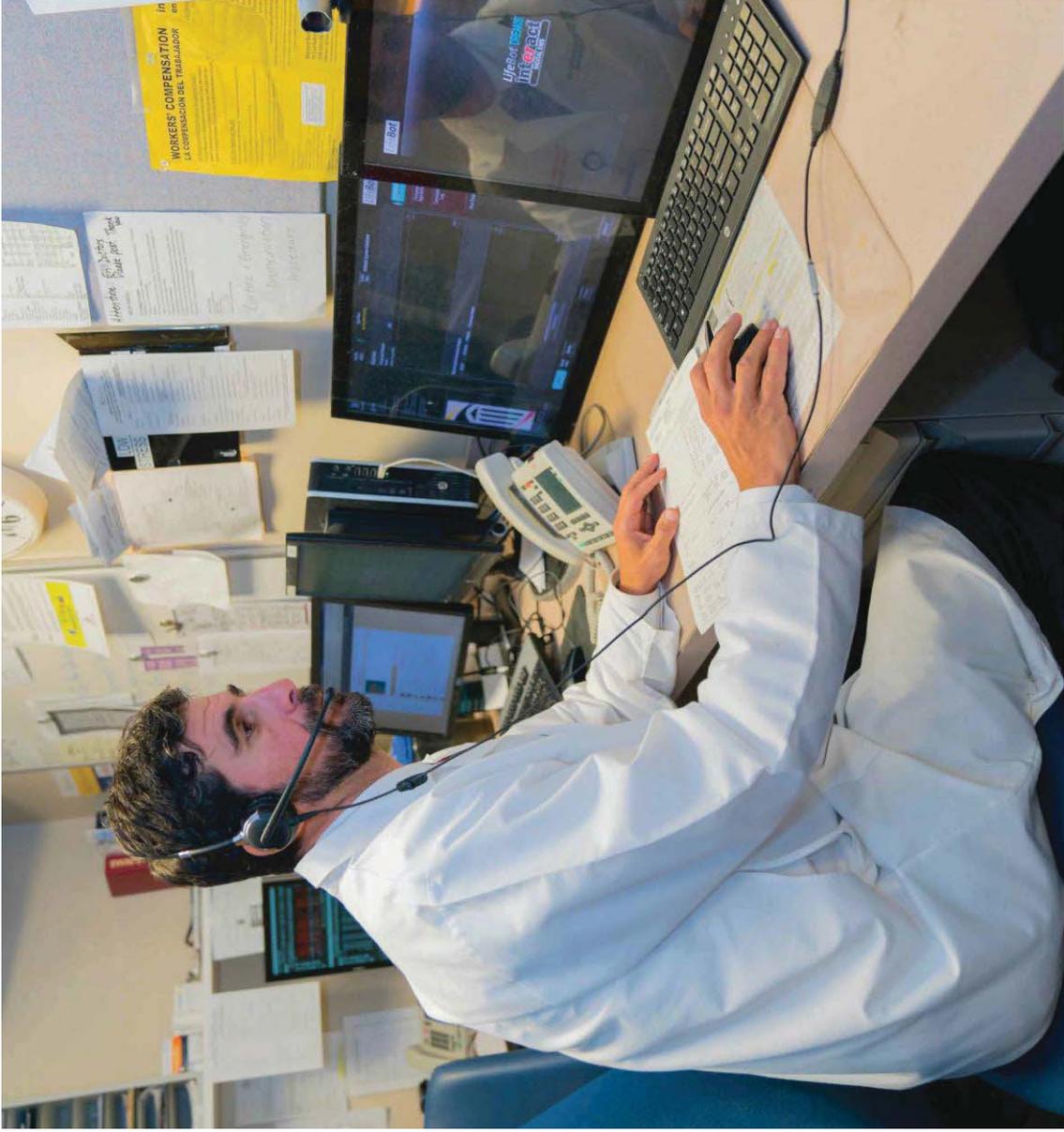
**W.A.T.C.H.
WELLNESS ACTION
TEAMS OF CECIL
AND HARFORD**

Healthy Harford, one of many health care partners dedicated to caring for our most vulnerable patients in their homes.



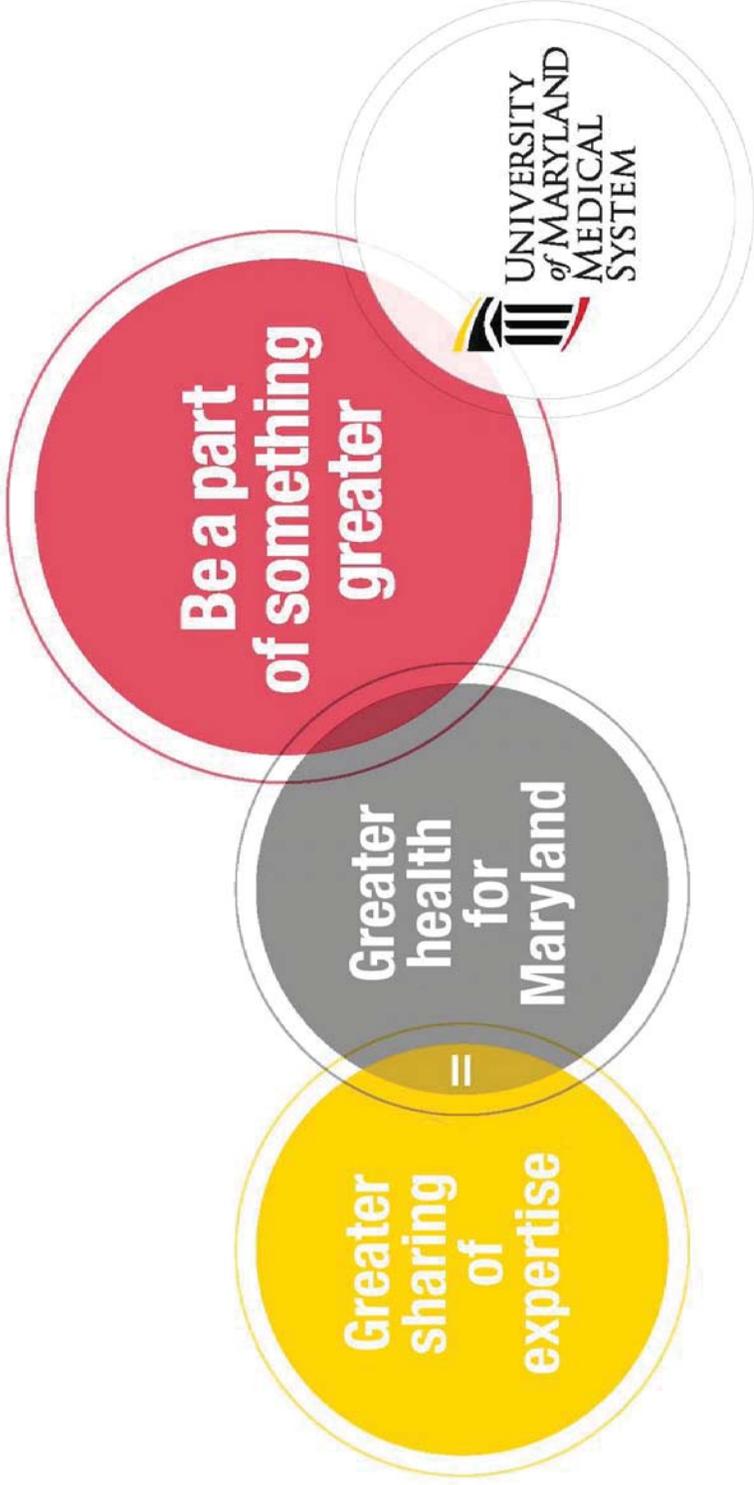
DISEASE MANAGEMENT

*Call HealthLink at 800-515-0044 for more information
on our Chronic Disease Management programs.*



WELLNESS INITIATIVES

***Video conferencing capabilities between our Emergency
Departments and local skilled nursing facilities.***





Why Now – What Is Driving Our Actions? Enhanced Focus: Right Care, Right Place, Right Time

- Need for innovative and forward thinking in how we are delivering health care to our community
- State of Maryland’s changing health care environment requires health care delivery that is in more efficient/less expensive settings
- New technology over time has decreased the need for traditional hospitalization.
- Union Hospital collaboration
- Unmet behavioral health needs
- Healthcare regional planning intended to increase access to care
- Physician shortages



What are we focused on?

