



Mt. Washington
Pediatric Hospital

CHAMPIONS

♥ *for Children*

FY 2020 ANNUAL REPORT



DEAR FRIENDS,

In this unusually challenging year, it has been ever-present in my mind that the staff team here at Mt. Washington Pediatric Hospital (MWPH) are “Champions for Children.” I have always known that the people who have dedicated their lives to the children we serve are heroes. This year, as they’ve shown steadfast commitment and bravery during uncertain and unprecedented times, they have truly become champions. I am proud and grateful to work alongside each of them every day.

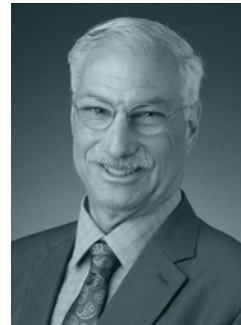
Our hospital’s champions are not just those who work on MWPH’s staff. Our boards of trustees work tirelessly for our patients and families as well. We are transitioning both of our board chairs this year, and I would like to recognize and thank them for their outstanding work.

Dr. Beryl Rosenstein served for two years as Mt. Washington Pediatric Hospital Board of Trustees’ Vice Chair and two years as Chair during a time of significant change. He rolled up his sleeves and got involved, focusing on improving quality and safety measures as well as navigating the switch to our new electronic health record software. He got more than his fair share of work in his tenure as board chair.

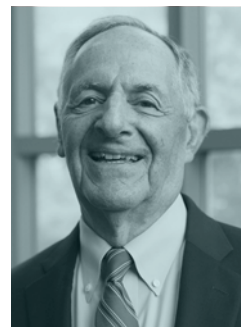
Matt Cohen has been the Mt. Washington Pediatric Foundation Board Chair for the last three years. He is a transformational leader who engaged board members and advanced the board’s mission of making sure we serve children, both in the hospital and outside its walls. I would like to thank them both for their incredible leadership.

In this year’s annual report, you will read uplifting stories about how we have spent the past year at MWPH. You’ll learn about how we worked together to prepare and respond to the threat of COVID-19, and how that has led to innovative care delivery in our clinics and programs, including our feeding clinic. You’ll see how we launched and integrated KidCare across the hospital. Finally, you’ll follow the journey of a special family who learned how to care for their adopted baby girl and brought her back safely to their home state.

In this extremely difficult time, I continue to be profoundly grateful for the support of our generous donors and community members. You make it possible for MWPH to provide high-quality specialty care for children with complex medical needs. Thank you.



Sheldon J. Stein
President & CEO,
Mt. Washington
Pediatric Hospital



Beryl J. Rosenstein, MD
Chair, Mt. Washington
Pediatric Hospital Board
of Trustees



Matthew L. Cohen
Chair, Mt. Washington
Pediatric Foundation
Board of Trustees

Mt. Washington Pediatric Hospital provides family-focused, integrated care to children with serious, chronic or complex medical needs. Since 1922, the hospital has helped children heal from illness and injury, and now treats more than 8,500 patients each year. With locations in Baltimore City, Prince George's County, and in the community, the 102-bed post-acute hospital is a jointly-owned affiliate of the University of Maryland Medical System and Johns Hopkins Medicine.



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OUR MISSION:

Mt. Washington Pediatric Hospital is dedicated to maximizing the health and independence of the children we serve.





CHAMPIONS FOR CHILDREN

With teamwork and preparation, MWPH's staff has been prepared to face the challenges of COVID-19



ALTHOUGH MWPH HAS TREATED VERY FEW PATIENTS WITH COVID-19, our teams have been working day and night to keep our patients, visitors, and employees safe – and to do what we can to help children and families in our community.

“We are very well prepared. MWPH’s staff is ready to step up to the plate to treat COVID-19 patients with the love, compassion, and quality care that we do for all of the children we treat,” said Sheldon J. Stein, MWPH’s president and CEO. “In the meantime, our focus continues to be giving our staff the resources they need to be safe at work, as well as the knowledge to keep themselves and their families safe when they’re not at work.”

