

2020 @ Annual Report



# OUR MISSION

Like the Sisters of Mercy before us, we witness God's healing love for all people by providing excellent clinical and residential services within a community of compassionate care.



# OUR VALUES

**DIGNITY** — We celebrate the inherent value of each person as created in the image of God. We respond to the needs of the whole person in health, sickness and dying.

**HOSPITALITY** — From many religious traditions and walks of life, we welcome one another as children of the same God, whose mercy we know through the warmth, fidelity and generosity of others.

**JUSTICE** — We base our relationships with all people on fairness, equality and integrity. We stand especially committed to persons who are poor or vulnerable.

**EXCELLENCE** — We hold ourselves to the highest standards of care, and to serving all with courtesy, respect and compassion.

**STEWARDSHIP** — We believe that our world and our lives are sacred gifts that God entrusts to us. We respond to that trust by constantly striving to balance the good of all with the good of each, and through creative and responsible use of all our resources.

**PRAYER** — We believe that every moment in a person's journey is holy. Prayer is our response to God's faithful presence in suffering and in joy, in sickness and in health, in life and in death.

Without question, 2020 was a unique and challenging year for Mercy Health Services and all of the nation's health care providers. The COVID-19 pandemic has tested us like never before, but thanks to the heroism, sacrifice, compassion and commitment to excellence among our physicians, nurses and staff, we have met the challenges with great organizational resilience.



In June, we bid farewell to my dear friend Tom Mullen as our President and CEO after 28 years of superb service. Tom's legacy is the transformation of Mercy into a thriving regional health system with renowned, physician-driven Centers of Excellence and a growing network of primary care providers. I could not have asked for a more capable and compatible partner in this nearly three-decade journey. (Please read the special tribute to Tom's legacy at Mercy on pg. 48.)

Tom's successor, Dr. David Maine, is the first physician to lead the hospital and health system as President and CEO in its 145-year history. Dr. Maine has been a physician leader at Mercy for more than ten years, and most recently served as Executive Vice President for Mercy Health Services. As medical director of The Center for Interventional Pain Medicine at Mercy, he earned distinction as a *Baltimore* magazine "Top Doctor" by providing leading-edge treatment options to patients throughout Maryland. He has consistently demonstrated excellence, compassion for our patients and a deep personal commitment to Mercy's mission and values.

As a longtime Mercy physician leader, Dr. Maine is uniquely qualified to further expand Mercy's award-winning clinical programs, enhancing Mercy's position as an independent, Catholic health system with statewide reach. Dr. Maine is exactly the right leader at the right time for Mercy.

As we enter 2021 and, hopefully, the final stages of COVID-19, I have great optimism and excitement for Mercy's future. Together with you, our friends and generous benefactors, we will continue our work and mission of service, and commitment to the city of Baltimore and beyond.

Sister Helen Amos, RSM Mercy Health Services

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As an independent, innovative Catholic health system, we pledge to enhance the health of our region, with a special commitment to the poor and underserved, by offering:

- The hospital and health system of choice in our market;
- Integrated, cost-effective care across the continuum;
- A comprehensive ambulatory network readily accessible to everyone;
- Nationally and regionally recognized, patient-focused Centers of Excellence; and
- Leadership in clinical quality, customer experience and value.

It was with great excitement and humility that I became the new President and CEO of Mercy Health Services in July of 2020—excited to chart the health system's future course and humbled by the challenges of a pandemic and the outstanding legacy of my mentor and friend, Tom Mullen.

The 2020 fiscal year (July 1, 2019 through June 30, 2020) was the tale of two diametrically opposed periods. For the first half of the fiscal year, Mercy Health Services continued the successful implementation of its 2019-2023 Strategic Plan



For the latter half of the fiscal year, beginning in March, Mercy and all health systems in the nation were rocked by the COVID-19 global pandemic, a once-in-a-lifetime event that has had a profound impact on all hospitals, which will continue well into 2021. To confront the crisis, we focused on implementing a three-phase plan: emergency management (Phase 1, Fiscal 2020), aggressive recovery (Phase 2, Fiscal 2021), and normalization (Phase 3, Fiscal 2022).

Phase 2 of our plan, which is now well underway, has been bolstered by a market-leading recovery of operating room volume and a strong return of in-person patient visits. Volume also has been strengthened through the addition of new providers and a rapid and successful buildup of telemedicine services. The positive course we have charted is intended to establish Mercy as one of the safest places to receive health care in the region, and we are cautiously optimistic that our recovery plan will lead to a normalization of volumes, revenue and business operations in Fiscal 2022.

It is during the most difficult crises that the true character of individuals and organizations reveal themselves. We are very proud of how everyone in the Mercy family—the physicians, nurses and staff supported by the senior management team and the Board of Trustees—responded to this catastrophic health emergency. It is this strength of character that gives me tremendous confidence in our ability to successfully navigate the pandemic and further the mission of the Sisters of Mercy well into the future.

David N. Maine, M.D. Mercy Health Services

# COVID-19 Response



Front line workers on Mercy's Critical Care Unit pause to share a message before the start of a busy day.



Mercy acted swiftly and strategically to address the sudden, enormous organizational challenges presented by the coronavirus. Highlighted below are some of the most impactful steps Mercy took to manage the crisis and position itself for a strong recovery.



## **Bunting Center 17th Floor**

When The Mary Catherine Bunting Center opened in 2010, its 17th floor was deliberately left as a shell space to provide flexibility in addressing the future health care needs of the community. At the onset of the pandemic, Mercy was the first of 17 hospitals in the State to file an Emergency Certificate of Need (CON) with the Maryland Health Care Commission requesting approval to construct a new 32-bed acute care unit on the 17th floor. The CON was approved, construction commenced immediately and the finished unit opened its doors on June 1, 2020, providing acute care to COVID-19 patients.

## **COVID-19 Testing**

Mercy redeployed staff to assist with screening and testing efforts at five newly created pop-up clinic sites. These testing locations included designated care areas and outpatient screening at two locations on our downtown Baltimore campus, as well as our Lutherville, Overlea and Glen Burnie medical community hub sites. Mercy reinvented its supply chain and worked diligently to obtain the necessary testing kits, swabs and viral transport media from a multitude of suppliers. From March 16 to June 30, Mercy conducted 11,540 COVID-19 tests.



Maryland Governor Larry Hogan (center) visited Mercy this past October and, along with Dr. David Maine (left), paid tribute to our respiratory therapists during National Respiratory Care Week, citing their heroic efforts throughout the pandemic.

### MARCH 16

Non-urgent medical procedures are postponed

Mercy implements new Telemedicine Initiative

#### O MARCH 19

Mercy announces a \$12.5 million construction project for a 32-bed acute and critical care unit on the Bunting Center's 17th floor

Mercy provides care for its first outpatient COVID-positive patients

#### **MARCH 25**

Mercy serves its first COVID-positive inpatient

### MARCH 28

Construction begins on new acute and critical care unit

### MARCH 30

Mercy opens COVID-19 testing clinics

Governor Hogan issues a "Stay-at-Home" executive order



#### **Telemedicine**

Even in the earliest stages of the pandemic, Mercy provided screening, testing, free prescription medications for clinic patients, essential inpatient care and a fully staffed 24-hour COVID-19 hotline for patients and staff. Additionally, Mercy began offering telemedicine appointments on March 16, 2020—two weeks prior to Maryland Governor Larry Hogan's issue of stay-at-home orders. The hospital ensured the technical infrastructure was in place to rapidly ramp-up telemedicine services to meet the needs of patients who suddenly found themselves homebound.

