

# ChangingLives

through Philanthropy at LifeBridge Health

## Neil Meltzer Chosen to Succeed Warren Green as LifeBridge Health President and CEO



*Assumed New Role July 1*

Neil Meltzer vividly recalls driving from Massachusetts to Baltimore for his first day of work at Sinai Hospital in November of 1988. For eight hours, he was behind the wheel of a Plymouth station wagon, listening to Raffi songs with his wife and two-year-old son. “I promised my wife that we’d be back in Boston in five years so we could raise our family in the vicinity of our extended families.”

So much for five-year plans, but Meltzer isn’t complaining. “We have truly come to love this town. It’s a special place and the community really embraced us.” Not unlike the way in which Meltzer embraced Sinai Hospital—and it him.

The Meltzer’s son is turning 27 this year, and their daughter—born at Sinai Hospital—turned 21 in May. Neil Meltzer, nearing 25 years of employment at the hospital, became president and CEO of LifeBridge Health on July 1st, after Warren Green’s retirement.

When he first set out, Meltzer wanted to work for the World Health Organization

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LIFE BRIDGE  
HEALTH.

Sinai Hospital  
Northwest Hospital  
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# Generous Couple Expresses Their Love of Community through Philanthropy

**NANCY AND MARC GERTNER** have a running joke. “I’m known as Nancy Gertner’s husband,” Marc says. “And I,” Nancy chimes in, “am known as Marc Gertner’s wife.”

One thing the couple is definitely known for is their philanthropy to Sinai Hospital—and a host of other causes, including cancer research, diabetes and the homeless. Philanthropy is important to the Gertners, and they don’t just give it lip-service. They rank it prominently in their lives.

“We both come from very giving Jewish families,” Nancy says. “We live our lives based on giving back, although we do it in different ways. Marc expresses his passion for the community by being the kind of surgeon who works all night and won’t leave a sick patient; I am one of the biggest fundraisers in Baltimore.”

Currently president of the Goucher College Hillel and active in many organizations, Nancy has held virtually every volunteer position with The Associated: Jewish Community Federation of Baltimore, on whose board she currently sits. Ironically, the first place she volunteered when the couple moved to Baltimore was the Sinai Hospital Auxiliary. Both Gertners care deeply for the Jewish community.

Throughout Marc’s career, the couple has donated to Sinai, but in 2007 they ramped up their giving with a \$50,000 gift to the hospital in memory of Philip Katz, who was Marc’s first patient—and became his best friend. Years later, Marc diagnosed Phil with pancreatic cancer on a Friday night and got him into treatment the next day. “The disease was widespread and his prognosis was six months, but thanks to the doctors and staff at the Lapidus Cancer Institute, he lived for 28 months,” Marc says.

In 2012, Nancy and Marc made a \$100,000 gift to Sinai Hospital. “Nancy and I liked the direction Sinai was taking, and we appreciated the way it takes care of people from a lot of different backgrounds,” Marc explains. “We made the gift undesignated because we wanted to let the hospital do the most they could do with it in the way they thought was best.”

Nancy and Marc confess to feeling embarrassed by being the subjects of this article. Marc says, “Absolutely it’s embarrassing. It’s not our style. It never has been.” Nancy agrees. “We don’t need a plaque on the wall to make us feel good. We didn’t intend to get any attention for



JASON LEE

our gift, but I know the value of having someone read about it and thinking, ‘Oh, maybe I’ll make a gift, too.’ We are just thrilled to be able to make this gift to help Sinai Hospital, for which we hold the highest respect.”

The couple met during their college years, when Nancy had a summer job at the National Institutes of Health. They married at the end of 1971 and set up home in Ohio, where Marc was finishing Ohio State Medical School. Nancy’s father, who at the time was a general surgeon, mentored Marc, taking him on rounds and teaching him to tie knots. Nancy teases Marc that every lamp pole in their apartment had knots tied around it.

Marc and Nancy spent seven years in Philadelphia while he trained as a surgeon at the University of Pennsylvania. They moved to Baltimore in 1980 with their two little girls. Now the Gertners have four grandchildren.

Marc says doing the right thing and setting an example for his daughters is important to him and Nancy. “We have a great life and I have a great career.”

He has, perhaps, a tendency to be just a bit of a workaholic. “We were in Italy,” Marc confesses, “on the hydrofoil going from Naples to Capri, and I took care of four emergencies long-distance by the end of the ride.”