From materials management and environmental services, to communications, human resources, and nursing, every department in the hospital has been part of the hospital’s COVID-19 preparation and response efforts.

“We have done a lot of staff education, doing drills and focusing on continuous improvement. I am confident that we will continue to respond appropriately and quickly if we have anyone else come through our doors with COVID-19,” said Erica Jones, BSN, RN, CIC, MWPH’s director of infection prevention. “This has also sharpened our staff’s ability to make changes, pivot, and adapt. I am very happy with where we are as an organization.”

MWPH has collaborated with partners at the University of Maryland Medical System and Johns Hopkins Medicine, as well as local and state agencies and organizations. The hospital has

expanded its use of telemedicine and has boosted efforts to fight food insecurity in surrounding communities.

“All of the things we typically do in the community are hands-on: screenings, community health fairs, seminars, and outreach. We had to rethink everything when COVID-19 hit,” said Rachana Patani, director of community benefit programs at MWPH. The hospital responded by prioritizing food insecurity, partnering with schools, churches, and community centers to provide food and essential needs like diapers and baby formula. The hospital stepped up education and prevention efforts as well, pivoting to virtual opportunities when needed.

“This is true community benefit, going beyond the hospital’s walls to where it’s needed most,” Patani said.

COVID-19 has been a significant financial challenge for hospitals and health systems across the country, the result of falling revenues combined with increased expenses. MWPH is grateful to our many donors, friends, board members, and community supporters, who have stepped in to help. Our community has also stepped up with heartwarming gestures of support and gratitude.

“Our staff has been fantastic, and we have spent a great deal of time and energy getting prepared,” Richard M. Katz, MD, MBA, FAAP, MWPH’s vice president of medical affairs and chief medical officer. “In challenging times like these, philanthropy plays a key role in keeping our doors open. It shows how we rely on the community, just as the community relies on us.”



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Richard M. Katz, MD, MBA, FAAP,
MWPH’s vice president of medical affairs and chief medical officer



HOW YOU CAN HELP:

You can help MWPB continue to provide world-class care to our patients while keeping employees and visitors safe in the following ways:



Donate online
to our COVID-19
Response Fund



Make an
in-kind donation



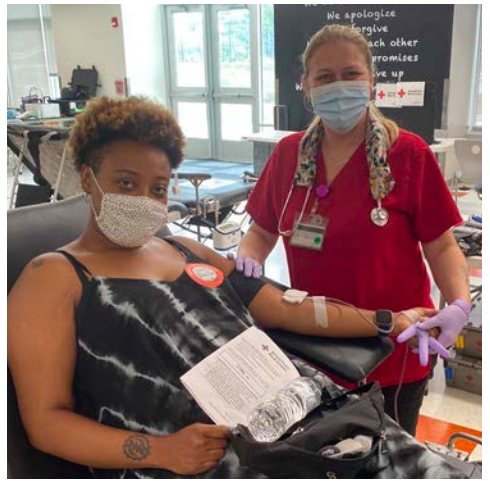
Create a
DIY mask

Visit [mwph.org/coronavirus/how-you-can-help](https://www.mwph.org/coronavirus/how-you-can-help) to learn more.






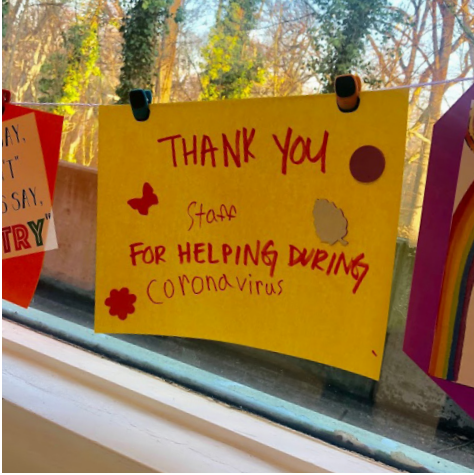

5,000+
homemade masks
collected through
our DIY mask drive




100,000
meals donated to address food
insecurity in the community




SEVEN
blood drives held
to address critical
blood shortages




THOUSANDS
of meals donated to MWP
health care workers




\$17,000+
raised through our
online auction in May





A HAPPY ENDING FOR BABY STELLA

Despite a challenging start, a MWPB patient finds health and a home

PREMATURE BABIES CAN FACE A HOST OF MEDICAL CHALLENGES,

some of which can be lifelong. Baby Stella*, born at just 25 weeks' gestation — almost four months early — needed intensive medical care. Her birth family, wanting to give her the best chance in life, decided to place Stella with an adoptive family.

