

## **HOSPITAL BOND PROJECT REVIEW PROGRAM PROJECTS PREVIOUSLY APPROVED**

*Projects recommended by the Hospital Bond Project Review Committee in 1993 and approved by the Governor and the General Assembly in 1994:*

**Greater Baltimore Medical Center**—The purpose of this project is to build a new facility in East Baltimore City to provide low-income families with primary care and expanded social services program.

**Sheppard & Enoch Pratt Hospital**—The purpose of this project is to construct the Residential Treatment Center for seriously mentally and emotionally disturbed youth, and a special school in Frederick County. This project will assist in returning emotionally disturbed children currently placed out-of-state to Maryland.

**Mercy Medical Center**—This project will create the Mercy Community Health Center on Calvert Street in Baltimore City adjacent to Mercy Medical Center. The Center will provide primary care to medically underserved citizens of Baltimore stressing prevention and early detection of illness/diseases. The Center will also serve as a teaching site for primary care professionals from the University of Maryland School of Medicine.

**Upper Chesapeake Health System**—This project will provide for the renovation of a portion of Harford Memorial Hospital to create locked psychiatric and day treatment units. It represents a collaborative effort between the Harford and Cecil County hospitals in an area currently underserved for psychiatric services.

**Prince George's Hospital Center**—The purpose of this project is to upgrade and enhance psychiatric services at the hospital for citizens in Prince George's County. It also provides for the initiation of a day hospital program which will assist in avoiding unnecessary hospitalizations, reduce psychiatric lengths of stay, and avoid referrals to state mental health facilities.

*Projects recommended by the Hospital Bond Project Review Committee in 1994 and approved by the Governor and the General Assembly in 1995:*

**Sheppard & Enoch Pratt Hospital**—This allocation will help fund the capital costs of a Residential Treatment Center for seriously mentally and emotionally disturbed youth, and a special school to be located in Frederick County.

**Liberty Medical Center**—Liberty's Urban Medical Institute is in the final year of a three-year funding schedule to construct a 40,000 square foot ambulatory care center and a 10,000 square foot satellite facility.

**Sacred Heart Hospital**—This project, which is predicated on the acquisition and closure of Frostburg Hospital, would result in maintaining an emergency room and primary care services in the Frostburg community; and, in collaboration with the holder of a CON for nursing home beds in Allegany County, in converting the existing 37-bed hospital to an 88-bed nursing home, thus keeping comparable jobs in the community after closure and establishing much needed nursing home beds.

**Maryland General Hospital**—This project will allow Maryland General to expand its emergency room and allow it to treat its community for emergent care more efficient and meet the complex health needs of its patients.

**Harbor Hospital Center**—The purpose of this project is to partner with community groups and agencies to develop a centralized Community Health Resource Center. The programs and services at the Center will focus on primary care and will assist members of the community in changing their behaviors and/or lifestyle to prevent or delay disease progression.

**Shady Grove & Washington Adventist Hospitals**—This project provides for the reconfiguration of pediatric intensive care services, the relocation of the special care nursery area, and the refurbishment of the existing pediatric area at Shady Grove Hospital, and the establishment of two Child Sexual Abuse Intake Centers at both Shady Grove and Washington Adventist Hospitals.

***Projects recommended by the Hospital Bond Project Review Committee in 1995 and approved by the Governor and the General Assembly in 1996:***

**Union Hospital**—This project is for an expanded Birthing Center that will enable Union Hospital to develop a comprehensive perinatal program to improve the quality of care and enhance the continuity of care for pregnant women. The program will help to ensure continued positive pregnancy outcomes in an improved, seamless system of care.

**Mt. Washington Pediatric Hospital**—Funding for this project will allow MWPH to construct an outpatient building on the hospital property to house its Pediatric Pulmonary Medicine Center for which the current space is inadequate and expensive to renovate. MWPH's pulmonary/asthma program is a unique state resource with its outpatient day treatment, pulmonary function lab, inpatient rehabilitation, home care, and family education services. The respiratory diseases MWPH treats are a statewide problem and the most common cause of inpatient and emergency room care for children.

**Kennedy Krieger Children's Hospital**—This allocation will help fund the capital costs of renovating and expanding clinical space for the Center for Early Detection and Prevention of Development Disabilities in Children. The enhancement of the Center will provide a comprehensive, multidimensional, interdisciplinary environment in which to evaluate, diagnose, recommend, and offer treatment to children with developmental disabilities.

**Prince George's Hospital Center**—Funding for this project will help Prince George's Hospital Center to renovate and expand its existing trauma and acute care space in the Emergency

Department. The additional space and lay-out of the facility will increase the capacity of trauma services to improve patient care and address unmet community need for this level of care. Prince George's Hospital Center is the second largest trauma center in the state and is the only regional trauma center for Prince George's County and Southern Maryland.

**Carroll County General Hospital**—This allocation will assist in funding a Women's Program to be housed in the adjacent Health Department building which has been purchased by CCGH. Presently, no comprehensive program for women's health with specific services to women of all ages is available in Carroll County. Development of the Women's Center will improve access to primary and preventive services for women in the county.

**Howard County General Hospital**—This project renovates existing space to create emergency facilities, observation facilities, and inpatient care areas devoted exclusively to the care of children and staffed by health care providers with special pediatric expertise. Funding will enable Howard County General to fill a major gap in the community's health resources for pediatric care.

**Garrett County Memorial Hospital**—Funding of this project will allow Garrett County Memorial to renovate an existing single-room maternity care unit into a Family-Centered Maternity Care Program. This renovation will facilitate a care delivery system that emphasizes birth as wellness not illness, improves patient care, encourages the development of provider networks, and encourages future interactions for preventive health and education services.

***Projects recommended by the Hospital Bond Project Review Committee in 1996 and approved by the Governor and the General Assembly in 1997:***

**Calvert Memorial**—This project is for the construction of a wellness facility and renovation of the maternity center and operating room. The new center will provide a dedicated area for wellness programs to improve the overall health status of the community, and the expanded maternity center and operating room will better meet the growing and changing needs of the community.

**Sinai Hospital**—This project is for the relocation and expansion of the emergency department. The goal of developing an emergency center that places the patient first and provides a pleasant atmosphere for the family will be achieved by adding space, improving processes, developing protocols, improving technology and providing patient-focused care. The new department will be organized into five distinct patient care zones, including a new chest pain patient care area.

**Fort Washington Hospital (Approved but never completed)**—This project is for the construction and upgrade of facilities to support and enhance community outreach services in the areas of health education, promotion, prevention, and wellness activities. The annex of facilities will help meet the health needs of the community as identified by the extensive community assessment process. Also, the expanded outreach services, by focusing on prevention and wellness, will assist in avoiding unnecessary hospitalizations, reduce patient lengths of stay, and contribute to an overall healthier community.

**Suburban Hospital**—This project is for the relocation and upgrading of the intensive care unit. The new design will increase efficiency and improve quality of care. The number of critical care beds will be reduced from 18 to 15. Patient rooms will have a better design, state-of-the-art monitoring equipment, and will be in full vision of a central nursing station. This state-designated shock trauma center is in need of critical upgrades that cannot be made to the current facility due to space constraints and structural barriers.