Telemedicine visits not only address the barriers of transportation, childcare and busy work schedules that patients experience; they also afford patients an extra

measure of protection by enabling

access to care while maintaining social distance. In the short period between March 16 and June 30, Mercy conducted 46,416 telehealth visits by phone or online.

## **COVID-19 Rapid Response Fund**



At the outset of the pandemic, Mercy and Stella Maris created a COVID-19 Rapid Response Fund to encourage philanthropic support of the health system's efforts to

combat the coronavirus. Donations supported construction of new space to expand capacity, a ramping up of testing and telemedicine services and sourcing of personal protective equipment—supplies of which were often

limited and therefore at a premium expense.

The Rapid Response
Fund helped keep
safe Mercy's team of
leaders, clinicians and



staff positioned on the front line 24 hours per day, caring for patients during their most critical time of need. We are forever grateful for the donors who contributed funds as well as gifts in kind, such as masks, meals and sanitizer.

### APRIL 17

Donations of masks, food and supplies begin pouring in from the community

#### O MAY 6

A COVID-positive Mercy patient who spent seven weeks in the hospital celebrates being discharged

## O MAY 7

Elective procedures resume at Mercy

#### O JUNE 1

New acute and critical care unit opens to serve COVID-positive patients

### **O** JUNE 30

Mercy conducts its 11,540<sup>th</sup> COVID-19 test









# In loving memory of Joseph J. Costa, M.D. March 25, 1964 - July 25, 2020

The year 2020 was an especially difficult one as the entire Mercy family mourned the loss of Joseph J. Costa, M.D., Chief, Division of Critical Care. Dr. Costa dedicated his life and career to caring for the sickest patients. And when the global pandemic came down upon us, he selflessly continued his work on the front lines—deeply committed to serving our patients and our City during this time of great need. His memory will live on as an example to us all.

Dr. Costa was a special, beloved member of the Mercy family for more than two decades. He joined Mercy in 1997 and became Chief of Critical Care in 2005. From 2010 to 2016, he served as an officer of the Mercy Medical Staff,



culminating with his two-year tenure as President of the Medical Staff. Dr. Costa also was deeply dedicated to Mercy's mission and values in so many ways, including serving as Chairman of our Medical Morals Committee and as a member of the Mercy Health Services Board of Trustees Mission and Corporate Ethics Committee.

Dr. Costa was admired and respected among providers throughout the Baltimore region for his clinical expertise. He was beloved by his patients and their family members—known for his warm and comforting bedside manner, as well as his direct and informative communication style. When he counseled our patients and families, he did so with great compassion and empathy. For all the nurses and staff who worked closely with Dr. Costa on the Intensive Care Unit, he was like an older brother that all admired and revered. During the early stages of the pandemic, he remarked about how proud he was to be a part of the Mercy family, expressing his love for his co-workers and his appreciation for all we do to care for our patients.

The Joseph J. Costa, M.D., Memorial Fund has been established to recognize his selfless compassion and provide continued support for the care of Mercy's patients. Mercy Medical Center's Intensive Care Unit has been named in his honor.



# A Growing Network of Care

Anchoring Baltimore's central business district, Mercy plays a significant institutional role across the City. We are among the region's larger private employers, with more than 5,000 employees. In Fiscal Year 2020, Mercy served over 270,000 patients from across Maryland and beyond.

Our dedicated health professionals conducted approximately 1.4 million patient encounters at our downtown Baltimore campus and our community



physician sites in Canton, Columbia, Hunt Valley, Lutherville, Overlea, Reisterstown and Glen Burnie.

The Mercy Personal Physicians community sites provide patients convenient access to high-quality primary and specialty care. Mercy's network of 78 primary care physicians and 160+ specialists uses state-of-the-art diagnostic modalities to treat a range of conditions, providing

care throughout the Baltimoremetropolitan area.

preventative and specialized

Dr. Sandy Kotiah is Director of The Neuroendocrine Tumor Center at Mercy and leads a multidisciplinary team of specialty doctors focused on providing some of the best treatment options for

rare neuroendocrine diseases. Mercy Personal Physicians

offers specialized targeted therapies, including PRRT (Peptide Receptor Radionuclide Therapy) for neuroendocrine tumors.

This year saw some new and exciting opportunities for growth. We expanded our capacity at Glen Burnie to include 20 new exam rooms. At our Reisterstown site, additional primary and specialty care space was added, including a new Cardiology Stress/Echo Lab and full-time pulmonary services. Canton Personal Physicians added capacity for primary care and obstetric providers. Overlea added three new primary care providers, increasing patients' access to care. Lutherville expanded its pharmacy to meet the growing need for infusion therapy for patients served by both our Lutherville and Overlea sites.

Mercy is proud to have one of the state's best networks of primary care doctors and medical specialists—offering an exceptional patient experience, backed by the quality and compassion that has become synonymous with the Mercy name.

# A Tradition of Excellence

Mercy welcomes patients from across Maryland, the mid-Atlantic region and throughout the U.S. who choose the care of our specialists at Mercy's renowned Centers of Excellence.





# The Orthopedic Specialty Hospital



Marc Hungerford, M.D.

Combining world-renowned surgical expertise and pioneering new technology, The Orthopedic Specialty Hospital offers programs in advanced foot and ankle care, complex spinal deformities, upper extremity conditions—including shoulder, elbow, hand and wrist-

as well as joint replacement and reconstruction. Led by Dr. Marc Hungerford, Chief of Orthopedics at Mercy, this Center of Excellence is distinguished by many firsts and groundbreaking advances in orthopedic care.

Lew C. Schon, M.D., FAAOS, joined Mercy as the Director of Orthopedic Innovation in The Institute for Foot and Ankle Reconstruction. In addition to his large and complex surgical practice, Dr. Schon is a co-inventor of several notable orthopedic devices used throughout the world. His work in biomechanics, orthobiologics and clinical studies has resulted in more than 200 peer-reviewed papers and over 100 other publications and earned him numerous international and national awards.

In the Shoulder, Elbow, Wrist and Hand Center at Mercy, Dr. Gregory Gasbarro introduced the use of a custommade implant and CT imaging to map the unique shoulder anatomy of each individual patient. A three-dimensional model of the shoulder is created via specialized software, allowing for virtual planning of the size, position

and orientation of the implants used during shoulder replacement. In addition, a three-dimensional patientspecific guide is created to provide a customized approach to the technical steps of the procedure. This center also welcomed a new hand surgeon, Dr. Clayton Alexander, and expanded its sports medicine program by adding new providers.



Dr. Clifford Jeng (front center), Medical Director, and The Institute for Foot and Ankle Reconstruction at Mercy physician team.