“This little girl came to us really struggling to eat and to breathe,” said MWPH attending pediatrician Julia Rosenstock, MD. The MWPH team worked to coordinate a g-tube placement and a trach, so that she could get the nutrition and respiratory support she needed to grow and thrive.

“After her surgery, she was a totally different child. She was smiling all the time, and her sunny personality came out,” Dr. Rosenstock said.

Meanwhile, halfway across the country, Robert and Julie Smithfield* were waiting by the phone. They had applied to adopt a baby in 2019 and were hoping for a match. When they got the call about an eight-month-old baby girl who was medically fragile, they didn't hesitate.

Once the selection process was complete, the couple immediately began their long drive to Baltimore to meet their daughter. “We felt an instant connection with her,” Robert said.

Stella's new parents were eager to learn how to care for her, and they jumped right in. “A lot of people are scared of taking care of a trach, but they dove in. They understood that the more they did it, the safer she would be. They did not let anything stop them,” Dr. Rosenstock said.

“Everyone at MWPH was amazing. We were there from 7 a.m. to 11 p.m. every day, so they are like a second family to us,” Robert said.

“We're grateful for the time we spent at MWPH and all of the training we received. It made it easier once we came home,” Julie said. “The staff at MWPH absolutely loved our daughter. On discharge day we had several staff members come in on their day off to tell our sweet girl goodbye. It was a beautiful ending to her 8 ½ months in the hospital.”



Stella was bonding with her parents — and blossoming in response to their love and attention. Only one piece of the puzzle remained: getting Baby Stella home, across state lines, with the equipment she would need to travel safely.

“This case was very challenging, because it was an out-of-state discharge with lots of equipment needs, medical needs, and insurance complexities,” said Jennifer Freeman, BSN, RN, CCM, manager of care management, MWPH.



“We're grateful for the time we spent at MWPH and all of the training we received. It made it easier once we came home.”

Julie Smithfield,
Baby Stella's mom

The MWPH team contacted vendors, insurance companies, and providers — in Maryland and in the Smithfield family's home state — to make sure they had the support necessary to travel safely and be successful at home.

“We really had to think outside the box and use every contact we had to make this discharge successful and figure out how we could get this baby back to her family,” said Liz Hime, LCSW, social worker at MWPH.

Finally, in early June, all the pieces were in place for discharge. Robert and Julie were trained and comfortable caring for Stella, and MWPH's team had maximized the benefits available to the family so that they had everything they needed. The team lined the halls and cheered as Stella went home for the first time.

Today, Stella is still a happy baby — and her parents are over the moon. “For everything she has been through, she is just doing great,” Julie said. “She brings us so much joy. She is an absolute blessing.”

**Pseudonyms were used to protect privacy.*



RECIPE FOR SUCCESS

When patients were unable to receive in-person care, our feeding team created an effective solution

WHEN COVID-19 AROSE, IT PRESENTED SIGNIFICANT

difficulties for multidisciplinary programs like feeding, which brings together gastroenterologists, psychologists, nurse practitioners, occupational therapists, speech-language pathologists, dietitians, and other staff.

“The multidisciplinary approach is great, because we can catch things that a single perspective might have missed if they were working in isolation,” said Sean Logie, PhD, pediatric psychologist and coordinator of feeding psychology services at MWPH. “When COVID-19 hit, we still wanted to be able to meet

with families in our evaluation, feeding, and follow-up clinics so we could get families some help while we worked on how to bring people back in safely.”