**Maryland General Hospital**—This project is for the renovation of outpatient clinic facilities. The project will update and improve existing hospital space dedicated to providing primary care services to medically underserved citizens in Baltimore City. The goal of the project is to provide a model, private practice-like office setting featuring high quality and cost-effective primary care services, and access to on-site obstetrics and specialty care.

**Liberty/Mercy Hospitals**—This is a joint project to construct a Behavioral Health Center in South Baltimore's Cherry Hill on the campus of the South Baltimore Family Health Center. It will provide a much needed service to a population now being serviced by a collaborative provider network of hospitals and federally qualified community health centers throughout Baltimore known as the Metropolitan Baltimore Community Health Alliance. The center will have a special focus on women as a means to capture and meet the behavioral health needs of the family unit.

**Union Memorial Hospital**—This project is for the total renovation of the emergency department, which is the primary service provider for more than 116,000 residents in urban Baltimore. The constituency is statistically more underserved and consists of more low income households than the city or state taken as a whole. Union Memorial's emergency department is the only emergency facility in a three-zip code primary service area and serves a substantial percentage of psychiatric patients, including those with substance abuse problems.

**Howard County General Hospital**—This project establishes a thirteen-bed, state-of-the-art Chest Pain Evaluation/23-hour Short Stay Unit directly adjacent to the Emergency Department. The unit will provide direct patient care for adults meeting the admission criteria during the diagnostic, therapeutic, and acute care phase of their illness. After triage from the emergency department, patients experience chest pain, angina, etc., will be sent directly to the new unit for a rapid diagnosis and establishment of treatment plan.

***Projects recommended by the Hospital Bond Project Review Committee in 1997 and approved by the Governor and the General Assembly in 1998:***

**Garrett County Memorial Hospital**—This project is for renovation of the Coronary Intensive Care Unit, Step Down Unit, and Primary Med-Surg areas. Garrett County Memorial is the single source of hospital care in a rural mountainous region. The area has been designated as both a health professional shortage area and a medically underserved area. Approximately 88% of the total inpatient population will benefit by the improvements which will accommodate a single acute care presence on one floor to improve staffing efficiencies.

**Harbor Hospital Center**—This project is for renovation of the emergency department which is the primary emergency service provider for 68,000 residents in Baltimore City and northern Anne Arundel County. The department sees nearly 30,000 patients each year, most of which are the working poor. Approximately 20% require admission to the inpatient area. There have been no renovations to the department since 1968.

**McCready Memorial Hospital**—In cooperation with the county health department's Planned Approach to Community Health program, this project will upgrade the emergency department facilities with a chest pain unit as the centerpiece, and will provide a wide range of health education services. There are a significant number of elderly citizens in the Crisfield community who are at high risk for heart and cancer disease.

**Mercy Medical Center**—This is a joint project with the Park West Medical Center (a federally qualified community health center) to expand primary care and preventive services through construction of a building containing approximately 6,000 square feet of clinical space. The expansion will facilitate the clustering and enhancement of primary care services for women and children into a more comprehensive program, and will allow for the expansion of the Adult Medicine and the HIV/AIDS Case Management programs.

**Montgomery General Hospital**—This project will replace outdated (designed in the late '60s and built in the early '70s) critical care units with an efficient and effective design incorporating patient centered care with the latest technology and building specifications. The demographics of the service area support a smaller critical care unit with a larger step-down unit. The new critical care floor will improve patient care while significantly upgrading current services.

**North Arundel Hospital**—This project relocates the current emergency department to a new location on the east side of the hospital campus. Site improvements and some modifications to existing departments will be necessary to accommodate this move. Increasing emergency department patient/ambulance volume, the closure of Kimbrough Army Hospital, and major roadway expansion all have contributed to the current overcrowded conditions and time spent on red and yellow alert. North Arundel expects to treat 55,000 patients this year in an emergency department built to accommodate 40,000 patients.

**Maryland General Hospital**—This project is for the renovation of the inpatient psychiatric and geropsychiatric facility. The project will significantly improve existing hospital space dedicated to providing psychiatric services to medically underserved citizens in Baltimore City. The result will be a comprehensive, state-of-the-art inpatient unit dedicated to the care of these patients with a focus on cost effectiveness and high quality.

***Projects recommended by the Hospital Bond Project Review Committee in 1998, and approved by the Governor and General Assembly in 1999:***

**Calvert Memorial Hospital**—This project is for the creation of a medical center in the North Beach/Chesapeake Beach area of Calvert County which will provide free/low cost primary care and preventive services. These services will include wellness, patient education, family and individual counseling, and a mental health prevention program for high risk adolescents.

**Greater Baltimore Medical Center**—This construction/renovation project will result in the consolidation of high risk obstetrics patient services and substantial improvement to post-partum services. GBMC is the principal referral site in the region for high risk obstetrical patients, treating approximately 3,650 patients annually. By creating this unit, high risk obstetrics patients will receive an effective and logical continuum of care.

**Harford Memorial Hospital**—This project entails substantive expansion of emergency services, a need driven by consistently increased community demand for care in this service setting. A related piece of the project enables the establishment of dedicated space to treat victims of sexual abuse and domestic violence.

**Laurel Regional Hospital**—This project is for the diversification and upgrading of mental health services, which will require a consolidation of these services into one location within the hospital. The existing 21-bed voluntary (unlocked) unit will be converted to a mix of voluntary and involuntary patients housed in a locked unit. This change will enable the hospital to serve more acutely ill patients and will eliminate the need for area residents to be treated in out-of-area environments or not at all. A 23-hour stay program will be added to evaluate emergency patients prior to admission or referred to other services.

**Edward W. McCready Memorial Hospital**—This project is for the creation of a Cancer/Dialysis Center at Somerset County's only hospital. In cooperation with the County Health Department's Planned Approach to Community Health (PATCH) Program, the project creates a center to fill the needs of the community's aging, cancer-prone population and improve access to timely diagnosis and treatment of these diseases.

**Shady Grove Adventist Hospital**—This project is for the renovation of the emergency department, including the pediatric emergency department, sexual abuse assault center and the chest pain center.

**Washington County Hospital**—This project is for the purchase and renovation of a new site for the Potomac Street Community Health Center to provide comprehensive, full service family primary health care services to the underserved population of Hagerstown.

*Projects recommended by the Hospital Bond Project Review Committee in 1999, and approved by the Governor and General Assembly in 2000:*

**Kennedy Krieger Children’s Hospital**—This project is for the construction of a Community Behavioral Health Center to provide a comprehensive, multi-dimensional, interdisciplinary environment in which to evaluate, diagnose, treat, recommend, and offer behavioral management services to children and adolescents with developmental or acquired disabilities and their families. It consolidates four existing sites.

**Suburban Hospital Healthcare System**—This project is for the creation of a Comprehensive Cancer Center in conjunction with Johns Hopkins Medicine. It will be the only facility of its kind in Montgomery County to offer patients a full range of cancer services from education, prevention, screening, and diagnosis through treatment and supportive services.