That may be one reason Nancy jokes that Marc “is a patient’s dream and a wife’s nightmare.” She says, “People at the hospital know that if there is an extra block of time available in the O.R., Marc wants it.” However, she adds, “I am able to deal with it because I keep myself busy with my charity work and my friends. Also, I have Marc’s same passions. We really care about the world and I feel we have been blessed. I am very proud of Marc.”

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## Neil Meltzer Chosen to Succeed Warren Green as LifeBridge Health President and CEO

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and do international health and health care relief. But, smitten by his first job in a Massachusetts hospital, he has never looked back. “Like Warren, I have a strong background in public health, and as a result of that I have a very strong community health focus. Where the world is going today in terms of population health management is very much in the sweet spot of what I enjoy doing, which is coming up with ways to improve the health of local communities.”

Meltzer looked back at this Sinai Hospital career—and ahead to his new position with LifeBridge—in a candid interview earlier this year.

### Q: What does it feel like to be Neil Meltzer these days?

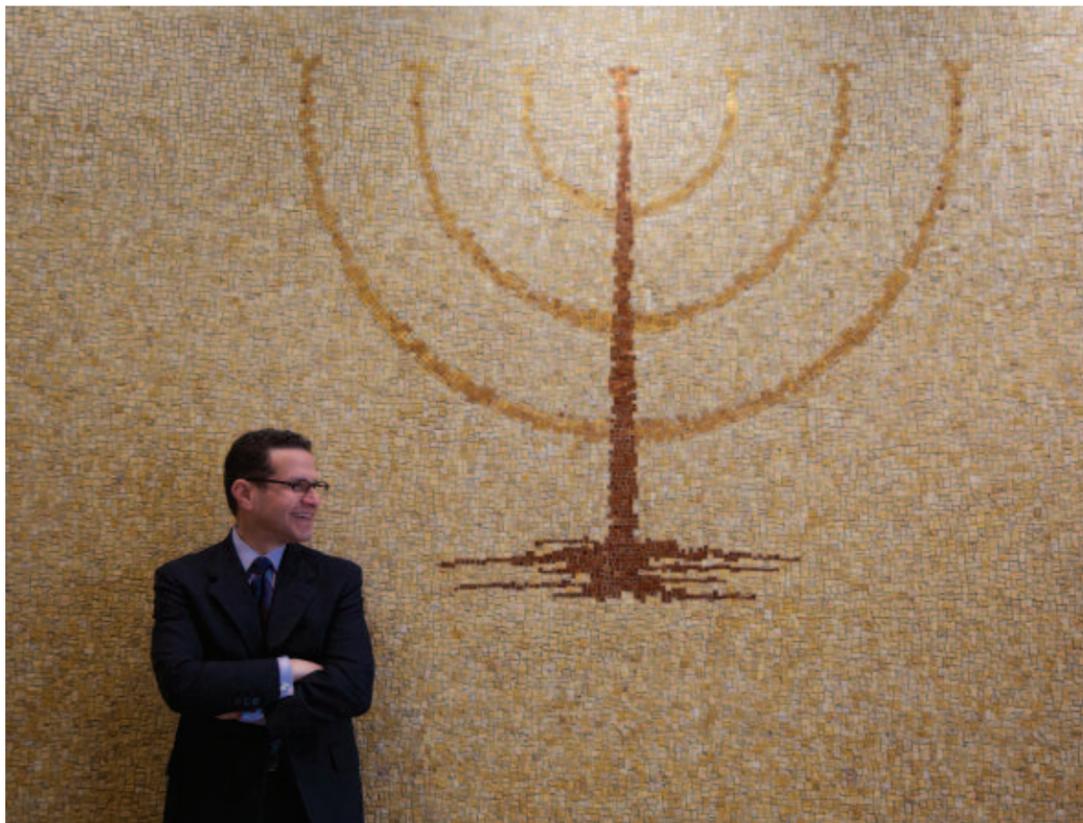
**NM:** It is exciting and exhilarating. I’m very optimistic about the future because I’m bullish on this organization and how well we’re repositioned for the changing healthcare landscape.

### Q: What does it feel like to succeed an icon?

**NM:** It’s humbling, actually, because Warren is such a very special individual. He has also been an incredible mentor and rock for me and so many at LifeBridge. This is a guy who, no matter where he is, no matter what he’s doing, will take my call. And this is a guy I know will always be at the other end of the telephone—ready, willing and able to provide the kind of counsel and advice that he’s done for me throughout my career. Warren and I have a good, strong working relationship, and both of us are very ethical, very value-driven individuals with a high sense of integrity. I will carry those values forward.