The feeding program is composed of multiple levels of intervention, including initial feeding evaluation and follow-up clinics, outpatient feeding therapy, a multifamily group feeding therapy program, and the intensive, six-week feeding day program.

MWPH’s feeding program significantly changes the lives of children who are not able to eat the nutritious food they need for healthy growth. They may have complex medical needs that



“It allows us to maximize the number of patients we can see safely, and the families love being able to do part of the program at home.”

The program has achieved great success, helping children meet their feeding goals while also keeping patients, as well as MWPH providers and staff, safe. The hybrid model has also resulted in some unexpected benefits. For the first time, providers could see families in their home environments as they fed their child a meal. Feedback from parents and providers has been great: parents and caregivers are involved in the training right away, and the feeding team can develop a stronger treatment plan by seeing the family at home.

“My daughter Donna (6) had an incredible experience in the Feeding Day program. This was her second time in the program and she really benefitted from the hybrid approach,” said Maria, Donna’s mom. “It really helped us find a routine as a family and Donna’s eating has improved drastically. Thank you to the team for all their help and support.”

“It is the perfect recipe for success,” Dr. Logie said.

make feeding difficult, or there may be behavioral or emotional responses to some aspect of feeding that makes it difficult for the child – and, by extension, the family.

With innovation, creativity, teamwork, and determination, MWPH’s feeding team was able to tailor all of their programs – including the feeding day program – to a model that blends in-person and virtual elements. At first, the team used secure videoconferencing software to conduct virtual visits. The patient and family would wait in a private “exam room,” and providers would cycle in one by one to meet with the patient. It required coordination and education for both patients and providers, but soon the process was working smoothly.

Next, the team adopted a hybrid model for the feeding day program, combining half-day in-person therapy with at-home therapy using Zoom. The hybrid program launched June 1. “This hybrid approach has been working really well,” said Amanda Warner, RN, feeding day registered nurse at MWPH.

 100% of the children in the first hybrid feeding day program cohort achieved all of their treatment goals.



INTRODUCING KIDCARE

Our new, state-of-the-art software platform makes it easier to provide the excellent care MWPH is known for



ON NOVEMBER 1, 2019, MWPH CELEBRATED THE

culmination of years of planning and preparation when the hospital's new electronic health record (EHR) – KidCare – went live. Led by the hospital's information systems department, the effort pulled staff from across the hospital into a team of KidCare super users who worked tirelessly to create each workflow and screen in the interface. The team worked for over a year to get KidCare ready for launch.

"KidCare offers a modern platform with good reliability. It also represents a whole new level of complexity for the information systems department – we went from three servers to over 70," said Tim Brady, director of information systems at MWPH. "This project would not have been possible to execute without our core team of more than 40 dedicated individuals, who really did the lion's share of the work."

“Our implementation team has done an unbelievable job. The system is working well, ensuring patient safety and supporting our providers in delivering great care. Best of all, it will continue to grow with us and evolve as new technology comes out,” said Sheldon J. Stein, MWPH’s president and CEO.

After the software went live, the team was busy for several months going through the stabilization process, making sure every cog in the machine was working the way it should. Now, the team is focused on optimizing the software, making enhancements and adding tweaks to make the user experience better and better.

“In the clinic that I manage, part of the hospital’s Lead Poisoning Treatment Program, KidCare has been fantastic. Because it is an interdisciplinary clinic with providers from many areas all seeing the patient in the clinic, they all have notes and instructions for the family. KidCare makes it easy to bring all of those notes together into a single after-visit summary for the parents,” said Barbara Moore, NP, who also served as the KidCare project’s provider champion and led the provider and ambulatory teams.



The modern software features many user-friendly details, from extra safety checks and alerts to helpful pop-ups and web-based navigation tools. “We now have much friendlier screens. They are interactive, they pop up safety messages, and there is a lot more on the screen for providers to evaluate, from allergies to drug contraindications,” said Heather Dewan, manager of information systems at MWPH. “We have also updated documents for all providers so that they truly flow from the beginning of the appointment or assessment to the end. Everything they need is on one screen.”