**Prince George’s Hospital Center**—This project is for the upgrade and renovation of the obstetrical triage area, labor and delivery, post partum, nursery, and neonatal intensive care nursery areas within the hospital to improve patient care under current clinical standards and address community needs for this type and level of service.

**Carroll County General Hospital**—This project is for the expansion of The Family Birthplace, the hospital’s existing inpatient obstetrics unit, in order to improve access to this primary health care service in Carroll County, provide increased capacity in this growing service, and improve the quality of patient care in the unit.

**Good Samaritan Hospital**—This project is for the expansion of outpatient renal dialysis services which will provide a new 15-station unit for hemodialysis only.

**Anne Arundel Medical Center**—This project is for the relocation of the existing inadequate, outmoded, and restricted emergency department in downtown Annapolis to Jennifer Road. The project will provide immediate access to diagnostic suites and comprehensive OB/GYN and pediatric services provided at the Jennifer Road facility. The relocation will ease currently congested vehicular/ambulance access, and allow for implementation of state-of-the-art emergency medicine practice.

**Frederick Memorial Healthcare System**—This project is for the expansion and renovation of the emergency department to include the addition of a clinical observation unit, a fast track unit, specific accommodations for psychiatric, substance abuse, and sexual assault patients, and greater privacy.

***Projects recommended by the Hospital Bond Project Review Committee in 2000, and approved by the Governor and General Assembly in 2001:***

**Washington County Health System, Inc.**—This project is for Phase II of the Walnut Street Community Health Center, which provides health care services to the underserved in the downtown Hagerstown community. Phase II will provide space for the health department's Community Outreach Service, the Healthy Families Washington County Program, the Child Advocacy Center, and Outpatient Behavioral Health. The services offered are a joint endeavor with the Washington County Health Department and the Washington County Department of Social Services.

**Garrett County Memorial Hospital**—This project is for the relocation and expansion of the hospital's emergency department and its same day surgery unit; as well as, renovation of its current admissions area. Located in the rural mountainous area of Western Maryland and sixty miles away from the next nearest hospital, it is the only source of health care after 5 p.m., in Garrett County.

**The Johns Hopkins Bayview Medical Center**—This project is for the expansion and renovation of the hospital's emergency department (ED), including the expansion and relocation of urgent care and observation units. Demand for ED services continues to rise, resulting in the need to expand the ED's treatment rooms and triage areas, improve ambulance access, and bring together the main ED, the extended stay unit and the fast track area into one contiguous space to allow efficient staffing and operation.

**Mercy Medical Center, Inc.**—This project is for the construction of a facility to relocate the Center for Women's Health and Medicine to allow for continued expansion of services to residents of the area, with an emphasis on the uninsured and underserved. The focus on early detection and treatment of breast and female genital tract cancers is especially important given the fact that the underserved and minorities, particularly African Americans, have higher mortality rates for cancer.

**Good Samaritan Hospital of MD**—This project establishes an on campus community health promotion facility (Good Health Center) to function as a major resource to provide access to low-cost and/or free preventive medicine services; provide an alternative to the expense of emergency room and inpatient care; provide screening for the early detection of cardiac, diabetes, arthritis, cornea and other diseases; and, provide on-going education to the community on health and prevention.

**Deaton Specialty Hospital & Home**—This project is for the enhancement and renovation of the chronic inpatient ventilator population. Deaton receives patients from more than 20 Maryland hospitals. The project will increase capacity to significantly improve existing patient care space dedicated to providing pulmonary services to patients dependent on mechanical ventilation. There will be a comprehensive, state-of-the-art inpatient program to care for ventilator dependent and coma patients.

***Projects recommended by the Hospital Bond Project Review Committee in 2001, and approved by the Governor and General Assembly in 2002:***

**Atlantic General Hospital**—This project expands the current emergency department, outpatient services, and surgical services to accommodate the growing needs of the citizens in the county and visitors to Ocean City.

**Sinai Hospital of Baltimore**—This project significantly upgrades current psychiatric services by relocating them from a remote and dated hospital building to space adjacent to the hospital's new substance abuse/addictions recovery program. Combined treatment in a contiguous setting will dramatically improve access for medically under-served patients and allow for a more extensive and effective service delivery model through increased consolidation and coordination of care.

**Franklin Square Hospital Center**—Creates a Comprehensive Cancer Center to offer patients a wide range of services including education, screening, prevention, diagnosis, treatment, clinical trials, pharmacy, and patient and family support services in a single location.

**Dorchester General Hospital**—Refurbishes the current critical care unit that is over 20 years old; expands the number of cardiac monitored beds to meet community need; develops a chest pain clinical program for patients presenting at the emergency department; and, in collaboration with the Dorchester County Health Department, educates the community on cardiovascular disease.

**Sacred Heart Hospital**—This project is for the expansion and renovation of the emergency department, which is currently inadequately designed and out-moded in its ability to serve the much higher volume of patients requiring services for cardiac, psychiatric, and other types of emergency care.

**Bon Secours Baltimore Health System**—This project expands and renovates of the emergency department to accommodate the growing demand for services in this poor and aging community. It will include expansion of the observation unit and relocation of urgent care services.

**Union Hospital of Cecil County**—This project develops a Breast Cancer Center within renovated space that will feature comprehensive services including education, screening, diagnosis, treatment, follow-up, and support.

**Holy Cross Hospital**—This collaborative project with Montgomery College creates a primary care clinic to provide free or reduced-price care and health education to primarily uninsured adults living in the communities around Takoma Park and Silver Spring. The clinic also will serve as a training site for nursing and other health professional students from the college to develop their ability to practice in community-based settings serving a diverse patient population.

**Peninsula Regional Medical Center**—This project is to expand and renovate the hospital's emergency/trauma center to meet the growing demand for services and to provide distinct areas within the department for a new chest pain and respiratory evaluation center, and a new Families in Crisis Center for families of critically ill patients, or for victims of physical and sexual assault, as well as for patients with court-ordered psychiatric evaluations, acute treatment of poisonings, substance abuse, or suicidal risk.

***Projects recommended by the Hospital Bond Project Review Committee in 2002, and approved by the Governor and General Assembly in 2003:***

**Mt. Washington Pediatric Hospital**—This project is for the renovation and expansion of clinical space for the Center for Pediatric and Adolescent Rehabilitation. The Center will be child- and family- focused, designed to maximize a child's ability to move, communicate, interact with others and to live as independently as possible. The upgraded space will address functionality, adaptability and access, and will provide versatile space to serve patients on one level who are in need of services and therapies following illness, injury or surgery, and chronic conditions.

**Maryland General Hospital**—This project renovates a Radiation Therapy Suite and establishes a Cancer Resource Center to add needed cancer treatment modalities and services for the Comprehensive Cancer Center. The Cancer Center will offer a comprehensive system of care from early detection and treatment, to patient support and prevention/education services. The hospital's catchment areas are high poverty, minority communities in Baltimore City which have high incidence of and mortality rates for breast, prostate, colorectal and lung cancer. Aggressive community outreach efforts and the availability of comprehensive cancer services are needed to address the health disparities in cancer among minorities.