The Institute for Foot and Ankle Reconstruction expanded its services to see patients at offices located in Frederick, Maryland. This year, Minimally Invasive Brain and Spine Surgery officially joined The Orthopedic Specialty Hospital, adding an additional neurosurgeon to its team and expanding its coverage area to include Ellicott City and Reisterstown. We are planning to open a new larger suite for neurosurgical services at our downtown campus in 2021.



Under the leadership of Neil B. Rosenshein, M.D., The Lya Segall Ovarian Cancer Institute continues to serve as a national model for the integration of outstanding patient care, clinical research, education and awareness. The Center is accredited by The Joint Commission—an achievement shared with only a few ovarian cancer programs in the nation.



# The Weinberg Center for Women's Health & Medicine

For more than 25 years, Mercy's Weinberg Center for Women's Health & Medicine has joined the women of Maryland in the fight against breast, endometrial, uterine, cervical and ovarian cancers and so many more critical diagnoses. With decades of experience,



Neil Friedman, M.D.

thousands of surgeries and tens of thousands of patient visits, The Women's Center is widely recognized as one of the region's pre-eminent leaders in women's mid-life cancers, women's health care and innovative treatment therapies. Dr. Neil B. Friedman, Medical Director of The Weinberg Center for Women's Health & Medicine, works with an esteemed team of surgeons, oncologists and radiologists who remain committed to top-rated, compassionate patient care.

The Hoffberger Breast Center incorporated tele-genetic counseling services for patients seen at Lutherville to provide a better understanding of the genetic contributions to their disease diagnosis. The Breast Center also added a new Certified Registered Nurse Practitioner and expanded services to patients in Glen Burnie and Hagerstown.

The Plastic and Reconstructive Center offers breast cancer patients more options than any other facility in the state of Maryland. This is also one of the only practices in the area to perform free flap reconstructive surgery immediately following a mastectomy and to offer 3-D nipple tattooing for breast reconstruction patients. This practice established the Microsurgical Breast Reconstruction Fellowship training program in 1999 and is currently training its 27th consecutive Fellow.

The Tyanna O'Brien Center for Women's Imaging, which continues to offer women a dedicated area for performing essential imaging, welcomed a new radiologist at our Lutherville facility.

Dr. Dwight Im, Medical Director of The Neil B. Rosenshein, M.D., Institute for Gynecologic Care and Director of The National Institute of Robotic Surgery, was recognized for performing his 5,000th robotic surgical case; he is the first gynecologic oncology surgeon to achieve this milestone. Dr. Im and his team hosted the 10th annual global robotics conference, solidifying Mercy's reputation as a renowned community teaching hospital.

Mercy's Gynecology Center has added a new surgeon in each of the past three years, fueling continued geographic expansion and programmatic growth. This year, Dr. Kevin Audlin was named Medical Director of The Gynecology Center.



(I-r) Medical Director Armando Sardi, M.D., Debashish Bose, M.D., Vadim Gushchin, M.D., and Kurtis Campbell, M.D., comprise the Surgical Oncology team at Mercy, offering advanced treatment options for complex cancer diagnoses. The group recently marked 25 years of treating peritoneal surface malignancies, one of the most challenging cancers.



# The Institute for Cancer Care



Armando Sardi, M.D.

Led by Dr. Armando Sardi, The Institute for Cancer Care brings together an elite group of oncology surgeons to treat a broad range of cancer diagnoses. By relying on advanced technologies, warm and compassionate care, leading-

edge research and clinical trials, as well as demonstrated medical expertise, our cancer doctors provide patients an integrated approach to cancer care. Mercy offers a variety of treatments for various types of cancer, including medical, radiation, surgical and chemotherapy services.

Debashish Bose, M.D., PhD, FACS, an experienced liver and pancreatic surgeon certified in surgical oncology and board certified in general surgery, joined the surgical oncology team at Mercy.

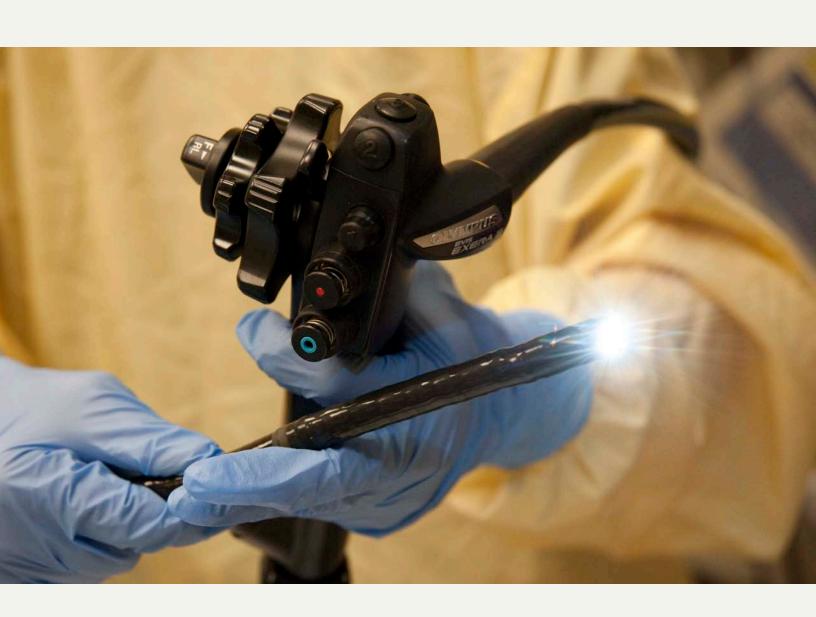


In September of 2019, Mercy's "Heat It to Beat It" event celebrated its 10th anniversary. The event raises funds and awareness for a therapeutic technique called hyperthermic intraperitoneal chemotherapy (HIPEC) that treats abdominal cancers. More than 600 participants including patients, friends and family attended the walk at Eastern Regional Park to support research efforts.

The Institute for Cancer Care continues to serve patients in need of infusion services at Lutherville, Overlea, Glen Burnie and our downtown campus.

A particularly unique feature of outpatient chemotherapy at Mercy is our Therapeutic Art and Music programs, wherein resident artists help patients create keepsakes and patients may listen to the relaxing melodies of our therapeutic harpist. These healing therapies are expanding to our medical community hub sites.







# The Melissa L. Posner Institute for Digestive Health and Liver Disease

Led by Dr. Paul Thuluvath, the
Baltimore gastrointestinal doctors
and specialists of The Melissa
L. Posner Institute for Digestive
Health and Liver Disease at
Mercy are among the best in
the diagnosis and treatment of
diseases of the digestive tract.



Paul Thuluvath, M.D.

The Institute's doctors specialize in heartburn and reflux disease, inflammatory bowel and colorectal diseases, liver and hepatobiliary diseases, neurogastroenterology and GI motility disorders, pancreatic care, stomach and intestinal disorders and therapeutic endoscopy.

Academic and research leadership drives our doctors to actively participate in research and clinical trials to further advance treatment options for digestive tract diseases. In 2020, The Institute for Digestive Health and Liver Disease published 36 peer-reviewed scientific publications.