TRANSFORMING THE HEALTH CARE DELIVERY SYSTEM

Old Model

Test



Treat



Repeat

New Model

Prevent



Manage
Care



Coordinate
Care

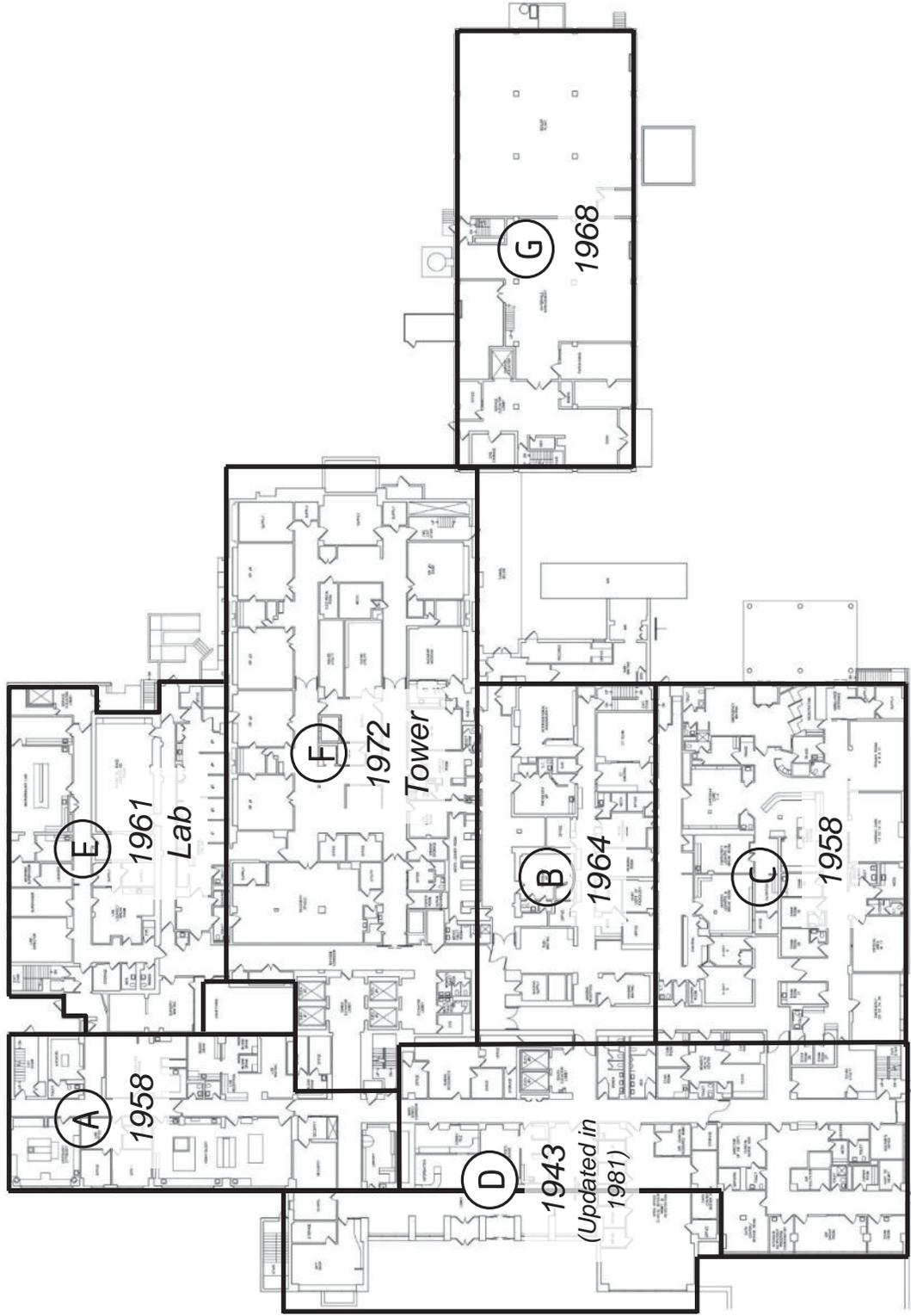
Our goal is to provide care earlier in a disease or illness process, to prevent unnecessary hospital stays, and to improve a patient's overall quality of life.



UM HARFORD MEMORIAL HOSPITAL- HAVRE DE GRACE



HMH – Existing Conditions: History of Construction and Building/Wing Designations