**Doctors Community Hospital**—With this grant, the hospital will renovate the existing campus and construct a Women's Health Center and supporting operating room, to provide comprehensive care for non-obstetric women's health disorders. The center will coordinate all care and treatment to include education, social services support, prevention, early detection and treatment of gynecologic and breast cancers, osteoporosis and menopause, continence, cardiac and diabetic-related health concerns. The center will serve a community that is 60% African American, 6% Asian, 2% Hispanic and a higher-than- average medically underserved population, all with higher mortality rates for cancer.

**Good Samaritan Hospital**—This project is to expand the hospital's Outpatient Rehabilitation Services Department. An expanded and modernized department will incorporate additional space and design efficiencies that will provide state-of-the-art rehabilitation care, along with a smooth transition from inpatient services to outpatient services to community services. The hospital's department is unique in that it serves primarily spinal injured, stroke, and amputee patients.

**Mercy Medical Center**—This project is for Phase 2 of the expansion and renovation of the hospital's emergency department. It contains both an active pediatric emergent/urgent care component, as well as one of the region's leading Sexual Assault Forensic Examiners (SAFE) programs. Emergency room visits have grown from 40,000 to 52,000 over the last five years, and Mercy is serving a growing Hispanic population now living in East Baltimore. The expansion will provide capacity for 70,000 visits.

**Washington Adventist Hospital**—With this grant, the hospital will undertake a much needed expansion and renovation of the emergency department to accommodate the dramatic increases in patient volumes. The expansion will be targeted to the community's needs and will include a fast-track/ambulatory care section, new triage areas and enhanced space to train staff, as well as psychiatric emergency and pediatric after-hours urgent care areas.

**Shady Grove Adventist Hospital**—With this grant, the hospital will expand and renovate its current emergency department to accommodate a new psychiatric emergency unit. The emergency department at Shady Grove currently evaluates over 200 patients per month for behavioral health issues and 40% of them are pediatric patients. The addition of a 6-bed psychiatric assessment and stabilization unit within the emergency department will go a long way to more appropriately serve this population and will reduce the disruption of the care being provided to the medical patients seen in the emergency room.

**Carroll County General Hospital**—This project is for the expansion of regulated capacity for outpatient services. The new facility will house several existing outpatient programs such as cardiac rehabilitation and sleep studies, as well as new programs for wound care and pulmonary rehabilitation, which are not currently available in the community. It also will allow the outpatient programs to be provided in a multi-disciplinary setting with dedicated registration, waiting, and other support services in a central location.

**St. Joseph Medical Center**—This project is for Phases 3 and 4 of the expansion and renovation of the hospital's emergency department, which will add ten treatment rooms and create three separate and distinct treatment areas for emergency care, express care, and chest pain evaluation/observation. The project will help to meet the growing demand for emergency services in the community, to decrease emergency department diversion times, and to address deficiencies in code requirements. The emergency department has not been renovated since its original construction in 1965 to accommodate 14,600 patients. In FY 2001, the department had over 34,000 patient visits.

***Projects recommended by the Hospital Bond Project Review Committee in 2003, and approved by the Governor and General Assembly in 2004:***

**Holy Cross Hospital**—This project is for the renovation of existing space to improve clinical care and access in the women and infants' service. Holy Cross Hospital delivers the highest number of babies in the state; is a Level III perinatal hospital; and, serves an increasingly disproportionate number of under/uninsured women. The project will expand the labor and delivery and neonatal intensive care areas, and add an observation nursery.

**Franklin Square Hospital Center**—This project is for the renovation of the emergency department and will expand emergent, urgent, and acute care of pediatric patients. The goal of the project is to create a core team to provide a continuum of care to pediatric patients in contrast to the current fragmented and separate inpatient/outpatient services model.

**St. Joseph Medical Center**—With this grant, the hospital will expand and renovate its Pediatric Urgent Care Center (PUCC). The PUCC began as a pilot program, filling a gap in health care by providing urgent/emergent care to expeditiously meet the special needs of children by pediatric professionals. This project focuses on the unmet community health need, especially for traditionally at-risk communities. Thirty-five percent of patients referred to the PUCC are either Medicaid or self-pay.

**Greater Baltimore Medical Center**—This project is for the expansion and merger of the Hyperbaric Center and Wound Care Center. GBMC's Wound Care Center outpatient services offer a comprehensive interdisciplinary approach to wound care and the Center is a principal referring site from nursing homes and other providers for patients with non-healing wounds. The newly combined facility will offer advanced therapeutic care that consistently yields better outcomes than traditional treatment for non-healing wounds caused by diabetes, poor circulation, or immobility.

**Prince George's Hospital Center**—This project is focused on a small renovation and process flow enhancement in the emergency department. The goal is to enhance the decontamination and patient/staff safety aspects of treating a large influx of patients who may have been exposed to atomic, biological, or chemical agents as part of a disaster or terrorist attack, and to expand the triage function of the ED from one to two rooms in an effort to improve flow and more immediately assess patient needs upon presenting at the hospital.

**Laurel Regional Hospital**—With this grant, the hospital will undertake an expansion and renovation of the emergency department. The expansion will address the volume increases the hospital has experienced over the past three years, as well as the growing number of children and mental health patients using emergency services. In addition, to meet the needs of their youngest patients and those requiring behavioral health support, the plan calls for increased flexible usage of existing space; i.e., treatment and observation beds can "swing" as overflow unit beds for patients awaiting admission to an inpatient unit.

***Projects recommended by the Hospital Bond Project Review Committee in 2004, and approved by the Governor and General Assembly in 2005:***

**Calvert Memorial Hospital**—This project is for the expansion and renovation of the existing emergency department and lab, and the addition of a rapid admit unit. It will include a new sexual assault consult room, two new triage rooms, a new triage sub-wait area, new family wait area, three new decontamination rooms, new bereavement room, psychological consultation room, new nurses station, and physician work area. The rapid admit unit also will include five new observation areas.

**Atlantic General Hospital**—This project is for the renovation of existing hospital space to open a Women’s Imaging Center. This renovation will allow Atlantic General to meet the increasing community need for a state-of-the-art, all-inclusive breast healthcare center by expanding existing services as well as providing new services not currently available in Worcester County.

**Civista**—This project is a major expansion of the emergency department. In the last fiscal year, the hospital had over 35,000 emergency department visits in space designed to treat 18,000 patients. The expansion will enhance access to emergency services by allowing for the separation of emergency care functions and separation of ambulance patients from walk-in entry patients. It also will provide private treatment areas to improve patient safety and comfort, and to allow family members to remain with the patient during treatment.

**North Arundel Hospital**—This project is for the reconfiguration of the inpatient psychiatric unit. The reconfiguration will enhance psychiatric treatment by providing spacious community areas within direct line of sight of the nursing staff; private areas for confidential treatment; handicapped accessible and semi-private bedrooms; modernized, distinct private areas for staff for meetings, charting, etc.; and, a day room to replicate a home environment that is under direct and continuous monitoring of clinical staff.