### Q: What position were you originally hired for?

**NM:** I was hired as what I jokingly call a vice president of miscellany. I was responsible for a variety of departments, joint ventures, the emerging faculty practice and the medical education and research programs here. Through my career I have been responsible for almost every department and outside business in this organization, from marketing and PR to IT to a number of our community-based enterprises. I’m particularly proud of the actual creation, after a two-year negotiation with Monsanto, of LifeBridge Health and Fitness [formerly Sinai Wellbridge]. It is gratifying that Sinai



Hospital is a growing presence in the surrounding suburbs. Watching the Krieger Eye Institute go from two physicians to three sites in the community was rewarding. So was watching the Lapidus Cancer Institute, which grew from nothing to a formidable institution, and the Rubin Institute which, in a matter of about 14 months, came out of the ground and became the top-volume orthopedic program in the state of Maryland. It was very satisfying to be part of the creation of the Sandra and Malcolm Berman Brain & Spine Institute and the Herman & Walter Samuelson Children’s Hospital at Sinai. I have had a rewarding and diverse career.

### Q: How do you prepare for an era where the goal is to keep people out of hospitals?

**NM:** What we’re doing is living in the present and preparing for the future. We are undergoing a fairly extensive strategic planning process, which is as thorough as any we have undergone in over two decades. What it’s doing is identifying things we need to do to prepare for population health management and value-based reimbursement. I think you’ll see a greater emphasis on community outreach development and ambulatory strategies. We’ll also see a continued focus on growing our physician enterprise, particularly in the number of primary care physicians we have available on campus and out in the surrounding communities. We will be partnering with physicians in a variety of new ways beyond just standard employment. Physicians need to be our co-pilots as we begin to implement the many changes mandated by health care reform.

The one thing that is a constant is our focus on the patient. I think that if we keep the patient at the center of our

decision making, if we always look at the patient as our reason for being, I know we’ll be fine.

### Q: In any health care system, there are limitless ways to improve things. In that vein, what are your priorities and goals for LifeBridge, both long- and short-term?

**NM:** The first thing is continuing to focus on the patient. Second, what we have to do is figure out how to work a little smarter and a little differently right now. Health care is undergoing some remarkable changes. It is probably the largest change we’ve seen since the 60s in terms of radical reorientation of how care is going to be provided and how reimbursement is going to change. Our focus is moving towards population health and value-based care. Quality—inpatient, outpatient and in physician offices—is becoming a key aspect of reimbursement and certainly a greater focus of ours as we go forward with cost pressures continuing to bear upon the industry.

In light of a hostile reimbursement environment, we have to come up with ways to be more efficient yet maintain or improve quality beyond where it is today. So my focus immediately is on both of those. At the same time, looking towards population health management, we’ve got to identify the various building blocks we need to have in place in order to assure that we’re able to maintain the health of a group of individuals. I believe we have to develop an infrastructure in order to manage data, and we need to have the analytics available to assure that we’re doing the best thing on behalf of the patient. It’s going to be great fun working with our team to take LifeBridge to the next level.

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**Q: What are the most important lessons Warren taught you?**

**NM:** The only thing we have as leaders is our reputation, so you have to maintain and treasure your integrity and values above all else. The second thing is, “Don’t forget the employee.” If our employees aren’t happy, our patients aren’t happy, and that can negatively impact patient outcomes. We have 7,000 employees throughout the greater Baltimore community, and I cherish what they do. Sinai and LifeBridge are blessed with some real talent. I am so thankful on a day-to-day basis that we selected such a tremendous group of individuals. And it is important to remember that the physicians and employees are the ones who are really doing the work we set out to do, which is to improve health. In fact, we created a system-wide purpose statement this past year. It is “Creating healthier communities together,” and it speaks to what we’re all about, whether it is an external community in the greater Baltimore region or an internal community within our organization. We’re all here to help each other.