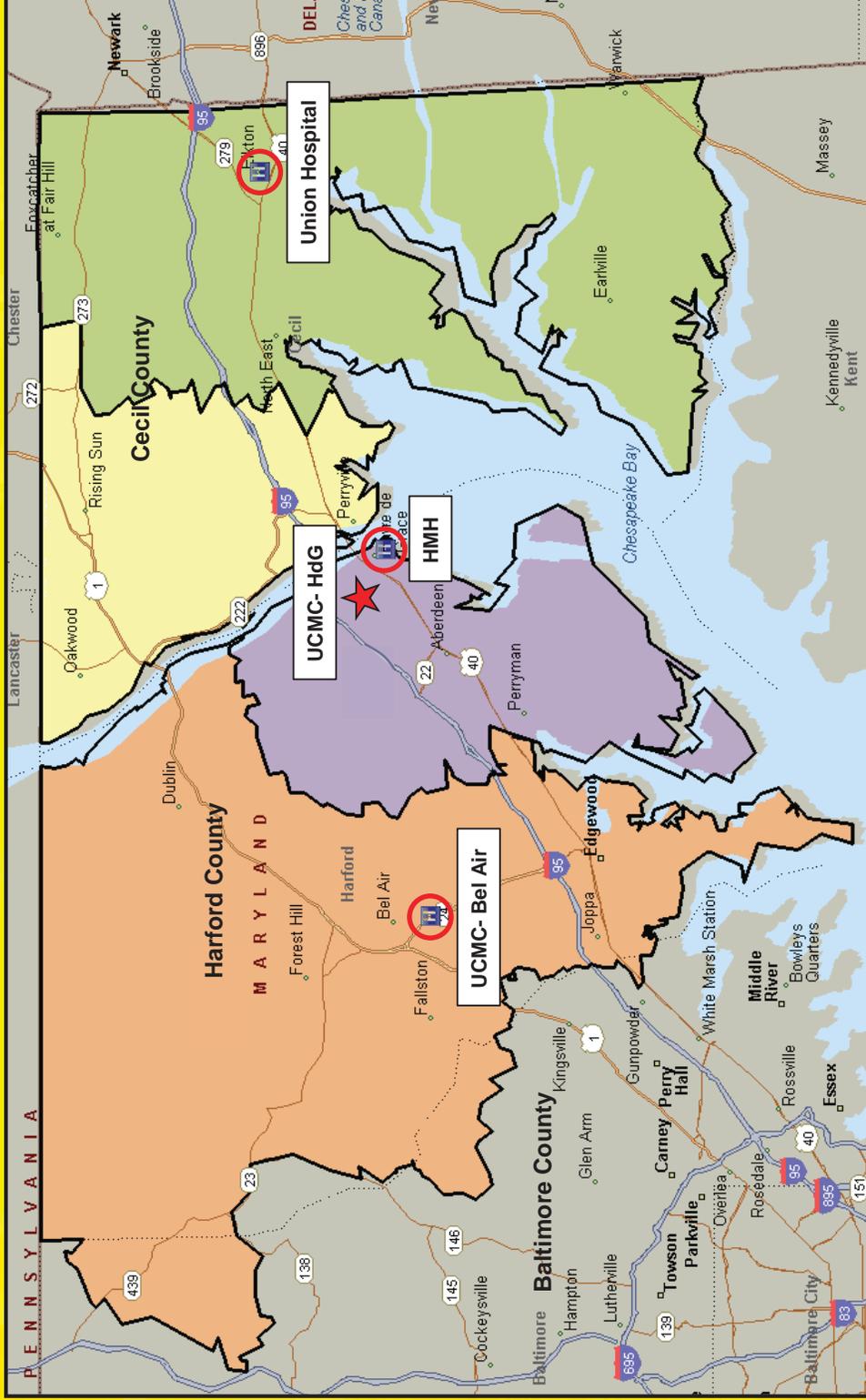


UM HMH: Reasons for Change

- Building is well beyond its' useful life
- Numerous infrastructure issues
- Renovations would be more costly
- Site is landlocked and difficult to access, providing limited opportunity for growth as health care needs for our community change
- Physicians, patients and families expect more modern facilities



UM UCH and Union Hospital Service Areas Covering Harford and Cecil Counties



UM UCMC – HdG to UM UCMC –Bel Air;
Travel Time: 26 min., 19 miles
UM UCMC – HdG to Union Hospital – Elkton;
Travel Time: 27 min., 17 miles



Plan for Regionalization of Care Access to Care

University of Maryland Medical Center (UMMC): Open Heart Surgery, Transplants, Highly Complex Illness

University of Maryland Upper Chesapeake Medical Center – Bel Air (UM UCMC – Bel Air): Emergency Care, Moderately Complex Inpatient Medical Care and Surgery*, Obstetrics, Cancer Care

Union Hospital – Elkton: Emergency Care, Moderately Complex Inpatient Medical Care and Surgery*, Obstetrics, Cancer Care



Access to Care

University of Maryland Upper Chesapeake Medical Center - Havre de Grace (UM UCMC – HdG): Emergency Care, Short Stay Medical Care, Behavioral Health, Outpatient Specialty Follow-up, and additional Outpatient Services

Urgent Care: Treats Non-Emergency Conditions: Broken Bones, Cuts and Bruises, Cough and Flu Symptoms, Minor Burns

**Outpatient surgeries will move to an Outpatient Surgery Center setting.*



Access to Care



60 Year Old Male

- Retired
- Smoker
- Experiencing slurred speech and facial droop
- Presents to UM UCMC – Havre de Grace Emergency Department

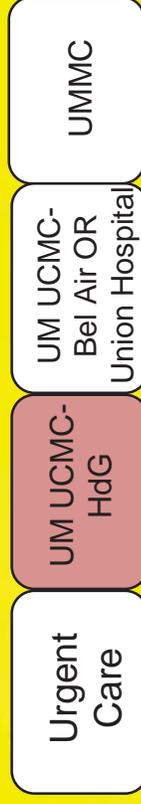
Right Care



Right Time



Right Setting





Access to Care



52 Year Old Male

- Had outpatient knee replacement surgery at UM UCMC- Bel Air
- Returns home to Havre de Grace
- Develops post-op infection 2 weeks later

Right Care



Right Time



Right Setting





Access to Care



27 Year Old Female

- Suspected overdose
- Possible suicide attempt

Right Care



Right Time



Right Setting





Access to Care



30 Year Old Male

- Construction worker
- Obtains a job site injury
- Large cut on side of leg

Right Care



Right Time



Right Setting





Access to Care



54 Year Old Female

- Type II Diabetic
- Needs follow up, blood work and help with managing disease

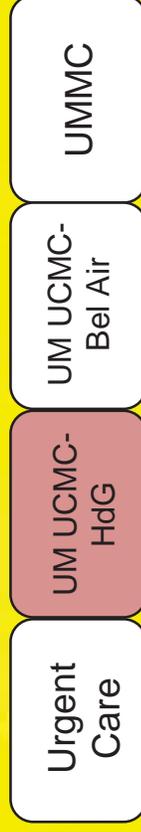
Right Care



Right Time



Right Setting





Access to Care



8 Year Old Female

- Chronic asthmatic
- Suspected flu
- Rescue inhalers ineffective
- Parents bring to emergency room

Right Care



Right Time



Right Setting





Access to Care



65 Year Old Male

- Involved in serious automobile accident
- EMS determines he needs to be flown out by helicopter to receive care*

Right Care



Right Time



Right Setting



*MIEMSS protocol and physician in charge determines appropriate site of care



UM UCMC – Havre de Grace Campus Features

- New & expanded Emergency Department
- Stroke Ready Facility
- Heliport Access
- Close to I-95
- Observation Beds (< 48 hours)



UM UCMC – Havre de Grace Campus Features

- Expanded Behavioral Health Services/Special Psychiatric Hospital Facility
 - Offers recovery, treatment and support in one centralized location
 - Serves adults (age 18 years to senior population)
 - Separate area designated for geriatric behavioral health services
 - Dedicated emergency room area for behavioral health needs
 - Secure, dedicated pavilion offering full and partial hospitalization and intensive outpatient programs that allow patients to transition back home while staying close to their support network



UM UCMC – Havre de Grace Campus Features

- **Overview of Service Offerings - Medical Office Building**
 - Medical offices and centralized outpatient services provides access to:
 - Primary and Specialty Care physician practices
 - Radiology Services (MRI, CT, Mammography, etc.)
 - Infusion Services (Chemotherapy and other medication infusions)
 - Laboratory Services
 - Exploring addition of Complementary medicine and wellness services allowing people to manage their health more effectively



Health Care Services Summary

Health Care Services	UM Harford Memorial Hospital	UM Freestanding Medical Facility Bulle Rock	UM – Medical Office Building Bulle Rock	Behavioral Health Pavilion Bulle Rock	UM UCMC Bel Air/Union Hospitals
Inpatient Acute Medical Stays > 48 hrs	✓				✓
Short Stay Observation Medical Stays	✓	✓			✓
Surgery	✓				✓
Behavioral Health Services	✓			✓	Outpatient services only
Emergency Care	✓	✓			✓
Outpatient Ambulatory Services (Imaging, Lab, Rehab Services)	✓		✓		✓
Outpatient Infusion Services	N/A		✓		✓



Goals for the Havre de Grace Medical Campus

- Efficient, high quality care with consistent positive patient outcomes
- Contemporary and innovatively designed facilities
- Nationally recognized medical center
- Greater visibility and patient access
- Broad distribution and access to regionalized specialty services
- Expandable as needed in the future
- Addresses community behavioral health needs



UM HARFORD MEMORIAL HOSPITAL- HAVRE DE GRACE





UM Harford Memorial Hospital Re-Use

Our Process to date:

- Engaged a nationally recognized real estate services firm: Cushman & Wakefield
- Analyzed demographic, employment and transportation trends
- Engaged community through stakeholder interviews
- Reviewed wide range of future development strategies

Desired Goals:

- UM HMMH property will be sold at the appropriate time in the future that allows full use of the hospital to continue until the transition to the new campus occurs.
- Development options must bring sustainable community benefits and make good business sense.
- Synchronize transition timing from UM HMMH to the new Bulle Rock campus
- Vision is for a mixed use development in an accessible town center setting concept.