**Potomac Ridge Behavioral Health System**—This project is to establish a specialty acute psychiatric service for emotionally disturbed children, ages 6 to 11. The unit will treat young children suffering from illnesses such as bipolar disorders, depression disorder, psychosis and substance abuse. Treatment modalities will be a medical model coupled with patient-specific behavioral interventions focused on rapid stabilization of the acute psychiatric symptoms. The catchment area for this service is Montgomery County and other contiguous Maryland counties. No other program currently exists in this catchment area for the treatment of this population.

**Northwest Hospital Center**—With this grant, the hospital will construct a new intensive care unit, which will include innovations and updates in physical design that will solve many of the chronic and costly problems associated with the current 26-year old, outdated unit. The new ICU will incorporate process and design that will produce better outcomes, higher levels of patient and family satisfaction, lower costs and improved satisfaction and retention rates among the ICU providers.

**Mercy Medical Center**—This project calls for a multi-phase inpatient bed modernization program intended to expand access, address national patient safety goal initiatives and improve patient care to better meet the needs of the residents within Mercy’s service area. Mercy is in critical need of private rooms which would replace antiquated patient care units that do not meet

contemporary planning standards. The major components also include relocation, expansion and modernization of an 18-year old medical detoxification unit, major redesign of an 18-year old intensive care unit and the relocation of hospice, rehabilitation and pediatric services.

***Projects recommended by the Hospital Bond Project Review Committee in 2005, and approved by the Governor and General Assembly in 2006:***

**St. Mary's Hospital**—This project is to renovate the Behavioral Health Unit (which also serves patients from Charles County) and a portion of a medical/surgical unit. The current space for these units is inadequate. The reconfiguration will enhance patient and staff safety, and will provide better quality of care.

Medical/surgical beds not now readily accessible on the unit due to the distance from the nurses' station will be relocated. Renovation of the Behavioral Health Unit will accommodate the projected growth in both inpatient admissions and psychiatric day treatment visits.

**Mt. Washington Pediatric Hospital**—This project involves the renovation and expansion of clinical space for the Center for Neonatal Transitional Care as the current space was constructed over 15 years ago. The objective is to address technological needs and advancements, the provision of flexible patient space, standardization and an overall environment that improves and promotes patient safety and infection control. The unit is the referral destination of admission from hospitals from around the state, as well as surrounding states, primarily from PICUs and NICUs. The majority of these 23-week infants to toddlers have technological dependence (ventilator, tracheotomies, feeding tubes, IV lines) and other medical technological equipment needs.

**Northwest Hospital Center**—This project will allow for the relocation and redesign of the Center for Breast Care and Bone Health, enabling a full range of expertise in breast imaging, diagnosis, and therapeutic services to come together in one convenient, accessible and comfortable area. This relocation from an inadequately accessed and dated building to the hospital's main outpatient center will facilitate access to other services required by breast center patients, specifically infusion and outpatient operating rooms. The project includes construction and design of adjacent waiting area space for ambulatory surgical patients, many of whom are breast center patients. The design process incorporates safety-driven principles and will facilitate a higher level of effectiveness of communication among caregivers.

**Kennedy Krieger Institute**—This project involves the construction of new space for the Pediatric Spinal Cord Injury Recovery Program. The first program of its kind dedicated to children and expanding to serve referrals from out-of-state and out-of-country, this program of national significance emphasizes new treatment modalities designed to improve and optimize recovery of function, even years after becoming paralyzed. Studies have shown that the nervous system can be changed well after injury with exercise, but currently children don't have access to this type of activity. The clinical benefit is 100% in some capacity—70 percent of patients recover up to 10-30 points on the neurological scale.

**Anne Arundel Medical Center**—This project is for the renovation and upgrade of Pathways Alcohol and Drug Abuse Treatment Center to improve the patient safety environment and address patient safety code issues in this inpatient and outpatient substance abuse treatment facility. The facility is one of two Intermediate Care Facilities in the State for adolescent inpatients. The project will include reinforcing the interior walls of the second floor adolescent unit, tamper proofing the entire facility to reduce or eliminate accessibility to electrical and power-based sources to patients, purchasing and installing replacement windows, recovering the roof and addressing improvement codes for above-the-ceiling fire walls.

**Howard County General Hospital**—With this grant, the hospital will construct a four bed consultation and treatment area as an addition to the emergency department (ED) in order to improve care for patients experiencing psychiatric emergencies. The volume of ED psychiatric evaluations has increased by 40 percent over the past two years and the volume of patients evaluated in the ED and then admitted to the hospital's psychiatric unit has increased 271 percent. The proposed Behavioral Emergency Unit is being undertaken to improve safety of patients who may be at risk for harming themselves or others, and to provide additional capacity and privacy when providing services.

***Projects recommended by the Hospital Bond Project Review Committee in 2006, and approved by the Governor and General Assembly in 2007:***

**Atlantic General Hospital Corporation**—This project expands and renovates an existing building on the hospital's campus to accommodate four health care services critical to the hospital's goal of providing comprehensive health care of the highest quality to all segments of Worcester County's residents and visitors. The four services are: a renovated and expanded primary care clinic with services especially focused on lower income patients with inadequate or no health insurance; a comprehensive diabetes patient education and care center; an outpatient pulmonary services center; and, a child advocacy center for children who are victims of sexual assault.

**Shore Health System, Inc. (for Dorchester General Hospital)**—This project is for the expansion and renovation of the emergency department which consists of expanding patient treatment areas from 11 to 16 stations; enlarging the patient triage area; relocating a new nursing station to improve visibility to patients; improving the staff and patient circulation areas with wider corridors; and, improving the ED with other amenities.

**Western Maryland Health System Regional Medical Center**—This project is for a newly constructed obstetrical unit which is an integral component of the Health System’s construction of a single hospital campus that will replace two aging facilities (Memorial and Sacred Heart Hospitals). The new unit will provide antenatal care, intrapartal care, and post partum care to approximately 1,000 patients and their newborns per year. There will be 14 postpartum beds, 4 labor and delivery rooms, 2 Cesarean section rooms, a 2 bed recovery room, 2 antenatal testing rooms and a 16 bassinette nursery. Four of the bassinettes will be dedicated to the care of “at risk” or high care/ICU infants.

**Fort Washington Medical Center, Inc.**—This project is for the expansion and renovation of the existing, 15-year old emergency department. Treatment beds will be increased to 30; clinical ancillary and support areas will be expanded in redesigned space; and, there will be designated “fast track” beds—2 for pediatric emergencies, 2 for gynecology patients, 2 for patients needing isolation, 1 for orthopedic patients and 7 for critical care patients. Patient safety designs will be incorporated such as 8 foot sliding glass doors in each exam room for maximum visibility and rooms will be grouped around a center core of nurse stations and support space.

**St. Agnes Hospital**—This project is for the renovation of the birthing center and NICU. The labor and delivery rooms will be renovated to maximize existing square footage creating specific care zones for mother, baby, family and staff; and, to standardize room layout and streamline workflows throughout the unit. The NICU renovation will transition the existing open ward design to 17 private rooms that will reduce noxious exposure to noise and light, minimize nosocomial infection, and increase patient and family privacy.