Expert gastrointestinal physician Dr. Sergey Kantsevoy is now performing Peroral Endoscopic Myotomy (POEM)—a leading-edge treatment option for achalasia, a condition caused by a malfunction of the muscle located between the esophagus and stomach. Dr. Kantsevoy also collaborates with Dr. Kuldeep Singh in our Bariatrics Center to help patients who do not qualify for bariatric surgery but could benefit from a weight-loss procedure known as endoscopic sleeve gastroplasty (ESG).

The Institute expanded across 12 different locations in Maryland, with new sites in Bel Air, Cheverly and Hagerstown.

Bryan Curtin, M.D., MHSc, is Director of The Center for Neurogastroenterology and GI Motility within The Melissa L. Posner Institute for Digestive Health and Liver Disease. Dr. Curtin specializes in neurogastroenterology and gastrointestinal motility disorders, which impact how digestive muscles and nerves move food through the digestive tract. Symptoms such as heartburn, difficulty swallowing, nausea, abdominal bloating and distention and constipation can be key identifiers for motility issues.





Dr. Kuldeep Singh, Director, The Maryland Bariatric Center at Mercy, has taken on varied roles as founder, advocate and director of regional programs aimed at providing high-quality care for bariatric patients.



# Additional Centers of Excellence

Mercy is proud to serve as home to many Centers of Excellence which further its mission of providing exceptional patient care:

- Bariatric Center
- Center for Minimally Invasive Surgery
- Heart Center
- Rheumatology
- Vascular Center

- Brain and Spine Center
- Dermatology
- Lung Center
- Robotic Surgery Institute
- Center for Interventional Pain Medicine
- Endocrinology Center
- Neurology Center
- Urology Center



# Maryland Bariatric Center

The all new Maryland Bariatric Center opened in January 2020, offering patients life-changing surgery to improve their weight management and restore them to a more active, healthy lifestyle.

Our doctors provide medical expertise in utilizing weight loss surgery to treat a variety of conditions including diabetes, heart disease,

sleep apnea and joint pain. Dr. Kuldeep Singh, named a "Top Doctor" by Baltimore magazine for multiple years and a "Health Care Hero" by The Daily Record, leads The Maryland Bariatric Center. Services include gastric bypass surgery, gastric sleeve surgery and revision bariatric surgery.

# Technological Advances



Dr. Debashish Bose is one of the region's leading surgeons in the use of the NanoKnife System to treat pancreatic cancer, liver cancer small tumors and recurrent disease.

### **NanoKnife**

The Surgical Oncology team at Mercy treats benign and malignant diseases of the abdominal cavity and peritoneal cavity, using both open and minimally invasive techniques such as laparoscopic and robotic surgery. Mercy Medical Center is now among an exclusive group of hospitals to offer the state-of-the-art NanoKnife system, which uses targeted electrical pulses as a late-stage therapy for advanced pancreatic and liver cancers. The NanoKnife positions needles around the tumor via ultrasound or CT scan guidance. Electric current is passed between the needles, killing the cancer cells while avoiding damage to nearby healthy blood vessels, nerves and ducts.

## da Vinci Robotic Surgery

Mercy's National Institute of Robotic Surgery offers patients a leading-edge alternative for procedures in colon and rectal surgery, gynecologic oncology, gynecology, general and minimally invasive surgery, surgical oncology, urogynecology and urology. Using the da Vinci Surgical System, Mercy's physicians perform many types of complex procedures with more precision, flexibility and control than is possible with conventional techniques. For most patients, robotic surgery offers faster recovery, smaller—almost undetectable incisions, less pain, a shorter hospital stay and a speedier return to daily routines.

### ImpediMed's SOZO

The Hoffberger Breast Center at Mercy Medical Center now offers patients a new screening option for lymphedema—a common side-effect that can follow breast cancer surgery. ImpediMed's SOZO is a bioimpedance spectroscopy (BIS) device that sends a painless electrical current, typically at one or more frequencies, through the body. This option is available to patients on the Mercy Medical Center campus as well as at The Weinberg Center for Women's Health & Medicine at Lutherville.

### **MAKO**

Mercy's orthopedic joint specialists were the first surgeons in Maryland to perform robotic MAKO partial knee resurfacing. Mercy later expanded to offer the MAKO technology for total knee replacements, and this year added a second MAKO robot. With the MAKO (MAKOplasty) system, Mercy can offer patients a personalized surgical experience tailored to their specific diagnosis and anatomy. The process begins with a CT scan of the patient's knee joint, which is used to generate a 3-D virtual model of the patient's anatomy. This model is then uploaded onto the MAKO system software and is used to create a pre-operative plan specific to that patient.

## **Telemedicine Upgrades**

When the COVID-19 outbreak occurred in March, Mercy acted quickly to accelerate the buildout of its remote health services. Via MyChart, Mercy's online patient portal, primary care providers and most Mercy specialists now offer telemedicine visits. To make this possible, Mercy invested in technology upgrades including purchasing new computer equipment for online health visits and a Picture Archive and Communication System (PACS) radiology workstation for remote diagnostics—as well as user licenses for hundreds of our providers to access HIPAA-compliant telehealth platforms.

## Medtronic O-arm Mobile Surgical Imaging System

As part of continuing efforts to provide patients with the latest in medical technology, Mercy has added the Medtronic O-arm Mobile Surgical Imaging System to lessen radiation exposure and improve spinal surgery results. The O-arm is a multi-dimensional surgical imaging platform for use in cranial, spine and trauma-related surgeries. The system provides real-time, intra-operative imaging of a patient's anatomy including bones and implants with high quality images and a large field-of-view in both two and three dimensions.



Mercy's new Medtronic O-arm Mobile Surgical Imaging System provides surgeons with clear images of the spine during a procedure, allowing them to assess the progress of surgery and make real-time adjustments.

# New Rehabilitation Center Opens





Fiscal Year 2020 was unprecedented in terms of both its challenges on the health care community and its opportunities for resiliency, heroism and growth. Mercy Health Services remains committed to increasing access to quality health care for all who come to us. We achieve this through capital projects that expand our capacity to serve, supportive programs that address barriers to accessing care and clinical advances that make Mercy a health system of choice throughout the Baltimore region.

In good times and during the most difficult times, Stella Maris is there to care for families – and now that commitment is more important than ever. The new Sister Mary Karen McNally, RSM, Rehabilitation Center at Stella Maris is the newest addition to the Timonium campus, which also includes The Sister Louis Mary Battle, RSM, Nursing Care and Hospice Center; St. Elizabeth Hall, an independent living apartment complex for seniors; and Mercy Ridge, a retirement community offering independent living as well as assisted living options.

The new \$30-million, 76,000-square-foot Rehabilitation Center is designed to help patients achieve post-surgical goals and ease their transition to returning home.

The Center features 60 private rooms with ensuite bathrooms and touchless features, many amenities and concierge service, restaurant-style dining, tastefully decorated gathering spaces and The Dorothy Williams Bunting Garden, where patients and families can meet outdoors. The Center is equipped with a comprehensive inpatient rehabilitative gym and an occupational therapy

suite with a mock kitchen and



laundry. At the new Center, a professional team of skilled nurses, therapists and medical experts develop care plans for each patient, including aftercare plans to help maintain good health once at home.