**Q: How has being president of Sinai Hospital prepared you to be president of LifeBridge?**

**NM:** Through the years, Sinai Hospital was independent and then it merged with Levindale and with Northwest Hospital. During that time, I was given multiple system-wide responsibilities. I began my career in physician practice management, so consequently I’ve had a lot of experience creating partnerships with physicians, with other health care organizations and with industry. I understand teaching, research and both hospital and physician reimbursement as well as human relations. By virtue of my experience—and the fact that Warren let me go beyond what someone in my position would have done in their career—

I developed a set of skills that will be needed going into the future. Plus, I’ve learned that a successful executive is one who adapts and understands the importance of continuously learning, because things are constantly changing. On a day-to-day basis, you have to be able to learn very quickly and be able to impart that same knowledge to your staff.

**Q: Can you address the role philanthropists have played in LifeBridge Health’s success?**

**NM:** I think if you look at LifeBridge today and you walk down the halls of any of our institutions you’ll see a number of names, in some cases multiple times. We wouldn’t have been able to create ER-7 at either Sinai or Northwest hospitals—or the Berman Brain and Spine Institute, the Lapidus Cancer Institute, the Rubin Institute for Advanced Orthopedics, the Krieger Eye Institute, the Blaustein Women’s Center or the Herman & Walter Samuelson Children’s Hospital, the Glazer Atrium, or the new Levindale—without those donors. The Harry and Jeanette Weinberg Foundation has provided tremendous philanthropic support to all of our healthcare affiliates—Sinai, Northwest and Levindale/Courtland Gardens—for which we are extremely grateful. Given the reimbursement environment in which we find ourselves, philanthropy plays a vital role if we are going to continue to succeed and provide the kind of services our community deserves as we move ahead.

There is always a place for smaller donors, too. I received a call over the weekend from a donor who wanted to give \$2500 to honor her father’s birthday. As I explained to this individual, “Your \$2500 will have a huge impact on lives.” That particular commemorative gift provided a year’s supply of car seats for hospitalized NICU babies who recovered and were discharged from the hospital.

We celebrate these kinds of success stories on a daily basis, and we can always find a way to utilize these gifts for the benefit of our patients.

**Q: Are there specific projects you would like to see funded?**

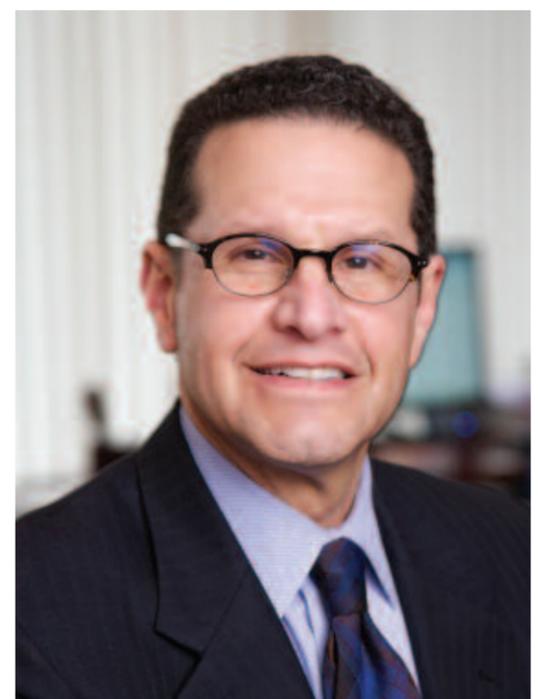
**NM:** There are a few things we need to focus on. The ER-7 expansion at both Northwest and Sinai hospitals is one. I’d love to see the Heart Center be named and expanded across LifeBridge. I think our neonatal intensive care unit is ready for a replacement and is certainly fundable. I anticipate the need to assist in funding some ambulatory development both on the campuses and in the community, and as I look across the street at Levindale, at the new facility that has been hugely successful, I think that another residential building there, if we could find the philanthropic funding, would be great.

**Q: How do you think you will make your own mark on LifeBridge?**

**NM:** What I want to do is take LifeBridge to the next level and, knowing that over the next three years the health care world is going to take about a 90-degree turn, I’ve got to prepare the organization. I want to make sure that we continue to thrive in a world where we will no longer be paid based on volume but will be paid based on value. I’m excited about that. It is something that truly sings to my heart, and it is what I set out to do 30 years ago when I started my career in healthcare.