KidCare played a large role in the hospital’s ability to provide innovative care delivery in the wake of COVID-19. “We were able to adapt to COVID-19 and provide remote access to everyone who needed it,” Brady said. “At one point, we had more than 100 people accessing KidCare remotely.”

Congratulations to the whole MWPH team on completing a process that will benefit our patients for years to come.



What is an EHR?

EHRs (also referred to as electronic medical records, or EMRs) are software systems that allow providers to manage a patient’s care more effectively by storing all of a patient’s health data in one place. Providers can see accurate, up-to-date details of a patient’s medical history, from test results to treatment plans. EHRs also make it easier for all members of a patient’s care team to communicate, coordinate, and collaborate — which is essential for MWPH’s multidisciplinary approach and complex, medically fragile patients.



MT. WASHINGTON PEDIATRIC HOSPITAL *is a place where children with complex medical conditions can get the integrated care they need.*

We're different from acute care hospitals that focus on emergent conditions; we're a specialty hospital that helps children recover from illness and injury. From quick outpatient visits to longer stays, we're here to support children's healing, to get them back home, back to school, and back to their lives. MWPH's multidisciplinary team works with both the child and the family to create a supportive and healing environment both here and at home.



ACCREDITATIONS

Our accreditations include:

- The Joint Commission
- College of American Pathologists (CAP)
- CARF International – the Commission on Accreditation of Rehabilitation Facilities – for the Comprehensive Integrated Inpatient Rehabilitation Program and Pediatric Specialty Care
- American Psychological Association (Psychology Internship)
- The Johns Hopkins Pediatric Sleep Center at Mt. Washington Pediatric Hospital is also certified by the American Academy of Sleep Medicine.
- The Child Life Program at MWPH has been granted accreditation by The Association of Child Life Professionals.

INPATIENT SERVICES

The Lawrence C. and Sheila S. Pakula Center for Infant Specialty Care (CISC)* serves babies who no longer need to be in a NICU, yet need a medically stable environment to ensure their growth, feeding, and readiness to go home. Our staff treats babies who are born prematurely, with feeding issues or pulmonary disease, or are weaning off of medication. Our goal is to prepare babies and their families to go home together.

The Pediatric Complex Care Program* transitions children with chronic or complex medical illnesses to home. While assisting children in becoming medically ready for life at home, MWPH provides families the knowledge and skills to meet all complex care needs.

The Physical Medicine and Rehabilitation Program helps children recover from traumatic injuries, illness or surgery, such as limb reconstruction following multiple fractures, post-surgical orthopedic rehabilitation, management of burns or wounds, neurological disorders, spinal cord injury, amputation or brain injury.

DAY PROGRAMS

Our Hospital Day Programs provide daytime treatment for children who require intensive interventions for rehabilitation or feeding needs and incorporate therapies and medical treatment with meals, educational services and other activities.





GRATEFUL PATIENTS:

“Alexa is awesome! She finds positive words to say and celebrates my son’s hard work and successes during and after therapy. There is a clear plan and realistic goals in place for him. We are so fortunate to have her!”

Patient Parent

“All the services exceeded our expectations. Dr. Satpute is very patient, intelligent, and responsive with the nurses. Mr. David, Catherine, and Amanda were outstanding.” I just want to say thank you from the bottom of our hearts.”

Madina’s Parents

“All of the nurses on the 6th floor (Prince George’s location) were extremely helpful. They all took the time to explain things to me about my son and were very informative. They also made me feel at home the best that they could. I have to admit, I miss a lot of them already.”

Samantha Malfi, Patient Parent



OUTPATIENT SERVICES

Specialized pediatric outpatient clinics and services are available in our Rosenberg Outpatient Center.