**Current UCH
Land Holdings**

The information contained herein was furnished to us by sources we deem to be reliable, but no warranty or representation is made to the accuracy thereof.

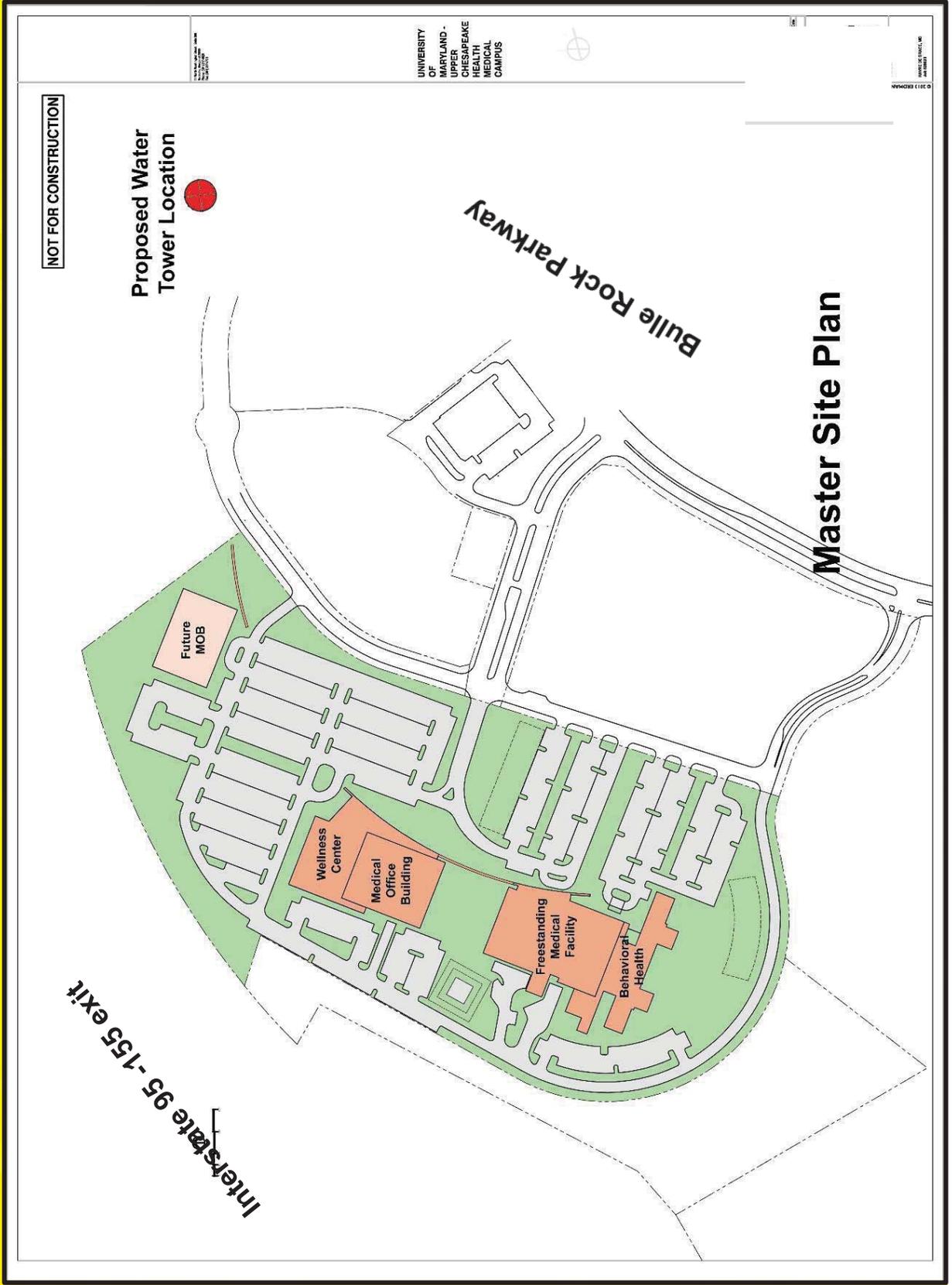


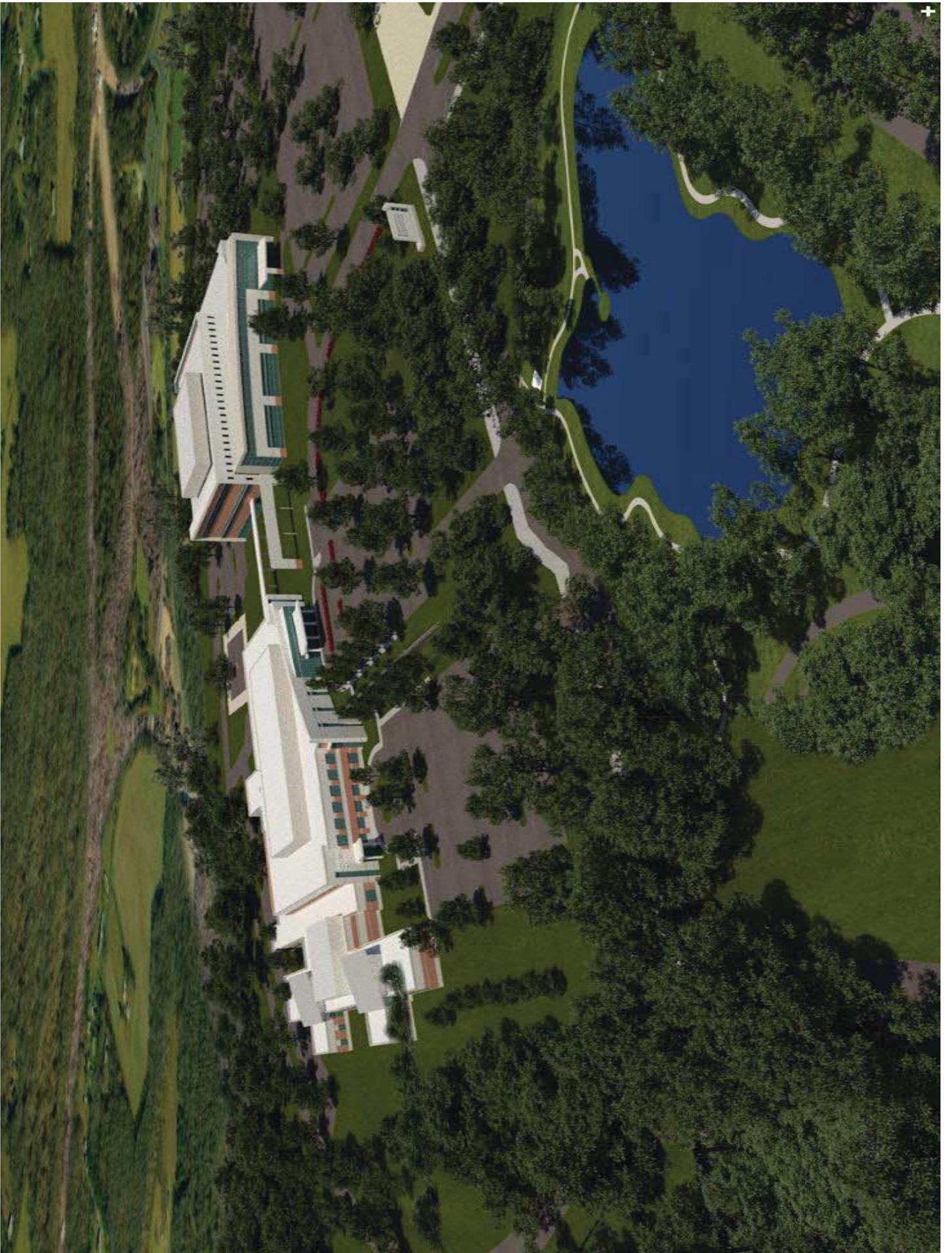
UM UCMC – HAVRE DE GRACE CAMPUS





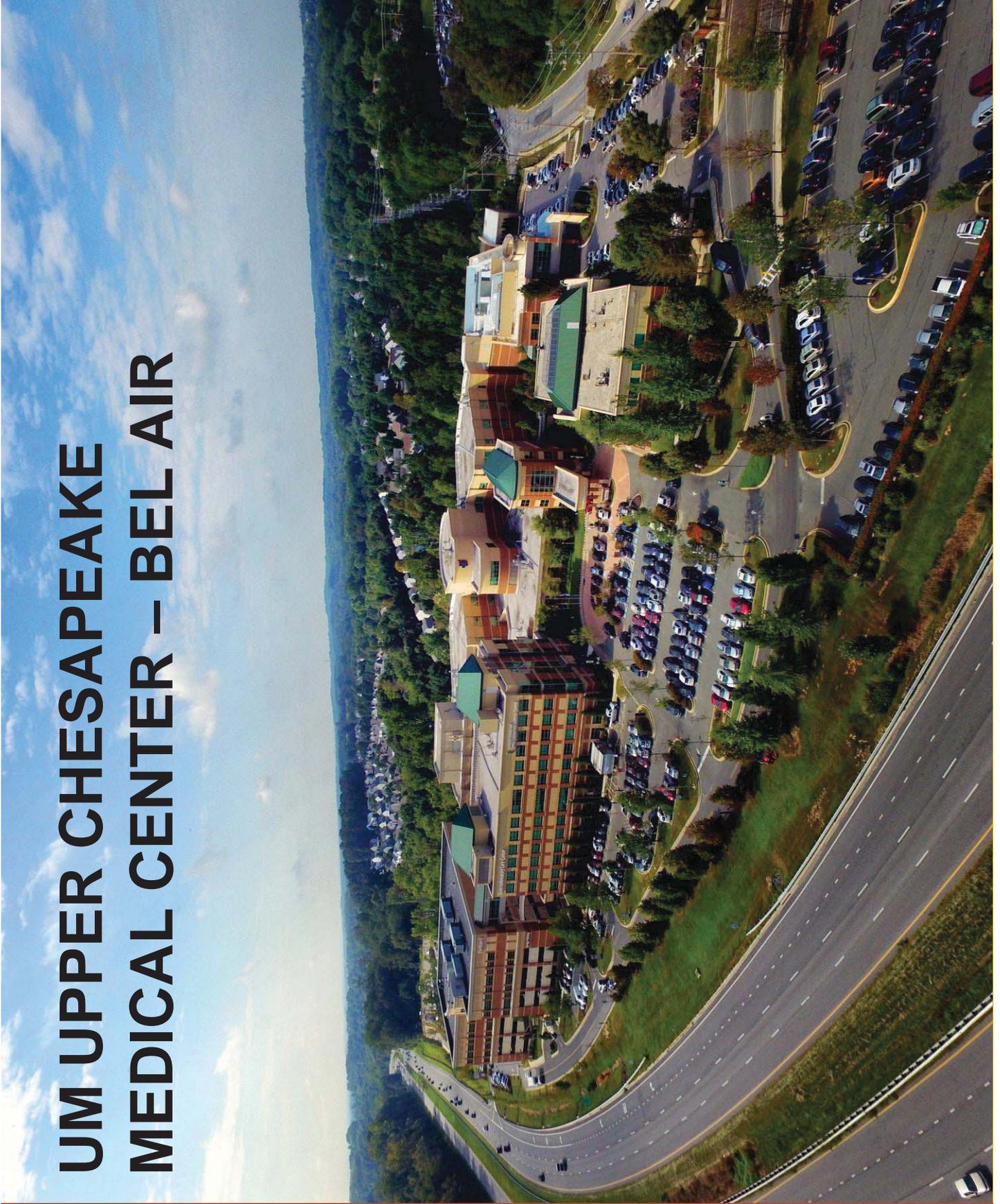
UM UCMC – HAVRE DE GRACE CAMPUS







UM UPPER CHESAPEAKE MEDICAL CENTER – BEL AIR



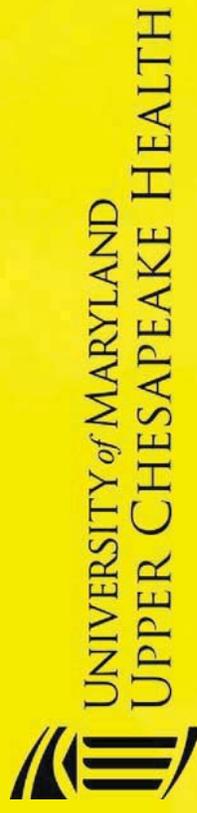


PLANNED ADDITION KAUFMAN CANCER CENTER





Care Transformation Community Partnerships





Regional Partnership for Care Transformation

- UM UCH in partnership with Union Hospital, Healthy Harford and the Departments of Health and Offices of Aging - awarded a grant of \$2.7M for each of the next 4 years.
- Community-based care teams (WATCH program – Wellness Action Team of Cecil & Harford) comprised of:
 - Nurses, Social Workers, Community Health Workers and a Pharmacist
 - Focus: working with people who have Medicare and complex medical illnesses. Serve people in their homes and in the community.
- Aims to address medical needs and social barriers that impact an individual's health and to prevent re-hospitalization.