The Sister Mary Karen McNally, RSM, Rehabilitation Center is one of only two facilities in Maryland to offer patients the use of Bioness equipment for stroke and neurological recovery. A recognized leader in innovative technologies, Bioness helps patients regain mobility and independence through functional electrical stimulation (FES) systems, robotic systems and software-based therapy programs.

The new Rehabilitation Center is named for Sister Mary Karen McNally, RSM, who retired in September 2019 after 50 years of service to Stella Maris. Sister Karen had served as Chief Administrative Officer since 1997.

# Leaders of Distinction





Drs. Paul Thuluvath and Sergey Kantsevoy Acclaimed Among "Top 2%" of World's Scientists

In a recent issue of *PLOS Biology*, a monthly peer-reviewed scientific journal covering all aspects of biology, Mercy physicians Paul Thuluvath, M.D., and Sergey Kantsevoy, M.D., of The Institute for Digestive Health and Liver Disease (IDHLD) were ranked among the top 2% of all world scientists. Dr. Thuluvath is Medical Director of the IDHLD and Dr. Kantsevoy is Director of its Center for Therapeutic Endoscopy.

# New Acute Care Unit Named for Retired President and CEO Thomas R. Mullen and Wife, Rosemary C. Wahler

This past June, Sr. Helen and Dr. Maine presided during an official naming ceremony for the new Thomas R. Mullen and Rosemary C. Wahler Medical/Surgical Unit, located on the 17th floor of The Bunting Center. Named for Mercy's recently retired President and CEO and his wife, the 32-bed unit is currently treating COVID-19 patients.





# **Dr. Dwight Im One of Only Two U.S. Surgeons to Perform Livestreamed Surgery**

Dr. Dwight Im, a nationally-renowned gynecologic surgeon and leader of Mercy's prestigious gynecology/oncology and robotic surgery programs, was one of 18 physicians recognized in minimally invasive surgical techniques to perform livestream surgeries as part of the 2020 American Association of Gynecologic Laparoscopists (AAGL) Global Congress. Dr. Im performed one of only two surgeries to take place in the United States.



**Institute for Foot and Ankle Reconstruction Announces New Orthobiologic Lab** 

Dr. Lew Schon, Director of Orthopedic Innovation at The Institute for Foot and Ankle Reconstruction, recently announced plans to establish an Orthobiologics Lab within Mercy's Center for Orthopedic Innovation. The new lab will allow Dr. Schon and his colleagues to continue their research on the role of proteins, cells and scaffolds in the treatment of musculoskeletal injury and disease. Studies have demonstrated that these biologics can be harnessed to affect the pace of recovery and improve long-term outcomes for patients experiencing complex orthopedic conditions.

## **Welcome to the Mercy Health Services Board of Trustees!**

Beverly A. Cooper, Vice President of The Reginald F. Lewis Foundation, and Ashanti Woods, M.D., FAAP, a board certified pediatrician with Mercy Family Care Physicians, are the newest members of the Mercy Health Services Board of Trustees.











### **Physician Retirements**

Mercy bid farewell to three outstanding and long serving physicians in 2020, each beginning a well-deserved retirement.

Dr. John Salkeld (left) served as Chief of Nuclear Medicine since 1990 and was the sole practitioner in the department for the past 38 years.

Dr. Fermin Barrueto (center), a highly regarded expert in gynecology, joined Mercy in 2000 and retired as Director of The Gynecology Center.

Dr. Michael Cox (right) retired from Mercy after 39 years of service and was Assistant Chief in the Division of Gastroenterology, part of the Institute for Digestive Health and Liver Disease.

# Top Honors



Mercy physicians, nurses and employees work tirelessly to meet the needs of our patients and their families. With a commitment to excellence and an unwavering focus on compassionate care, Mercy is proud to be recognized by our patients and respected leaders as one of Maryland's best hospitals.

# U.S. News & World Report

Mercy Orthopedics
earned "high performing"





ratings for both hip replacement and knee replacement. "High performing" is the highest rating *U.S. News* awards in the adult procedure category, recognizing care that was significantly better than the national average as measured by such factors as patient outcomes. For the 2020-21 ratings, *U.S. News* evaluated more than 4,500 medical centers nationwide in ten procedures and conditions. Fewer than

a third of all hospitals received any high-performing rating. In addition, Mercy Orthopedics received an incredible 13 separate awards from Healthgrades, a leading resource connecting consumers, physicians and health systems.

# "A" Grade for Patient Safety from Leapfrog

Mercy was awarded an "A" in the Fall 2020 Leapfrog
Hospital Safety Grade—a
national distinction recognizing
the hospital's achievements
protecting patients and providing



safe health care. An independent national watchdog organization committed to healthcare quality and safety, The Leapfrog Group assigns safety grades A through F to all U.S. general hospitals. The top grade is particularly noteworthy in that it was achieved during the COVID-19 pandemic.

# 5-Star Recipient for Gynecologic Procedures and Vaginal Delivery for 3rd Consecutive Year

Mercy Medical Center was a Healthgrades 5-star recipient for both gynecologic procedures and for vaginal delivery for a third consecutive year. The Healthgrades 5-star rating indicates that Mercy's clinical outcomes in both categories are statistically significantly better than expected. Healthgrades analyzed all-payer state data for 16 states for years 2016 through 2018.



# 5-Star Medicare Rating for Safety, Quality and Patient Experience

Mercy Medical Center received a 5-Star Overall Hospital Rating from the Centers for

Medicare and Medicaid Services (CMS) for quality of care. Mercy is among the top hospitals in the state to achieve the highest quality rating. CMS updated its Overall Hospital Quality Star Ratings for 2020, assigning ratings of one to five stars to more than 4,500 hospitals nationwide based on their performance across seven areas of quality. Of the 4,500-plus hospitals rated, 407 received a 5-star rating, including Mercy. The Overall Hospital Rating is based on performance on several dozen inpatient and outpatient quality measures that are grouped into seven categories, including mortality, safety of care, readmission, patient experience, effectiveness of care, timeliness of care, and efficient use of medical imaging.



### **Top Doctors**

A total of 47 Mercy Medical Center physicians were recognized in Baltimore magazine's November 2020 "Top Docs" issue, representing 38 separate specialties. Each Mercy physician was recognized

as among the best in the region in their respective field. In addition, Mercy board certified pediatrician Dr. Ashanti Woods was among several physicians photographed and profiled for the special edition. This year marks the most honorees for Mercy in the history of the "Top Docs" issue.



### **Top Nurses**

Six Mercy Medical Center nurses have been recognized as among "the best of the best" in the region by Baltimore magazine's 6th annual "Excellence in Nursing Awards" survey, September 2020 issue. The survey attracted hundreds of nominations covering 18 different specialties over a nine-month period. Nominations were reviewed by a panel of nurse advisors who helped determine the winners.

Intensive care nurse, Denny Marshall, now in her 36th year at Mercy, was featured in a June/July 2020 *Baltimore* magazine article saluting Marylanders risking their own health to help others during the COVID-19 pandemic.