**Bon Secours Hospital, Baltimore, Inc.**—This project is to significantly enhance patient care and staff effectiveness through remodeling of the ICU that was originally built in 1979 with only cosmetic modifications twelve years ago. The ICU is currently located on a wooden structure with a brick veneer exterior that was built in 1924. A new, relocated ICU will provide for better patient outcomes, a patient-centered environment that promotes patient safety and greatly improved patient/visitor satisfaction.

**Johns Hopkins Bayview Medical Center**—This project is for the renovation and reconfiguration of waiting, pre-and post-operative and support areas; and, operating rooms (ORs). The expansion from 10 to 14 operating rooms is needed to address the growing volume of surgical cases, particularly those for burn victims; improve patient safety; and, provide larger space for sophisticated new equipment technology. To meet the growing need, at least 4 more ORs are necessary based on Optimal Minute Capacity as defined by the Maryland Health Care Commission.

**Adventist HealthCare, Inc. (d.b.a. Shady Grove Adventist Hospital)**—This project is for the establishment of a prenatal care center to provide comprehensive obstetrical clinical services for

low income and uninsured pregnant women residing in Montgomery County. Through the Maternity Partnership Program between Shady Grove Adventist Maternity Center and the Montgomery County Department of Health, routine, standard prenatal care, prenatal visits, related gynecological services and laboratory services, as well as post-partum examinations will be provided. Twenty-four hour on-call coverage and referral for high risk care, health education and nurse case management, as needed, will be provided and can help to improve access to health care for up-county residents.

***Projects recommended by the Hospital Bond Project Review Committee in 2007, and approved by the Governor and General Assembly in 2008:***

**Montgomery General Hospital, Inc.**—This project is for a new state-of-the-art Emergency Services Department to respond to the demands of the growing population of Montgomery County. The current department was last renovated in 1995. A new facility will allow the medical staff to treat a significantly increased number of patients (from 35,000 to 60,000); reduce the amount of time the department is on “bypass”; and, improve the hospital’s readiness for surge response in the event of a man-made or natural disaster. The design employs process improvement that will increase throughput; reduce wait time; and, reflect the most current planning for patient and staff safety. It includes separate behavioral/mental health treatment areas, pediatrics and fast-track.

**Adventist Health Care, Inc. (d.b.a. Potomac Ridge Behavioral Health)**—The purpose of this project is to renovate and upgrade three Residential Treatment Center units (RTCs) that are over 25 years old, in an effort to create an environment more conducive to long term care for seriously, emotionally disturbed adolescents. The program is one of only three in the state and Potomac Ridge is the only provider of long term care for the chronic mentally ill adolescent population in Montgomery and Prince George’s counties. The program serves young women who have suffered severe physical, emotional and sexual trauma; young men suffering from chronic mental illness, often combined with chemical dependency; and, adjudicated male sex offenders.

**Franklin Square Hospital Center, Inc.**—This project is for the construction of a new state-of-the-art Emergency Department (ED) to meet the rapidly growing need for emergency adult and pediatric medical and psychiatric care in the Franklin Square community. Since FY 2000, ED visits at the hospital have increased 50 percent, growing from 65,845 to 98,270 in FY 2006. It will create a facility with sufficient capacity and an improved design to enable Franklin Square to continue to meet the needs of its growing community with efficient, high quality emergency adult and pediatric medical and psychiatric services.

**Sinai Hospital of Baltimore, Inc.**—This project is for the renovation and modernization of eight high-risk prenatal and postpartum rooms and associated support space. The project will significantly enhance privacy, patient safety, and Sinai’s goal of providing family-centered care by adding private showers to each inpatient room, reconfiguring the current room layout, and adding new patient care technology to improve workflow and caregiver efficiency.

**St. Joseph Medical Center**—This project is for the upgrade and renovation of the Cardiac Catheterization Prep and Recovery (CCPR) area currently comprised of a 15 bay, semi-private, open space. It will be transformed into a state-of-the-art CCPR area with 8 private rooms and a central nursing station. The new area will help to reduce infections, provide patients and families with an appropriate level of privacy, and enhance care and safety. The new area will dramatically improve services and access to the 6 digital cath labs that perform 10,000 catheterizations annually.

**Maryland General Hospital**—This project is for the replacement of the existing 13-bed Intensive Care Unit (combined Medicine, Surgical and Cardiac Care) with an 18-bed combined Intensive Care Unit. The existing unit was constructed in 1968 and requires upgrades to meet current code in terms of room size, facilities, plumbing, air circulation, electrical and gas. It is necessary to accommodate the high severity level of the hospital’s patient population, which is significantly indigent.

**Union Hospital of Cecil County**—This project is for the renovation and expansion of the outpatient infusion center and the concurrent development of an outpatient pain program. The Center will increase infusion capacity from seven chairs to nine and two beds. The addition of a new outpatient pain management program will allow resource sharing by both programs. The goal of the project is to create an environment appropriate to therapeutic outpatient care in response to increasing volumes and the growth of new treatment options.

**Civista Medical Center, Inc.**—This project is for the relocation/expansion of the Pharmacy in order to meet the increasing demands of computerized medication verification linked to the patient’s electronic medical record to increase patient safety. Additionally, a new regulation of USP Chapter 797, regarding clean rooms for IV prep and compounding, require additional ventilation and air conditioning space that cannot be achieved in the Pharmacy’s current location while continuing day-to-day operations.

**Suburban Hospital, Inc.**—The purpose of this project is to renovate and upgrade a 30-bed nursing unit which is one of two that serve the medical/surgical patient population and has not been renovated since its construction in 1979. The renovation will improve patient safety, most notably through improved infection control, increase efficiency through the redesign of the nursing core, and provide a more comforting care environment for patients and families.

\*GBMC Project was also recommended, but subsequently withdrawn.

***Projects recommended by the Hospital Bond Project Review Committee in 2008, and approved by the Governor and General Assembly in 2009:***

**Calvert Memorial Hospital, Inc.**—This project is for the renovation and expansion of the hospital's Infusion Therapy Center. Treatment areas will be increased from 8 to 14, creating a natural/calming environment with modular space for groupings of patients based on individual medical and psychosocial support needs.

**St. Mary's Hospital of St. Mary's County, Inc.**—This project will allow the hospital to relocate the 6-bed medical/surgical area that is currently used as needed for pediatric inpatients from the second floor to the first floor to be adjacent to, and integrated with, the pediatric section of the emergency department. Condensing pediatric services into one area will facilitate consistent availability of pediatric resources at all times.

**Howard County General, Inc.**—A 19-bed Progressive Care Unit will be created in order to improve care for the most critically ill patients. An existing medical/surgical unit will be converted directly adjacent to the Intensive Care and Cardiac/Telemetry Units, enabling the hospital to care for the highest acuity patients on one floor.

**Atlantic General Hospital Corporation**—This project is to improve operations and patient safety, and become compliant with USP Chapter 797 standards, by relocating and expanding the inpatient pharmacy at the hospital.