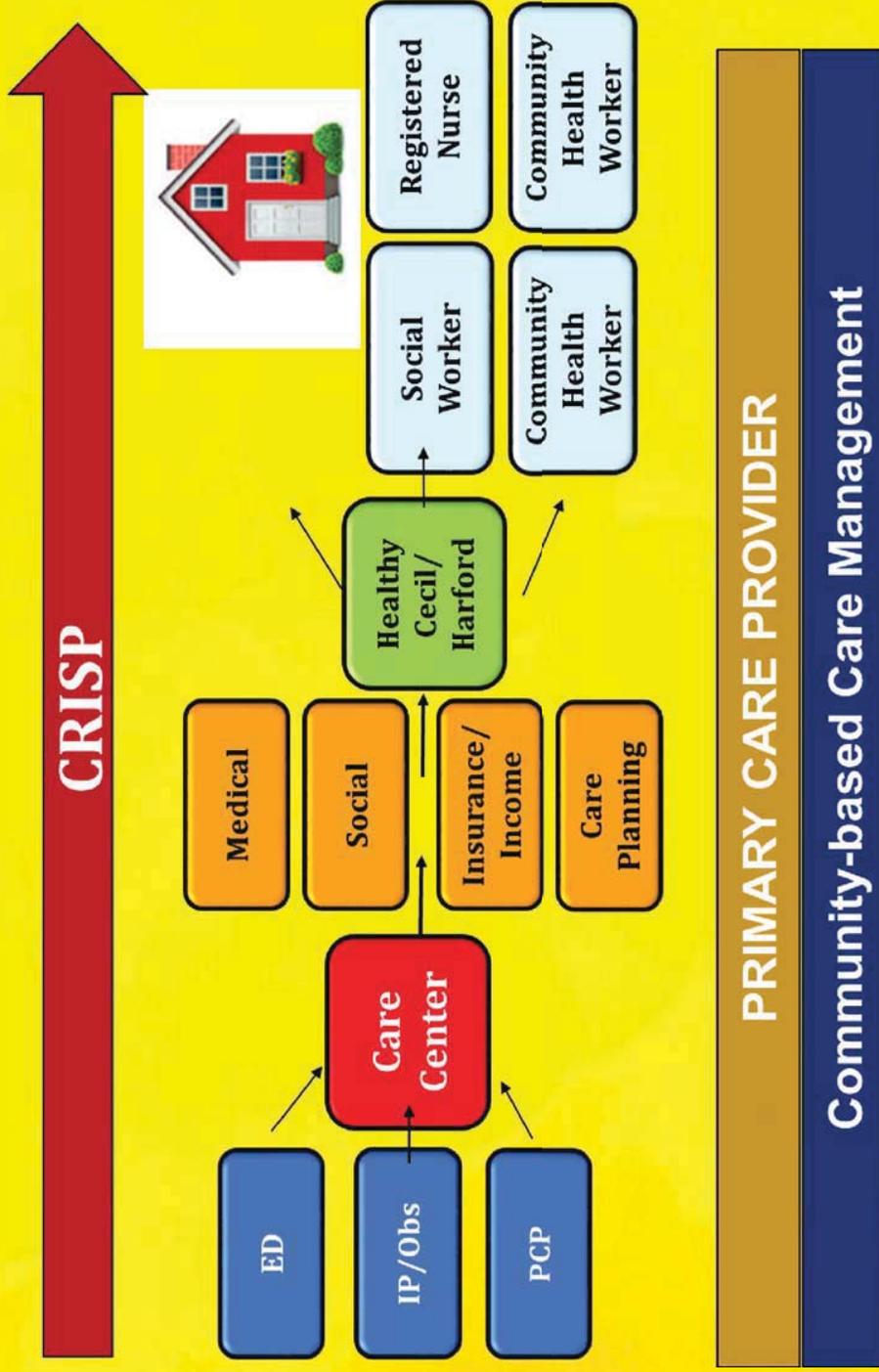


UNIVERSITY of MARYLAND
UPPER CHESAPEAKE HEALTH



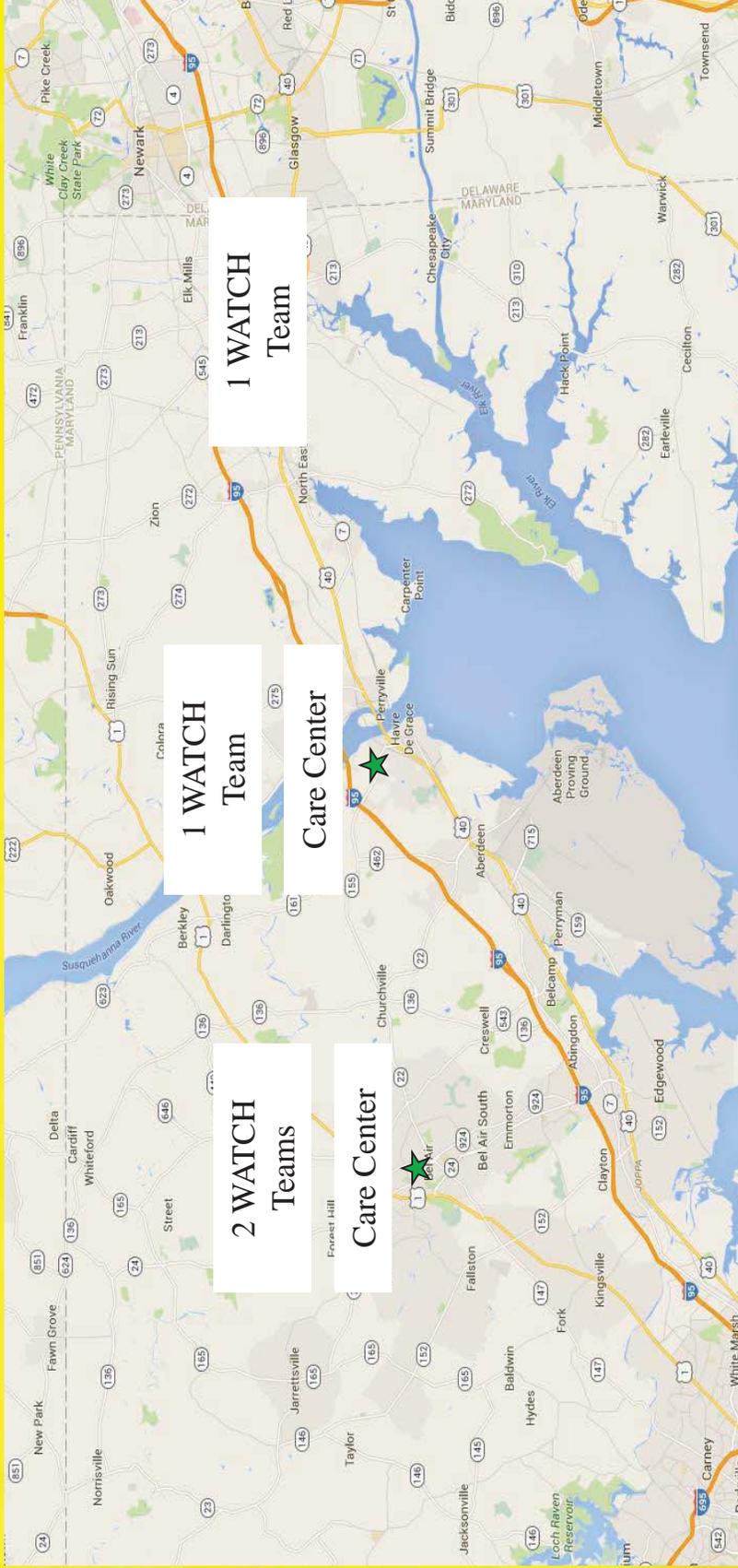


Overview of Program Design





CARE Team Geographic Distribution





Comprehensive Care Center & Wellness Action Teams



57 Year Old Male

- 11 Emergency Dept. Visits and 6 admits in 2016
- Vulnerable adult with underlying mental health issues as well as congestive heart failure, lung disease, high blood pressure and diabetes
- Saw in CARE Center – helped him get insurance through Affordable Care Act, connected to PCP
- Referred to WATCH Program
- Assisted with education on medication, home health referrals and adult protective services that ultimately secured a place for him in a group home situation.
- No Emergency visits since and now has a community care provider.