### EXPANDING OUR NETWORK: NEW PHYSICIANS AND PROVIDERS

# Welcome to Mercy

Mercy remains committed to providing top quality health care to families across the state of Maryland and beyond.

Adding talented primary care providers and specialists to our Centers of Excellence allows Mercy to expand, grow and serve an even greater number of people seeking the expertise Mercy provides.



Rachel Adams, M.D.

Obstetrics and Gynecology

Family Childbirth & Children's Center



Clayton Alexander, M.D. Orthopedics Shoulder, Elbow, Wrist and Hand Center



Kate Allen, CRNP

Primary Care

Mercy Personal Physicians at
Glen Burnie



Rochelle Arbuah-Aning, M.D. Obstetrics and Gynecology Family Childbirth & Children's Center



Tomas Ayala, M.D.

Cardiology

Heart Center



Danielle Baruch, M.D.

Dermatology

Dermatology Center



Marie Bellantoni, M.D. Endocrinology Center for Endocrinology



Debashish Bose, M.D. Surgical Oncology Institute for Cancer Care



Jamie Briddell, DNP, APRN, AGNP-C Endocrinology Center for Endocrinology



Tara Chadwick, M.D., MPH *Gynecology* Institute for Gynecologic Care



Carolyn Cokes, M.D., MPH Obstetrics and Gynecology Family Childbirth & Children's Center



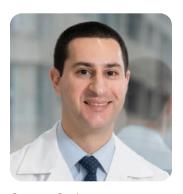
Bryan Curtin, M.D. Gastroenterology Institute for Digestive Health and Liver Disease



Catherine Fisher, CRNP Primary Care Mercy Personal Physicians at Canton



Christina Gasbarro, M.D. Primary Care, Internal Medicine Mercy Personal Physicians at Overlea



Gregory Gasbarro, M.D. Orthopedics Shoulder, Elbow, Wrist and Hand Center



Babette Glister, M.D. Endocrinology Diabetes and Metabolism, Internal Medicine Center for Endocrinology



Laura Hahn, M.D. Primary Care, Internal Medicine Mercy Downtown



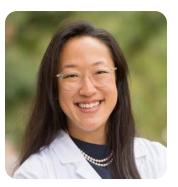
Lindsay Hessler, M.D. General Surgery Center for Minimally Invasive Surgery



Elisa Jones, MS, CRNP, FNP-C Primary Care Mercy Downtown



Tyesha Joseph, CRNP Primary Care Mercy Personal Physicians at Lutherville



Christina Kang, DNP Breast Care The Hoffberger Breast Center



M. Saad Ali Khan, M.D. Medical Oncology and Hematology Institute for Cancer Care

### EXPANDING OUR NETWORK: NEW PHYSICIANS AND PROVIDERS continued



Samiha Khan, M.D. Primary Care, Internal Medicine Mercy Personal Physicians at Glen Burnie



Beman Khulpateea, M.D. Gynecologic Oncology Gynecologic Oncology Center



Michael Lansing, M.D., FACP, Pulmonary and Critical Care Mercy Personal Physicians at Reisterstown



Joshua Lim, M.D. Neurosurgery Minimally Invasive Brain and Spine Center



Stephanie Linder, M.D. Primary Care, Internal Medicine Mercy Personal Physicians at Overlea



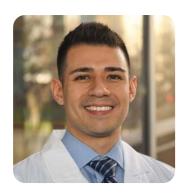
Tasneem Malik, M.D. Primary Care, Internal Medicine Mercy Personal Physicians at Lutherville



Patricia McMullen, PhD, JD, CNS, WHNP-BC Gynecology Institute for Gynecologic Care



Nasreen Mohammed, NP-C Primary Care Mercy Downtown



Vincent Noori, M.D. Vascular Surgery Vascular Center



Francis Oduah, CRNP Primary Care Mercy Personal Physicians at Glen Burnie



James Oshida, M.D. Cardiology Heart Center



Susan Todd Peeler, M.D. Gynecology Institute for Gynecologic Care



Ann Peters, M.D. Gynecology Institute for Gynecologic Care



William Raoofi, M.D. Pain Medicine Center for Interventional Pain Medicine



Tracey Reinecke-Kashima, CRNP Primary Care Mercy Personal Physicians at Columbia



Sara Rice, CRNP Primary Care Mercy Personal Physicians at Overlea



Lew Schon, M.D. Foot and Ankle Surgery, Orthopedics Institute for Foot and Ankle Reconstruction



Armel Simo, M.D. Primary Care, Family Medicine Mercy Personal Physicians at Glen Burnie



Kuldeep Singh, M.D. Bariatric Surgery Bariatric Center



Mark Slabaugh, M.D. Orthopedic Sports Medicine Orthopedics and Joint Replacement



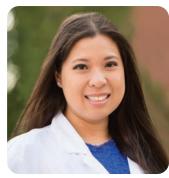
Courtney Steinbacher, CRNP Primary Care Mercy Personal Physicians at Lutherville



Cynthia Thompson, PA Dermatology **Dermatology Center** 



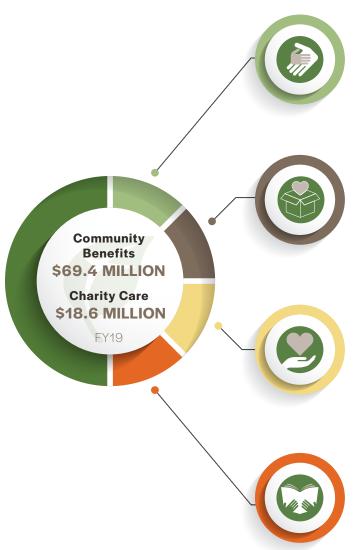
Meredith Ranzenbach Watts, M.D. Diagnostic Radiology Center for Women's Imaging Lutherville



Elinor Zhou, M.D. Gastroenterology Institute for Digestive Health and Liver Disease

# Community Impact

As an anchor institution of Baltimore, Mercy continually seeks to strengthen the communities we serve by providing affordable health care, patient-centered programs and connections to social support services through our Charity Care and Community Benefits initiatives.



### CARE & SERVICES

In Fiscal Year 2020, Mercy conducted thousands of surgeries, procedures, health visits and COVID-19 tests. We offered at-risk patients peer recovery coaching about substance use and provided crisis interventions for victims of domestic violence, sexual assault and other abuse.

### FOOD & SUPPLIES

In addition to hosting on-site discount produce stands and enrolling chronically ill patients in a free food delivery program, Mercy donated wearable infant blankets, breast pumps, car seats, clothing, wigs and head coverings, medicines, medical devices and boxes of groceries to hundreds of patients in need.

## ASSISTANCE & SUPPORT

Patients experiencing economic hardship were provided free transportation vouchers to and from appointments, after-hours and follow-up counseling, wraparound care management, connections to community service programs and supportive housing placements.

## TRAINING & EDUCATION

Mercy hosted free healthy cooking demonstrations for people managing chronic illness, trained hundreds of health providers about identifying and treating domestic violence and abuse, and increased the number of Certified Lactation Consultants and trained service line workers we have on staff.