**Q: Anything else you want people to know about Neil Meltzer?**

**NM:** I am not changing. I’m the guy people have known for two and a half decades. I still have an open door policy. People have been asking whether they will have to call me Mr. Meltzer now, but I’m still Neil. I realize my job is changing, but I’m hoping my values and style don’t. I look forward to working with the entire team to see what we can do to position the organization for success going forward. ●



PHOTOS: JASON LEE

# Sinai Hospital Opens New Inpatient Neurological Rehabilitation Center

**MORE THAN** 200 people celebrated the opening of the new Louis and Phyllis Friedman Neurological Rehabilitation Center at Sinai Hospital on October 10, 2012. The 20-bed center, located on the fifth floor of the hospital's South Tower, is one of the most advanced facilities of its kind in the state. It provides specialized rehabilitation services to adults who have sustained a brain injury, stroke or other neurological disorder.

Highlights of the celebration included a speech by the Friedmans, who spoke about their experience with a paralyzing illness and their journey to complete recovery. The crowd also heard from Senator Ben Cardin, a national leader in health care who, with his wife Myrna, has been a great friend to Sinai Hospital.

A program of The Sandra and Malcolm Berman Brain & Spine Institute, the center utilizes a comprehensive, patient-centered approach to treatment featuring the latest technology; a team of more than 40 doctors, nurses and therapists; and an emphasis on family-centered care. Additionally, it offers:

- A dedicated nine-bed brain injury unit with the highest number of certified brain injury specialists in Maryland
- A state-of-the-art gym filled with the most advanced technology to assist patients in their daily therapy, including a Zero-G gait and balance training system—an advanced tool that enables therapists to safely treat patients through a wide range of activities—and the latest generation of training devices for visual perception

- A simulated community called “Greater Heights” that features a grocery store, bus stop settings and an ATM to facilitate patients’ integration into their own community following discharge
- A fully equipped home transition apartment that allows patients to replicate the activities they will be doing at home
- Specially designed private patient rooms that can be adjusted to a person’s therapy needs in order to help control levels of stimulation



*Phyllis and Louis Friedman*

“Our patients are now able to receive treatment for neurological disorders, from the ER to the ICU and from acute neurological care to rehabilitation, all within the same building,” said Scott E. Brown, M.D., chief of the Department of Physical Medicine and Rehabilitation at Sinai Hospital. “This is unique to Maryland and possibly the region.”

The center, which cost \$7.7 million to construct and equip, was built with the help of a \$2 million grant from the state of Maryland and a lead gift from Louis and Phyllis Friedman. Government support and private philanthropy account for 47% of the project cost to date.

The Louis and Phyllis Friedman Neurological Rehabilitation Center is part of the Sinai Rehabilitation Center, which provides comprehensive inpatient and outpatient care for patients of all ages and in all stages of rehabilitation. ●

## Generous Couple Expresses Their Love of Community through Philanthropy

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Marc, likewise, is proud of Nancy. He makes a point of mentioning that Nancy went to law school when their daughters were young. “Don’t let her sell herself short,” he says. “We basically sent both of our kids to college with the money she made from her law practice.”

Nancy and Marc don’t just love each other; they love the community. “We care about the community and the fact that we are the haves when there are so

many have-nots,” Nancy says. “I really feel our ability to give back is something tremendously important.”

Asked about the impetus behind the couple’s most recent gift to Sinai Hospital, Marc replies, “How else can we secure our future and the health of our community without supporting the hospital where we go for care? When you see everything that’s being done there, how can you not want to help?”

“I had someone come to me from Tennessee. I asked what she was doing in Baltimore, and she showed me pictures of her daughter, whose life, she said, had been changed by the limb-lengthening

done by Dr. John Herzenberg at the Rubin Institute for Advanced Orthopedics. He’s one of 10 people in the world who does limb-lengthening. How can you not be proud of that?”

“All over Sinai, incredible things are being done. It is on the cutting edge of every specialty. And to see how the staff cares for people is just remarkable.”

Nancy hopes she and Marc have a lot of years of giving left. “Marc is not the type who is thinking, ‘Gee, at 65 or 70, I’m going to retire.’ I hope that he is able to work a long time and that this won’t be the last of our gifts. I hope that we can keep helping Sinai move ahead.” ●

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*The Family Society recognizes donors who have made gifts of \$100,000 or more to LifeBridge Health affiliates since 1998, the year the health system was formed. Donors are invited to join the Society in perpetuity once they have given at least \$100,000 cumulatively. For some it may take many years and several gifts to reach the membership threshold; for others, a single gift may be enough to qualify.*

*LifeBridge Health honors and remembers those donors whose visionary gifts have provided the foundation upon which our affiliates have been built. If we have inadvertently missed you, please accept our sincere apology and notify us of our omission.*