Comprehensive Care Center & Wellness Action Teams



81 Year Old Female

- Insured: Medicare
- Has a Primary Care Provider
- Admitted for a week in January and transferred to skilled rehabilitation center
- Back to the Emergency Dept. shortly after and referred to Comprehensive Care Center.
- CARE center finds confusion over medicines and overwhelmed husband and provided education
- Referred to WATCH Program
- WATCH helps person understand illnesses and financing of medicines, community referrals (Office on Aging)
- Coordinated care between Primary Care Provider and home health services.
- Health and stressful situation improving



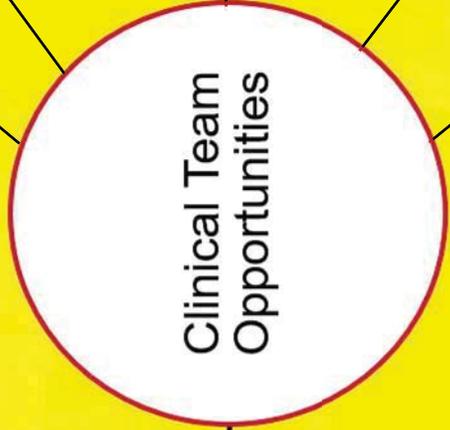
Impact on UM Harford Memorial Hospital (UM HMH) Team Members

Job mapping strategy to occur over the next 3-4 years among these locations:

- UM UCMC- HdG campus
- UM UCMC - Bel Air campus
- Union Hospital of Cecil
- Outpatient surgery center (TBD)
- Other University of Maryland Medical System locations



Job Mapping for UM HMH Team Members



Position at new HdG campus

Position at Bel Air campus

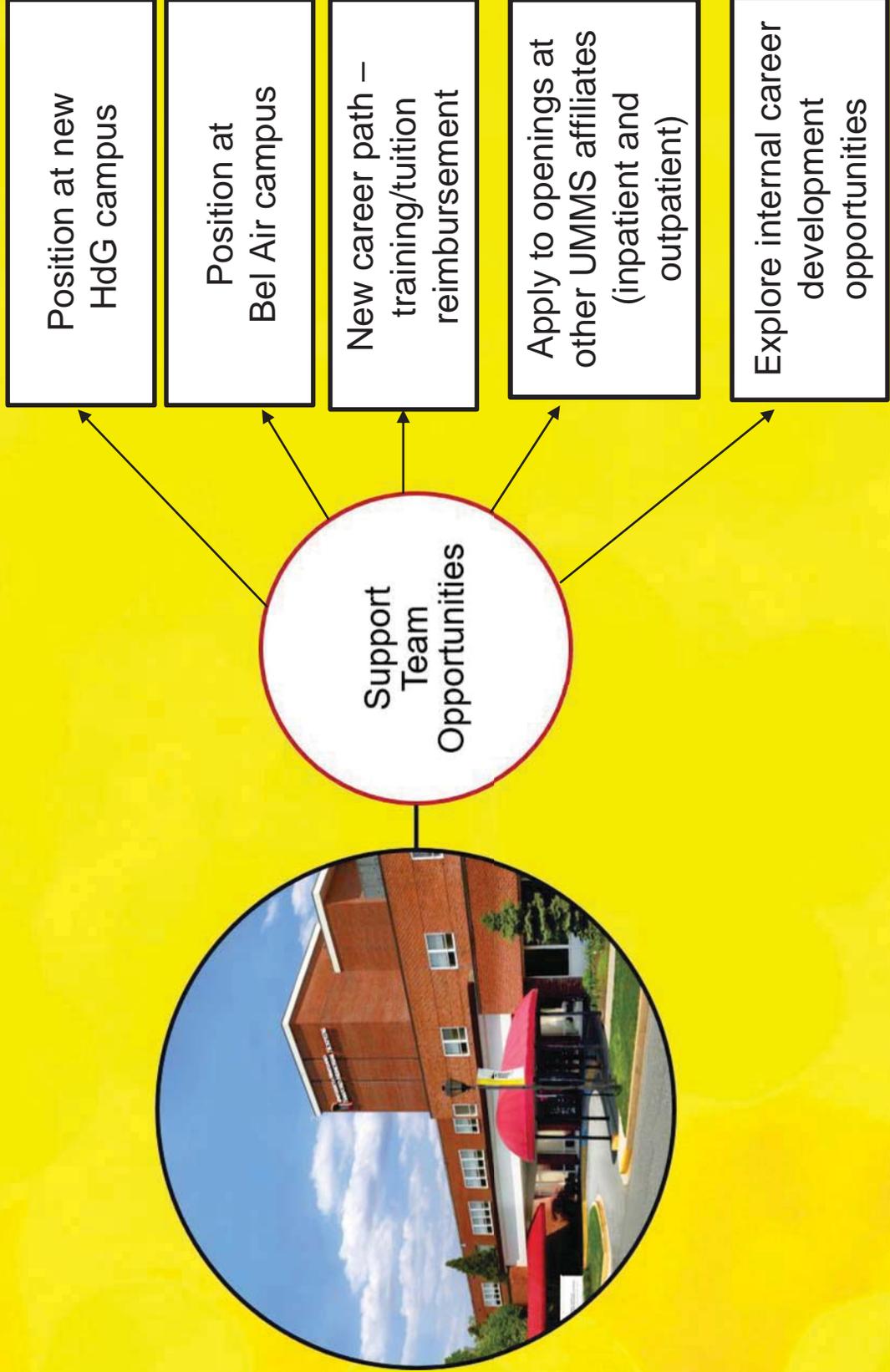
New competency education training to work in new clinical environment

Explore internal career development opportunities

Apply to openings at other UMMS affiliates (inpatient or outpatient)