- Autism Spectrum Center *
- Balance
- Brain Injury *
- Burn and Wound Care
- Cardiology
- Concussion Evaluation and Management
- Dermatology
- Developmental Disorders *
- Diabetes Management *
- Endocrinology
- Feeding Day Treatment Program
- Feeding Evaluation
- Fiberoptic Endoscopic Evaluation of Swallow
- Gastroenterology
- Gynecology
- Lead Poisoning
- Learning Assessment Center
- Movement Disorders
- Neurodevelopmental Services
- Neuropsychology
- Neurosurgery
- Nutrition Services
- Nutritional Rehabilitation
- Orthopedics
- Physiatry *
- Primary Care
- Psychiatry
- Psychology *
- Pulmonology
- Radiology Services: Digital X-ray, Gastrointestinal Contrast Studies and Swallow Studies
- Rehabilitation: OT, PT, Audiology, Speech and Adaptive Equipment **♦
- Sleep Testing and Evaluation *
- Surgery
- Weight Management and Healthy Living

* MWPB services also offered at UM Capital Region Health.

♦ MWPB services also offered at Mt. Washington Pediatric Community Rehabilitation Services in Harford County.



A YEAR OF CARING

Generous Community Support



Ruth's Chris Steak House Lunches

A total of 840 lunches were donated for staff at our Baltimore and Prince George's locations.



Much Needed PPE

Kevin Conklin, Foundation Board 2nd Vice Chair and patient parent, generously donated 150 face shields for the hospital staff.



Hospital Week Meals

Our partners from the Mt. Washington Tavern, Green Spring Station and Primo Pasta Kitchen donated 275 lunches for our Hospital Week celebration.



Williams Family Gifts

Baltimore Raven and patient parent, Brandon Williams, along with wife Alyssa, donated 12,000 ear loop masks and made a \$20,000 gift to provide food for neighboring communities.



Family Meals

The Armstrong family provided 40 lunches from Woodrow's BBQ for patient parents to enjoy.



DIY Mask Campaign

More than 5,000 masks were donated, including 1,825 from Baltimore Heritage and Modern Quilters' Guilds and 900+ from Million Mask Challenge.

"I give because I need to make sure miracles continue to happen and it is the right thing to do. MWPH is special because it is truly a place where miracles do happen."

Ajoke Ajayi-Akintade, MD,
Neurodevelopmental Pediatrician, MWPH Assistant Medical Director and Donor





MINIs for Our Minis

Priority 1 Automotive Group dropped by with several MINIs filled with toys for our Holiday Toy Shop in December!



White Coats for Black Lives

Hospital staff gathered to observe this national moment calling for social justice.



First Responders Parade

Our partners at the Northern District Police Department organized a parade to celebrate our organizations' efforts surrounding the pandemic.

GIVING DURING COVID:



Nearly **\$200,000** raised with a portion designated to launch the Employee Assistance Fund



252 donors
78 new donors



85,495 meals provided to the community



5,000+ DIY masks and **15,000** surgical masks donated

GIVING TUESDAY:



\$48,933 total raised



188 staff gifts



93.6% dollar increase over previous year



61% donor increase over previous year

YEAR IN REVIEW



Abilities Adventures
July 13-20, 2019

Our athletes were off on another summer adventure to Park City Utah's National Ability Center. They enjoyed adaptive cycling, rock climbing, swimming, kayaking, a challenge course and so much more.

July 2019 we announced the official start of our Community Health Advisory Board (CHAB). Members of the board include elected officials, community partners, Foundation Board members, physicians and staff who will help to guide our community benefit efforts.

Start of CHAB
July 30, 2019



Golf Tournament
September 25, 2019

The 20th Annual Golf Tournament was a huge success! It was a great day of golf and we raised \$68,000 for MWPH — our best year yet!



Channing (Sim Baby) Arrives
December 13, 2019

The MWP Foundation funded a new, infant-size, high-fidelity mannequin for the Simulation Lab. The new doll, named Channing which arrived last fall, is a significant technological upgrade that better meets the training needs of both staff and caregivers.

We hosted our annual Holiday Toy Shop for patient families, providing free gifts and holiday cheer for everyone involved.

Holiday Toy Shop
December 17, 2019



Senator Antonio Hayes Visit
January 6, 2020

We were happy to welcome Senator Antonio Hayes and representatives from the office of Delegate Tony Bridges for a visit in January. We discussed Channing's Law, which advocates to require training and a skills review check for nurses who care for medically fragile children in their homes. Mia Matthews, (in black and yellow) Channing's mom, championed the legislation last year.