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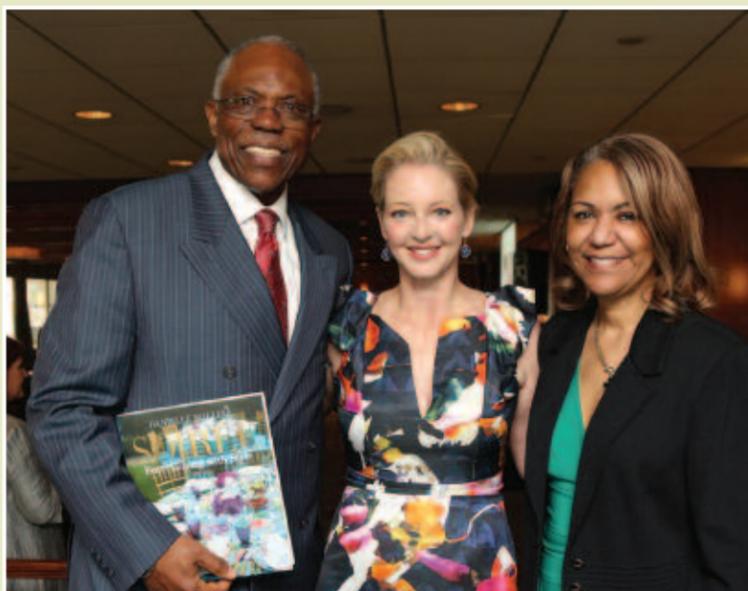
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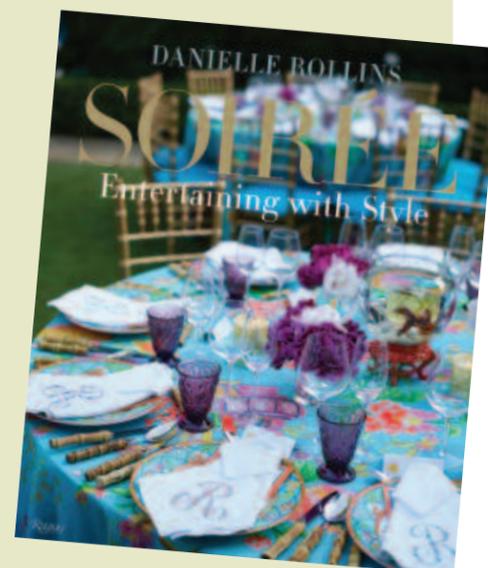
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Rubin Institute physicians **John Herzenberg** (left) and **Jerry Reichmister** with **Carlyle Rollins**



**Danielle Rollins** chats with **Walter** and **Andrea Amprey**



The cover of **Danielle Rollins'** book

## Grateful Parent Gives back to the Rubin Institute

**IN APRIL**, LifeBridge Health sponsored a book signing featuring Atlanta resident Danielle Rollins, mother of Carlyle Rollins, who has been a patient at the Rubin Institute for Advanced Orthopedics (RIO) at Sinai Hospital.

Rollins is in the midst of a national tour for her book, "Soiree: Entertaining with Style." She attended the book-signing, held at the Center Club, to acknowledge and promote the good work of the Rubin Institute. Rollins, introduced by Sinai Hospital President Amy Perry, spoke about her family's gratitude for the specialized care her daughter received during multiple surgeries performed by RIO physicians. Guests sampled hors d'oeuvres and cocktails featured in the book and had the opportunity to purchase autographed copies. A portion of the proceeds benefitted the RIO.

The 8th Annual RIO Save-A-Limb Bike Ride, Walk and Festival is Saturday, October 19, 2013 at Oregon Ridge Park. Please see [www.savealimbride.org](http://www.savealimbride.org) for information and to register! ●

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*The Circle of Life Society recognizes donors who made charitable gifts totaling \$250 or more during the last fiscal year in support of any LifeBridge Health affiliate — Sinai Hospital of Baltimore, Northwest Hospital, Levindale Hebrew Geriatric Center and Hospital and the Courtland Gardens Nursing & Rehabilitation Center.*

*The consistent, devoted support of annual donors makes many of our accomplishments possible. The funds are used to strengthen hospital and affiliate programs, enhance medical technologies, attract the best clinical staff and maintain a healing environment. In short, annual gifts increase the quality of the healthcare experience we are able to offer our patients.*