In Fiscal Year 2019, Mercy provided \$69.4 million in Community Benefits representing 14.1 percent of total hospital operating expenses—including \$18.6 million in Charity Care. Over the years, Mercy's total Community Benefits as a percentage of our operating expenses has consistently remained above the state average. Mercy's Community Benefits expenses support a variety of programs and initiatives that address disparities in health, promote access to quality care and services, and improve the overall health of our shared communities.

### **Filling Charity Prescriptions**

Mercy's Prescription for Health Program provides assistance to patients who are unable to afford prescription medications. People who visit the Emergency Department, undergo surgery or receive inpatient care often must continue with medicine at home. Our Emergency Department provides "to-go packs" of prescription medicine to meet a patient's acute needs. We also provide bedside delivery of prescription medicines to outpatients prior to their discharge from the hospital. Our partner Walgreens helps us dispense more than 41,000 prescriptions at no cost to patients each year. The goal of the program is to improve health and reduce potentially avoidable hospital readmissions.

### **Providing Pre-Natal Care and Childbirth Services**

Mercy is the largest birthing hospital in Baltimore City and the second-largest hospital provider of obstetrical services

> in Maryland for Medicaidinsured patients. Approximately one in five babies in the City is born here. At Mercy, women have access to pre-natal care, programs

and education to help prepare for pregnancy, birth and the transition to parenthood. The Family Childbirth & Children's Center



at Mercy uses a family-centered model of care in a stateof-the-art facility for expectant mothers, newborn babies, pediatric patients and families. High-risk pregnancy patients with underlying health issues receive specialized care in our Center for Advanced Fetal Care.

### **Supporting Population Health**

Many Mercy patients with chronic health issues such as diabetes, heart disease or morbid obesity often also struggle with financial hardship. The Population Health Program offers qualified patients connections to public benefits, free or reduced-cost medications, free at-home medical equipment, vouchers for transportation to and from follow-up appointments, free cooking demonstrations, delivered boxes of groceries and more. The goal of the program is to help high-risk patients manage their health before an expensive hospital visit or medical procedure becomes necessary.

### **Addressing Abuse**

The Sisters of Mercy were originally founded in Dublin, Ireland to care for homeless, abused and neglected women and children. Established in March 2000, Mercy's Family Violence Response Program continues that tradition by providing compassionate care and confidential services to more than 600 patients each year who are victims of domestic violence, sexual assault and other abuse.



The program staff offers crisis intervention, counseling, safety planning, advocacy services and community resource referrals to shelter and legal aid. This program coordinates with

our skilled team of forensic nurse examiners who document the details of assault, collect crucial time-sensitive evidence, and provide medical exams, tests and treatments. We are the only hospital in Baltimore City to offer a forensic exam for adult victims.

## **Assisting with Transportation**

Many patients who come to Mercy for chemotherapy, radiation treatments, dialysis or physical therapy have no means of transportation when they are ill. The Transportation Assistance Program ensures that hundreds of patients a year receive complimentary transportation to and from Mercy for appointments and treatment.

### Offering Addiction Services

SBIRT stands for Screening, Brief Intervention and Referrals to Treatment. Mercy was the second hospital in Baltimore to implement the SBIRT framework, which has now become a standard best practice. We employ four SBIRT Peer Recovery Coaches who help reframe patients' understanding of the health risks associated with substance use. Over the course of a year, the Peer Recovery Coaches educate hundreds of individual patients about the potential health effects of drug and alcohol use. Mercy also offers one of two inpatient detoxification units in Baltimore City

and provides physician subsidies for the professional component of these inpatient services.

## **Supporting Homeless Services**

On any given night, more than 2,500 people experience homelessness in Baltimore. The lack of stable housing makes them more likely to have health issues and need urgent care. Due to the unavoidable intersection between housing and health, Mercy has been a longstanding supporter of the mission of Healthcare for the Homeless.

Additionally, Mercy has been participating in a partnership between Baltimore City's hospitals and Health Care for the Homeless to provide 200 homes and supportive services for individuals and families experiencing homelessness. The pilot program, entitled Assistance in Community Integration Services, was implemented in 2019. For these efforts, the partnership won the prestigious American Hospital Association Dick Davison NOVA Award.



Mercy nurses assisted with the delivery of meals at Our Daily Bread, Maryland's largest hot meal program serving those experiencing hunger in Baltimore City.

# **Benefactors**

The Sisters of Mercy and the Board of Trustees are grateful for the generous support of thousands of individuals, corporations and foundations who advance the mission of Mercy Health Services through their philanthropy and leadership. Benefactors who have given \$1,000 or more during the period July 1, 2019 to June 30, 2020 are listed in this publication. Names are listed as requested by the donor(s).

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The Circle of Mercy recognizes individuals, corporations and foundations who provide generous philanthropic support and those who inspire the philanthropy of others.

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Recognizes individuals, corporations and foundations whose cumulative philanthropic support for Mercy Medical Center and Stella Maris is \$1,000,000 and above.

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# A Heart for Caring

The Advocate Society recognizes individuals whose volunteer leadership and involvement played a vital role in supporting the mission, values and philanthropic vision of Mercy Health Services between July 1, 2019 and June 30, 2020. We are indebted to these individuals for helping to ensure the mission and values of the Sisters thrive for years and decades to come.

## **Crab Feast and Auction** 2019 Committee

Stella Maris acknowledges the following members of the Advocate Society for their service as members of the 35th Annual Crab Feast and Auction Committee:

Dan Sullivan, Chair Tom Barranco Marina Brockmann Kathy Burleson Lara J. Chamberlain, Co-Chair, Games and Raffles Kathy Deane Sonia Fierro-Luperini, M.D. Donna Gaines Cindy Gerhard Dee Gittings Lisa Gobrecht Dina Kuhns Kali Mallik Sean O'Conor Denise Parker Amanda Russo

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Sally Zeller, Co-Chair, Auctions

## **Heat It To Beat It** 2019 Committee

Mercy Medical Center applauds the efforts of the patients and their families and friends who raise funds at this annual walk to support the research led by Armando Sardi, M.D., into the causes and treatment of peritoneal carcinomatosis.

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#### **Third Party Fundraisers**

ACBL Doc Sneed Memorial

Mercy Health Services expresses gratitude to the following organizations for producing special events that raise funds for our programs and services.

Golf Outing Alliance of Financial Professionals Blankets for Warriors BreastFest **FX Studios** Ladies Ancient Order of Hibernians MammoJam Music Festival, Inc. J. McLaughlin Mercy High School The Patrick Company Porsche Club of America, Inc.

Chesapeake Region

St. Patrick Celebrations

St. Margaret School

## **Tyanna Foundation**

Mercy Medical Center values the generosity and service of The Tyanna Foundation and their volunteers who support the Hoffberger Breast Center and The Tyanna O'Brien Center for Women's Imaging through their commitment to breast cancer awareness and prevention.