We are so grateful for our partnership with Spirit of Children! In October, they hosted their 12th(!) Halloween party at MWPB for all our patients and their families complete with costumes, crafts, and goodies!

Spirit Halloween
October 16, 2019



Bubbles for Babies
October 16, 2019

Our Bubbles for Babies event at the Mt. Washington Tavern was a huge success! Thanks to the attendees, bubbly vendors and the Tavern for an amazing night full of tasty drinks, delicious food and great company benefiting the kids at MWPB! The event raised \$1,500 for the hospital.

Our staff is AMAZING! This year's Giving Tuesday raised a total of \$47,340 for the hospital and the children we serve. Thank you to everyone who continues to make an impact every day in the lives of our patients.

Giving Tuesday
December 3, 2019



Special thanks to Brian Horn and fiancée Veida McCampbell along with Jerry Gutierrez, Owner, Taco Fiesta, for donating a Taco Tuesday dinner for our families and staff this past February.

Taco Fiesta Dinner Donation
February 11, 2020



Community Food Drive
April 16, 2020

MWPB is grateful to have partnered with so many amazing organizations to alleviate the impact this pandemic has had on our Baltimore community. We've focused on food security, health literacy, mask distributions and blood drives.

Our Storybook Gala Silent Auction, held in May, featured 43 packages and raised a total of \$17,000+ for the MWPB COVID-19 Response Fund!

Gala Online Auction
May 6-9, 2020



VOLUNTEERS

THANK YOU! Your dedication helps make a difference in the lives of so many children.

Sandra Adams
Olivia Ajayi
Theresa Aman
Ivy Ammann
Alysha Anderson
Valerie Anderson
Jackie Ansell
Lisa Arce-Williams
Beth Armacost
Lindie A. Ashman
Sara Aviles
Tamara Aviles
Barbara Baines
Eve Band
Steven Band, PhD
Jamie Bandelin
Katie Bankard
Alyssa Bashford
Sherri Bearman
Christopher Benn
Nancy Bergman
Zhanæe Bethea
Ann Betten
Robbin Bianchi
Rebekah Bianco
Heather Binnix
Natalie Bissonnette
Rachel Bloom
Steven Bloom
Jameliah Blount
Julie Bondroff
Allison Booker
Keshawn Boone
Rosalind Bowman
Michele Bradin
Kendrick Branch
Abby Breen
Delegate Tony Bridges
Nancy Brown
Whitney Brown
Jamal Brunson
Tynesha Bryant
Michelle W. Calk

Rachael Cannon
Kelli Caponi
Linda Carson
Carolina Castro
Barbara Chait
Danielle Chapman
Hannah Chiu
Cale Christensen
Andrew Christman
Camelia Clark
Savannah Clough
Alison Cohen
Kate Cohen
Matthew L. Cohen
Anne Conklin
Lori Connolly
Danielle Costabile
Genna Cowan
Carolyn Criscuoli
Dave Cronin
Kathleen Curtis
Susan Daddio
Zhanna Dalsheimer
Junnell Daniels
Susan Davis
Sally de Arruda
Nancy Delach
Barbara Dent
Samantha Dominguez
Sally Drumm
Anne Dudley
Ernest Eckenrode
Sylvia Elliott
Thomas Ellis
Lindsay Emery
Kaitlyn Eyler
J. P. Fick
Ciara Figueroa
Rebecca Fink
Trey Fisher
Sharon Fitzmaurice
Patricia Fraher
Stephanie Frank