**Chester River Hospital Center, Inc.**—This project is to renovate and expand the pharmacy and add significant improvements in the air exchange systems to become compliant with USP Chapter 797 standards for the chemotherapy IV and conventional IV hoods.

**Kennedy Krieger Children's Hospital, Inc.**—This project is for the renovation of existing clinical space to accommodate the relocation and physical expansion of two pediatric inpatient programs—the Neurobehavioral Unit and the Pediatric Feeding Disorders Unit. These programs provide a comprehensive approach and continuum of care for children with severe behavioral and feeding problems.

**Sinai Hospital of Baltimore, Inc.**—This project will enable the expansion of the hospital's Post-Anesthesia Care Unit (PACU) with the goal to more effectively support patients' growing demand for surgical services. The new footprint will include several isolation rooms for patients with infectious respiratory disease or immune-compromised conditions, as well as a physical separation of the pediatric PACU bays from the adult section.

**Upper Chesapeake Health System, Inc.**—This project is for the construction of an 8-bed Harford Residential Hospice which will provide a home-like setting for individuals and their families who are unable to provide end-of-life care. The facility will provide a compassionate home for terminally ill patients and their families to live as fully and comfortably as possible. There is no similar facility currently available in Harford County.

**Civista Medical Center, Inc.**—This project is to relocate and enlarge the existing Dialysis

Center within the hospital. The current facility is comprised of two unconnected former inpatient rooms, making it inadequate in a number of ways. The new center will improve patient safety by allowing staff to view and closely monitor multiple patients from a single location simultaneously.

***Projects recommended by the Hospital Bond Project Review Committee in 2009, and approved by the Governor and General Assembly in 2010:***

**Carroll Hospital Center**—This project is for the expansion/renovation of the Access Carroll program which provides free primary care and dental services to low income, uninsured residents of Carroll County. The program has grown from serving 477 patients in 2005 to 636 patients in 2008.

**Union Hospital of Cecil County**—This project will allow the hospital to modernize its surgical suite through the complete renovation and reconstruction of the operating rooms, post-anesthesia care unit, and surgical support spaces. The design will integrate seamlessly with a new outpatient endoscopy suite, wound care center, same day surgery reception and waiting area, to maximize the sharing of resources among the functions.

**Sinai Hospital of Baltimore, Inc.**—This project will allow Sinai Hospital to expand its operating room capacity by four, in order to increase operating room efficiency and handle growth in both the need and demand for emergency and general surgery. The expansion will greatly enhance the efficiency of the hospital's peri-operative services, ensuring timely flow-through of patients and a high standard of surgical care, patient safety and surgical outcomes.

**Civista Medical Center, Inc.**—The purpose of this project is to renovate and open up the space between the accessioning area and the Chemistry and Hematology departments. This approach will improve the productivity of laboratory staff that can cross-train and effectively operate a broader range of automated laboratory equipment.

**Peninsula Regional Medical Center**—This project will allow the hospital to improve the care of mothers and newborns by renovating the current post-partum and nursery areas to allow rooming-in of the infants, thereby creating a more family-centered environment.

**Harford Memorial Hospital, Inc.**—The purpose of this project is to convert currently unused space to add sixteen medical surgical beds. All 16 new beds will be equipped with telemetry. The project also involves renovating existing space to create a family waiting area in space adjacent to the six-bed Intensive Care Unit, add storage space, relocate offices and create corridor space to improve circulation.

**Upper Chesapeake Health System, Inc.**—This project is for the construction of an 8-bed Harford Residential Hospice which will provide a home-like setting for individuals and their families who are unable to provide end-of-life care. The facility will provide a compassionate home for terminally ill patients and their families to live as fully and comfortably as possible. There is no similar facility currently available in Harford County.

**Civista Medical Center, Inc.**—This project is to relocate and enlarge the existing Dialysis Center within the hospital. The current facility is comprised of two unconnected former inpatient rooms, making it inadequate in a number of ways. The new center will improve patient safety by allowing staff to view and closely monitor multiple patients from a single location simultaneously.

***Projects recommended by the Hospital Bond Project Review Committee in 2010, and approved by the Governor and General Assembly in 2011:***

**Mercy Medical Center**—The purpose of this project is to enhance patient safety and clinical outcomes, advance medical education, and better serve poor and underserved women by creating a state-of-the-art maternal child health facility. This will be accomplished by expanding and relocating the labor and delivery suites, C-section procedure rooms, post-partum rooms, neonatal intensive care rooms, and pediatric rooms.

**Shore Health System (Dorchester General Hospital)**—The purpose of this project is to renovate existing space within the Behavioral Health Unit of the Dorchester General Hospital campus. This renovation will allow the creation of a dual diagnosis treatment program to address the mental health and substance abuse needs of a growing population. The need for these programs has been intensified by the closure of the Upper Shore Community Mental Health Center.

**Maryland General Hospital**—This project will allow the hospital to expand its Emergency Department to better meet the complex needs of its patient population and treat its community for emergent care more efficiently. A renovation of the space will allow an expansion of the number of rooms available so patients can be seen faster and receive quality medical care in a timelier manner. The project also includes the establishment of new units dedicated to chest pain, observation and psychiatric crisis evaluation.

**Anne Arundel Medical Center**—This project will support the final two phases of renovation and upgrade for the Pathways Alcohol and Drug Abuse Treatment Center. The second phase and first priority will address patient safety issues. The third phase will improve care delivery by increasing efficiencies in workflow.

***Projects recommended by the Hospital Bond Project Review Committee in 2011, and approved by the Governor and General Assembly in 2012:***

**Kennedy Krieger Institute**—This project is for the renovation of vacant clinical space to expand, modernize and enhance shared inpatient areas for the Pediatric Rehabilitation and Pediatric Feeding Disorders Units. These programs provide a comprehensive and interdisciplinary approach for the evaluation and treatment of children and adolescents with disorders of the brain, spinal cord and musculoskeletal system.

**Upper Chesapeake Medical Center**—The hospital is constructing a comprehensive, consolidated Cancer Center that is an addition to the existing hospital. This project is for the construction and fit-out of the first floor of the addition which will include radiation therapy, multidisciplinary consultation, administrative, education and support services.

**Franklin Square Hospital Center**—This project is for a new state-of-the-art Neonatal Intensive Care Unit (NICU) to provide care for critically ill infants. Franklin Square Hospital is the only accredited Level IIIb Perinatal Referral Center in Baltimore County and the only hospital providing Level IIIb services in eastern Baltimore City and Baltimore, Harford and Cecil Counties.

**Northwest Hospital Center**—This project is for the renovation and expansion of the Emergency Department (ER) in order to increase ER efficiency and address anticipated growth needs. The project includes 10 additional patient beds, storage and clinical support areas and three additional ambulance bays.

**Howard County General Hospital**—This project will expand and renovate the hospital's inpatient psychiatric facility. Howard County General Hospital is surrounded by three other hospitals in the state with inpatient psychiatric services, but is the only one of the four that accepts involuntary admissions.