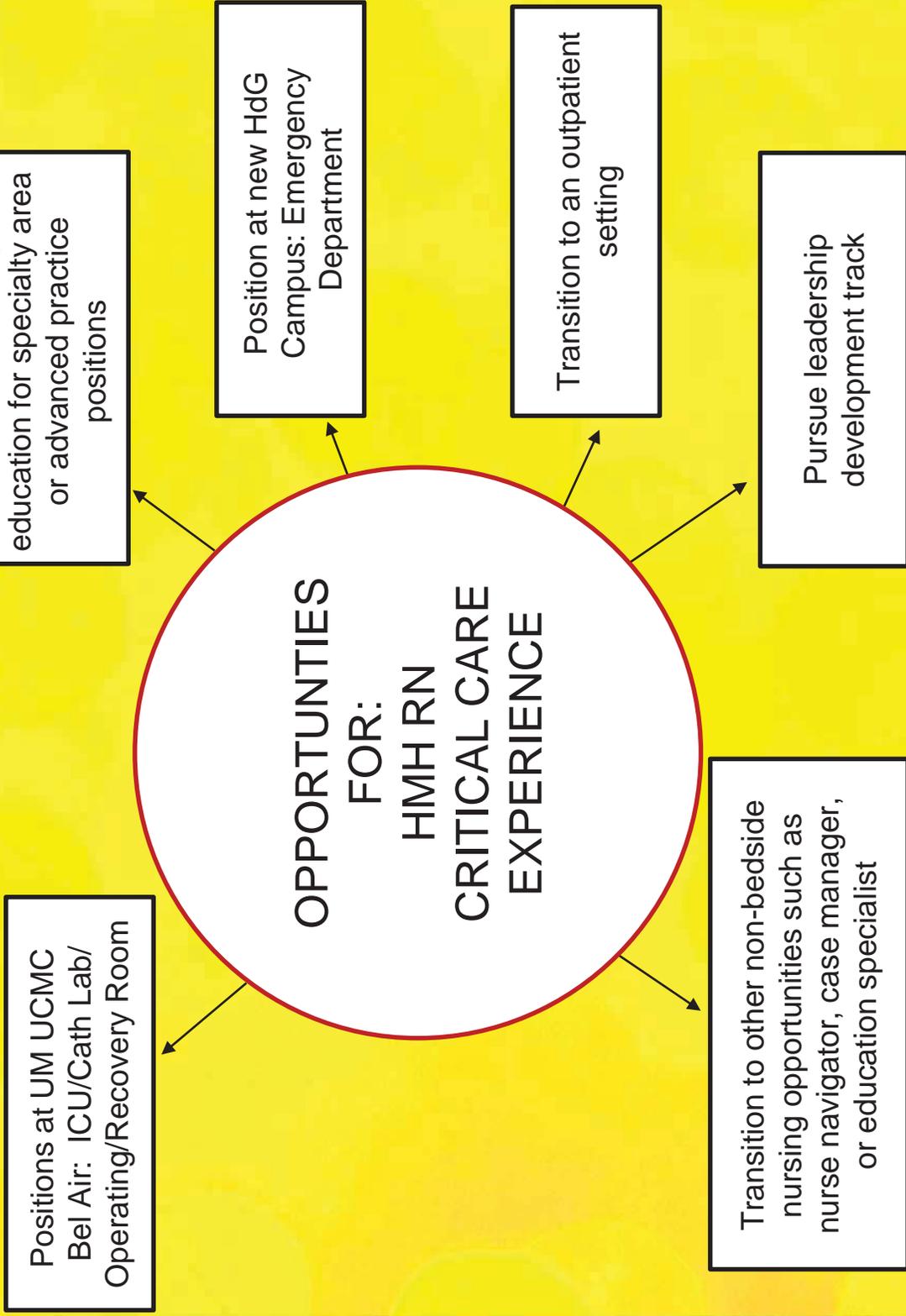


Job Mapping For UM HMH Team Members



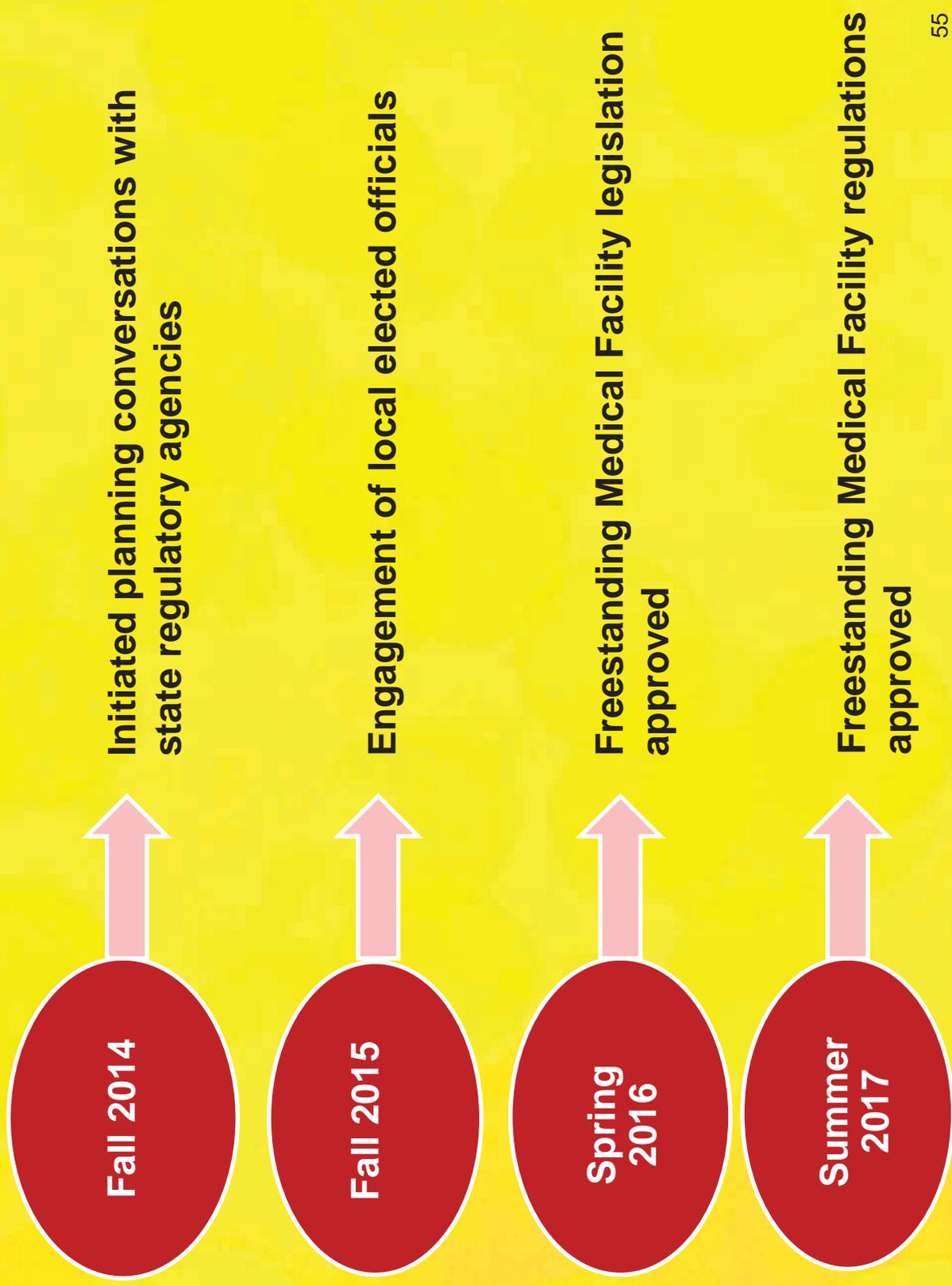


EXAMPLE:





Communication & Planning Timeline





**Summer
2017**

- File regulatory application for Special Psychiatric Hospital/Behavioral Health Pavilion
- File regulatory application for the new Freestanding Medical Facility



**Summer
2018**

- Receive approvals from state regulators on the certificates filed last year



**Summer
2019**

- Building Construction begins in Havre de Grace Bulle Rock campus and Bel Air campus

Vision 2020 Prospective Timeline



UM Upper Chesapeake Health Medical Staff Leadership

Angela Poppe Ries, M.D.
President, Medical Staff

Michael Abraham, M.D., Chair
Department of Emergency Medicine

Jason Birnbaum, M.D., Chair
Department of Medicine

Kimmie Cass, M.D., Chair
Department of Pediatrics

Mark Gonze, M.D., Chair
Department of Surgery

Kathleen Gotzmann, M.D., Chair
Department of Obstetrics/Gynecology

V. Dixon King, M.D., Chair
Department of Pathology

Richard Lewis, M.D., Chair
Department of Psychiatry

Nick Lomis, M.D., Chair
Department of Radiology

Rodger Oursler, M.D., Chair
Department of Anesthesiology



**Thank you
for coming this evening**

Vision **2020**

TRANSFORMING HEALTH CARE IN NORTHEASTERN MARYLAND