Chuck Franklin
Cynthia Franklin
Dan Fulmer
Megan Gaines
Elle Gault
Shayna Gertz
Terry Golaner
Ellen Gold
Phyllis Goldberg
Benjamin Goodrich
Estenia Goodridge
Beverly Gordon
Gilda Gordon
Jim Gordon
Damien Green
Alex Hargadon
Amy Hart
Diane Hawes
Katie Hecht
Chrissie Heimer
Courtney Heimer
Courtney Heitmiller
Janice Hickey
Heather Hoffman
Donald W. Holaday, Jr.
Gabrielle Horchos
Brian A. Horn
Emily Hotz
Mark Hotz
David Hoying
Annie Hutter
Eric Hutter
Linda Hutter
Raigan Hutter
Ryan Hutter
Meryl Hutzler
Carol Hylton
Mary Jacobs
Lynn Jacobson
KoSheila Johnson
Sonya Johnson-Branch
Harper Johnston, PhD
Kecia Judson

Kristen Kanaras
Melanie Kelleher
Sean Kelly
Rachel Kennedy
Joseph Kenny
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Oluwaseyi Kintunde
Vivian Kipperman
Janet Klein
Mike Klugo
Erin Knott
Alyssa Kohler
Susan Kraska
Shivani Kumaresan
Sherry Kurland
Melissa Lala
Kelly Lane
Alyssa LeVie
Nancy Lilibridge
Tiereny Lloyd
Tessa Lutton
Howard Maleson
Pam Maly-Cordell
Sophia Maly-Cordell
Coleman Manning
Maimunah Marah
Jessica Markison
Jennifer Marshall
Paul Marshall
Liz Masom
Taniesha Massey
James Mast
Raymond E. McCoy
Alexa McCulloch
Rhea McDonald
Abigail McKenna
Gail McLean
Joe McNees
Karen Mairry
Mary Denise Messineo
Esther Meth
Daijah Miles
Jim Mitich
Brendan V. Moag
Christie Moag
Elizabeth Monk, PsyD
Jacqueline Moore-Williams
Kelly Myerson
Sarah Nguyen
Stephen A. Nichols, MD
Shazia Ofwono
Laurie Okin
Danielle Onheiser
Rebecca Ostroski (Flynn)
Katie Pabich
Frank R. Palmer
Sarah Pargan
Rachana Patani
Chris Patterson
Christy Pazzanese
Cherie Peay
Lauren Perlin

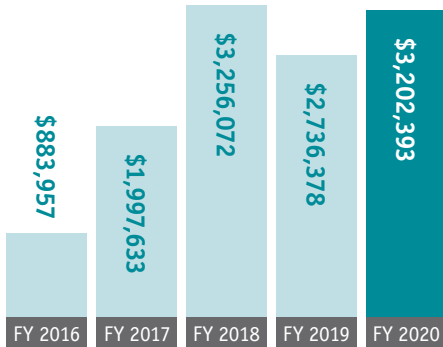


Tessy Peters
Falista Phalwas
Kathy Poehler
JoAnn Presbitero
Denise Pudinski
Danielle Raines, PsyD
Craig Rauser
Kayla Renehan
Carolyn Reuland
Bo Rice
Ashley Rich
Jeanette Rockefeller
Troy Rodgers
Karen Rosenberg
Shenna Ross
Stephanie Ross
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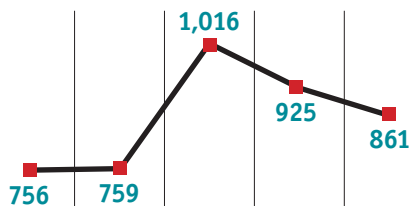
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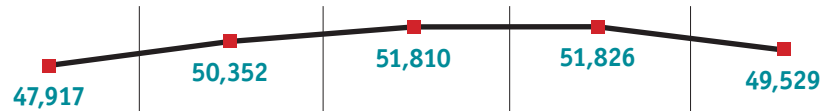
*FY 2020 totals are unaudited.

\$63,269,050	FY 2020	\$62,535,739
\$65,081,061	FY 2019	\$61,464,878
\$62,887,337	FY 2018	\$58,629,436
\$58,257,585	FY 2017	\$55,188,277
\$57,478,405	FY 2016	\$53,851,994

OPERATING EXPENSES



OUTPATIENT VISITS



INPATIENT DAYS



TOTAL NUMBER OF PATIENTS

*55% of our patients receive Medicaid.



FY 2016 FY 2017 FY 2018 FY 2019 FY 2020



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