Stacy Berver Jeff Carmen Carly Eutsler Eddie Feustel Jessie Feustel Rose Kendig Julie Kichline Katelynne Lowensen Beth Lubben Tony Matero Pepper Mintz Anne O'Brien Jacqueline Pearlstone Julie Phillips

## **Tasting of Wine and Craft Spirits 2020 Committee**

Stella Maris acknowledges the following members of The Advocate Society for their service during the 17th anniversary celebration of this popular annual event. While the pandemic required us to cancel, we are grateful for the months of planning and work the Committee

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# 2020 Financial Statement

JULY 1, 2019 TO JUNE 30, 2020 (IN THOUSANDS)

This financial statement reflects the operating results for Mercy Medical Center, Stella Maris,

St. Paul Place Specialists, Maryland Family Care and the Mercy Health Foundation.

# OUR INCOME

Mercy Medical Center generated revenue from 52,358 patient days of service provided to 19,227 patients.	
Stella Maris generated revenue from 134,985 patient days of service to 1,323 patients.	\$286,161
Revenue generated by supporting service and care in Ambulatory Services, the Emergency Department and Home Health	\$325,230
Collective revenue generated by services listed above	\$611,391
Collective revenue generated by Business Health Services and physician groups (net of contractual allowances)	\$198,628

# VARIANCES

Hospital contractual adjustments paid to third-party payers	\$ (52,708)
Underwriting for services provided to patients unable to pay	(29,240)
- Chackwriting for services provided to patients anable to pay	(20,240)
Net revenue for patient services	728,071
Other operational revenue	46,663
TOTAL OPERATIONAL REVENUE	\$774,734

# OUR EXPENSES

Salaries, wages and employee benefits	\$ 425,564
Supplies, purchased services and general expenses	283,035
Depreciation	40,889
Interest expense	15,568
TOTAL OPERATIONAL EXPENSES	\$765,056

# OUR RESULTS

Net revenue from operations	\$ 9,678
Return on investments	10,334
Joint venture income	370
Donor funding for capital projects	1,085
Capital financing activities	(12,307)
Retiree health plan obligation	(1,097)
Other	(21)
NET RESULTS	\$8,042

Because of the generosity of our benefactors and the careful stewardship of the financial and human resources put forth in service to the mission of the Sisters of Mercy, the net results of \$8,042,000 for the year ending June 30, 2020 will enable Mercy Medical Center and Stella Maris to invest in new facilities, programs and technologies to better serve the Baltimore community.

# 2020 Statistical Highlights

## MERCY MEDICAL CENTER



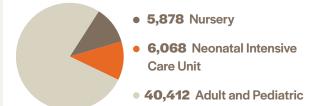






# **Patient Days of Service**

(excludes observation)



52,358 Total Patient Days of Service

3.61 Average Length of Stay (in days)

# **Surgical Cases**

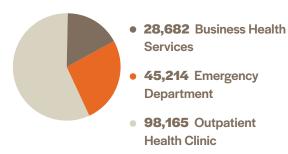
5,965 Inpatient Surgical Cases

17,931 Outpatient Surgical Cases

2,115,983 Operating Room Minutes



# **Ambulatory Service Visits**



### Staff

4,462 Employees

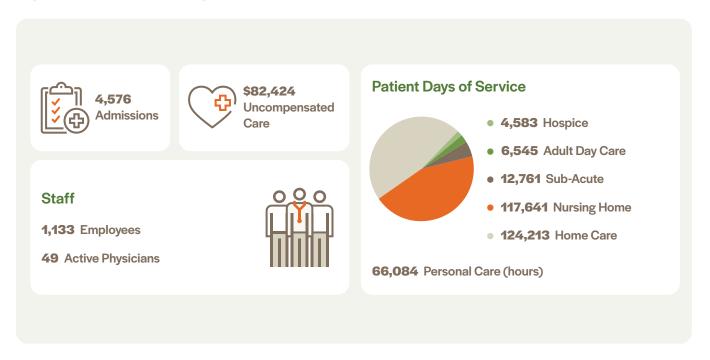
**536** Active Physicians



## **598** Medical Residents and Students

Medical residents and students receive training and practice experience at Mercy in the areas of Medicine, Surgery, OB/GYN and Pediatrics, as well as in the fields of Emergency Medicine, Psychiatry, Pathology and Ophthalmology.

# STELLA MARIS



## MERCY RIDGE



# MERCY HEALTH FOUNDATION





## IN APPRECIATION | THOMAS R. MULLEN



After 28 years of successful service, Thomas R. Mullen retired as President and CEO of Mercy Health Services in June 2020. When Tom first arrived at Mercy Medical Center in 1991 as Chief Financial Officer to work alongside then newly-appointed President and CEO Sister Helen Amos, RSM, Mercy was seriously challenged to remain relevant as a small, urban hospital located in a struggling city with a declining population. In the decades that followed, Mercy was transformed into a strong and growing regional health system through the creation of new Centers of Excellence led by renowned physicians who developed focused, high-quality clinical programs in Women's Health, Orthopedics, Cancer, Digestive Health and more. With Mr. Mullen's vision and ongoing support, the new physician-led programs began drawing ever-increasing numbers of new patients to Mercy from Maryland and beyond.

Early on, Mr. Mullen also recognized the need to work with Mercy's physician leaders to provide comprehensive services closer to the community by creating one-stop-shop medical hub sites that also offered ancillary diagnostic and imaging services and convenient access for patients across the region. As a result of his foresight to invest in building an ambulatory network of more than 220 employed primary and specialty care providers, Mercy's physician enterprise now touches more than ten percent of the adult population of the entire Baltimore Metropolitan region. Today, over 270,000 Marylanders utilize Mercy's surgeons and medical specialists and rely on Mercy Personal Physicians for their primary care needs.

Under Mr. Mullen's direction, Mercy's investment in quality and its growing financial strength enabled the development of the award-winning Harry and Jeanette Weinberg Center in September 2003 and the construction and opening of the \$400+ million, 20-story replacement inpatient tower, The Mary Catherine Bunting Center, in December 2010. During his tenure, Mercy acquired Stella Maris, central Maryland's largest long-term care facility providing skilled nursing care, hospice, home health and rehabilitation services, and developed Mercy Ridge, a 409-unit Continuing Care Retirement Center, both located in Timonium, MD.

"On behalf of the Board of Trustees, we extend our deepest gratitude for Tom's peerless leadership," said Sister Helen Amos, RSM, Executive Chair, Board of Trustees. "His efforts during these past 28 years have made Mercy the thriving health care system it is today."

New Mercy President and CEO, Dr. David Maine, commented, "I am especially grateful for Tom's ongoing mentorship and support during the transition. He has left an indelible mark on the 145-year history of this great institution and his continued advice and counsel will be treasured by me, Sister Helen, and our entire senior management team as we work together to build on Tom's legacy for Mercy's future."

Dr. Maine and Sister Helen Amos announced in June 2020 that Mercy's newly constructed 32-bed acute care unit, developed in response to Maryland Governor Larry Hogan's call to increase bed capacity in light of the COVID-19 pandemic, would be named in honor of Mr. Mullen and his wife, Rosemary.



Mercy is proud to celebrate the
10th Anniversary
of The Mary Catherine Bunting Center,
which renewed our historic commitment to our City,
our patients and all who enter our doors.