*LifeBridge Health is pleased and honored to recognize the donors who made gifts at the Circle of Life Society Visionary, Cornerstone, Steward and Advocate Levels from July 1, 2012 to June 30, 2013.*

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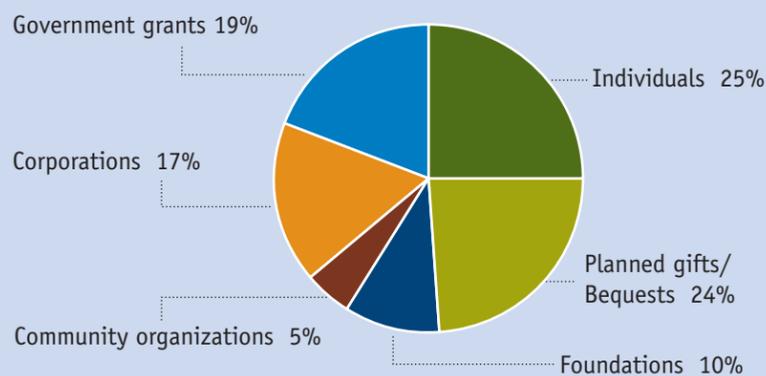
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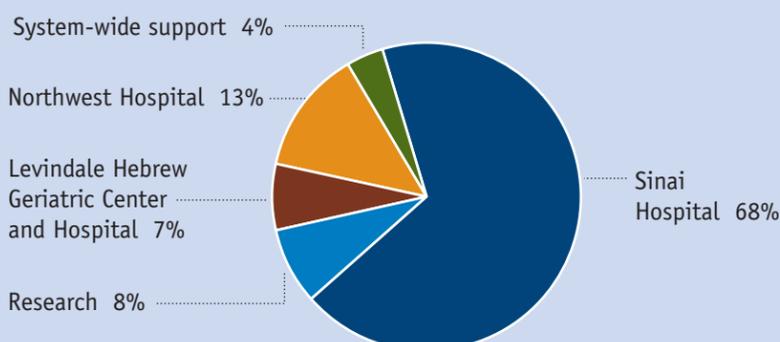
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## THE YEAR IN REVIEW

A total of \$16.4 million was received in new gifts and pledges for the fiscal year ending June 30, 2013. Shown here: sources of the extraordinary support given to LifeBridge Health facilities.



Philanthropic support makes a tremendous difference throughout the health system. At right: how donors directed their gifts during fiscal year 2013.



## Rosenberg Visitor Center opens at Northwest Hospital



**T**HE ROSENBERG VISITOR CENTER at Northwest Hospital provides visitors access to computer stations, charging stations, a flat screen television, a message board and—perhaps most important—a quiet and relaxing lounge area in the hospital's main lobby. The center was made possible by a generous gift from the Henry and Ruth Blaustein Rosenberg Foundation. (Left:) **Betsy Ringel**, Executive Director, The Blaustein Philanthropic Group, and **Brian White**, president of Northwest Hospital, dedicated the center at an unveiling ceremony earlier this year.

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*Our Future Society* recognizes the valuable contributions of special friends who have included one of the LifeBridge Health affiliates—Sinai Hospital, Northwest Hospital, Levindale Hebrew Geriatric Center and Hospital or Courtland Gardens Nursing & Rehabilitation Center—in their will or estate plans. The names of Our Future Society members are published in our annual Honor Roll.

If you have included any of our affiliate institutions in your estate plans and would like to become a member of the society, please e-mail Joel Simon at [jsimon@lifebridgehealth.org](mailto:jsimon@lifebridgehealth.org) to request a membership application. ●

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**Register Now for Race for Our Kids!**

**P**LEASE JOIN US for the 9th annual Race for Our Kids, scheduled for Sunday, September 29. The race features 5K and 10K courses through the rolling hills of Mt. Washington as well as a one-mile Family Fun Walk. Proceeds benefit pediatric oncology at the Herman & Walter Samuelson Children’s Hospital at Sinai. The race culminates in an awards ceremony at Sinai Hospital and a tent party catered by The Classic Catering People. Last year, the Race for Our Kids attracted more than 1,300 participants! Please visit [www.raceforourkids.org](http://www.raceforourkids.org) to register, to get information or to make a donation!



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**DOUG WARREN**  
*Editor of Changing Lives & Donor Relations Manager*

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