**Union Memorial Hospital**—The purpose of this project is to expand the hospital's outpatient, campus-based, renal dialysis capabilities by nine bays. Expansion of the center will enable the hospital to reduce a constant wait list for care.

**Brook Lane**—This project is for the construction of a 14-bed addition to the current hospital which will relocate 8 beds currently housed in a separate building, and allow 6 dual occupancy rooms to be converted to single occupancy. As the sole provider of inpatient psychiatric beds for children and adolescents in Western Maryland, this project will allow more patients annually to receive care locally without significant delay or travel.

***Projects recommended by the Hospital Bond Project Review Committee in 2012, and approved by the Governor and General Assembly in 2013:***

**Kennedy Krieger Institute**—This project will renovate and modernize inpatient rooms of the Pediatric Rehabilitation Unit and Pediatric Feeding Disorders Unit. These programs provide a comprehensive and interdisciplinary approach for the evaluation and treatment of children and adolescents with disorders of the brain, spinal cord and musculoskeletal system.

**Johns Hopkins Bayview Medical Center**—This project will renovate the existing emergency department to reconfigure and expand its psychiatric evaluation service, as well as its high acuity/critical care treatment spaces.

**Holy Cross Germantown Hospital**—This project will build a state-of-the-art Level IIB Perinatal Unit, which will include five labor and delivery rooms, two cesarean section operating rooms, four ante-partum rooms, 12 post-partum rooms, an eight-bed neonatal unit, and a pre-natal care clinic for uninsured women in Montgomery County's Maternity Partnership program.

**Shore Health System**—This project will renovate the Diagnostic and Imaging Center to allow for the expansion of existing Breast Center services to include comprehensive, multidisciplinary services in one location. Direct patient care services will be expanded to include cervical cancer screening, prevention and wellness services, ongoing diagnosis and treatment of breast cancer, and survivorship services with return to wellness completing the continuum.

**Chester River Hospital Center**—This project will renovate and expand the emergency department to address privacy and work-flow challenges, and to create a safe environment for patients and staff. The project includes increasing the number of emergency department beds from 11 to 13 to accommodate space for the privacy and safety of behavioral health patients, and to accommodate patients needing observation before discharge or admission is determined.

**Anne Arundel Medical Center**—This project will renovate and reconfigure the Clatanoff Pavilion for Women's and Children's Services to enhance patient safety and facility security, and to accommodate new programs for mothers and infants, such as an intermediate neonatal intensive care unit with a rooming-in mother-baby option and a new community Lactation Center for breastfeeding clinical services, outreach and education, and support groups.

**MedStar Good Samaritan Hospital**—This project will expand the Cancer Center to provide patients more timely access to appointments and services in all phases of their treatment, access to expanded cancer screening services, better patient flow, and increased coordination of care through consultation among surgeons, medical and radiation oncologists, diagnostic radiologists, pathologists, and other cancer specialists.

**Saint Agnes HealthCare**—This project will renovate an existing patient unit to provide a 20-bed, state-of-the-art inpatient and observation clinical space for the cardiovascular patient population.

***Projects recommended by the Hospital Bond Project Review Committee in 2013, and approved by the Governor and General Assembly in 2014:***

**Washington Adventist Hospital**—This project is for the renovation of a building to house a program to improve access to primary and preventive care through a partnership with a federally qualified health center. The program specifically targets underserved patients at high risk of readmission. Patients will be linked with primary care physicians and disease management specialists, a key component to a population-based care model that serves the under/uninsured.

**MedStar Good Samaritan Hospital**—This project expands the current space for the Geriatric Program which will utilize a multidisciplinary team of geriatricians, nurse practitioners, social workers, pharmacists, and support staff, as well as caregiver support and education. The facility will house the only regional Geriatric Program with a comprehensive team approach that transcends all locations of care and addresses the needs of geriatric patients, allowing them to remain as independent as possible.

**Adventist Rehabilitation Hospital**—This project renovates existing space to establish a Bariatric Program to increase and/or maintain a patient's mobility, independent functioning, and strength. The program will provide a safe environment for staff and patients during high-risk patient handling tasks. The program will be able to accommodate the unique needs of patients between 350 and 800+ pounds.

**Sinai Hospital**—This project will renovate and expand the Pediatric Emergency Department to increase the number of exam beds to 14, create a dedicated waiting and play area with bathrooms, and expand storage and clinical support areas. By consolidating all pediatric care activities into one area, crowding will be relieved, patient safety will be enhanced, and cross traffic with adult patients/visitors will be reduced.

**Meritus Medical Center**—This project will relocate the Outpatient Physical Rehabilitation Department. The new facility will be part of the new Wellness Center, replacing a 20-year-old facility that lacks sufficient space in the therapy pool, does not include a much needed lap pool, and does not meet state-of-the-art design and safety standards.

**University of Maryland/St. Joseph Medical Center**—This project will upgrade and renovate of the 7<sup>th</sup> Floor West semi-private wing to private beds. The floor serves medical/surgical, oncology and inpatient hemodialysis patients. The suites will be patient centered with three major zones -- caregiver, patient and family -- and add hand washing areas and full service bathrooms.

**Doctors Hospital**—This project will expand and renovate the Pharmacy Department to meet the demands of computerized medication verification linked to a patient's electronic medical records. The expansion and renovation will improve patient safety, operations and management of automated medicine cabinets, and improve workflow for efficiencies and effectiveness of staff productivity.

**Anne Arundel Medical Center**—This project will renovate the current cardiac catheterization labs and add a third lab. The renovation will assist in meeting current and future demands for cardiac services, and in meeting state-of-the-art requirements and standards of the American College of Cardiology and the American Heart Association.

**Shady Grove Hospital**—This project will renovate the Emergency Department and redesign the triage area to create separate adult and pediatric locations; a rapid medical evaluation unit (RME); relocation of the minor illness/injury treatment unit adjacent to triage and RME; create rooms in the adult area to enhance patient privacy and security, and reduce contagion; and create a rapid admission area.

**Holy Cross Hospital of Silver Spring**—This project will renovate the pre/post-operative unit to complement existing initiatives. The new physical design will provide all surgical patients with an enhanced area for recovery, and a dedicated Seniors' Zone to specifically address the unique needs of elderly patients needing additional time to recuperate before discharge.

**MedStar Montgomery Medical Center**—This project will renovate an existing Emergency Department (ED) treatment room to house a dedicated ED x-ray machine, decreasing the turnaround time to view digital images, reducing the level of radiation exposure, and decreasing ED length of stay for patients.

***Projects recommended by the Hospital Bond Project Review Committee in 2014, and approved by the Governor and General Assembly in 2015:***

**Doctors Community Hospital--** This project will renovate space to establish the Doctors Community Healthcare Center in Riverdale Park. The center will offer primary and preventive health care services to uninsured and underinsured residents, with a focus on African-American and Latino populations. In addition to primary care services, the center will offer patients access to prenatal, gynecological, psychiatric, and behavioral health services. Doctors Community Hospital has a long-term lease with Crescent Cities Charities, Inc., a non-profit Maryland corporation, to lease and renovate the space to establish the Center.

**Mercy Medical Center--** This project will expand primary medical care access in downtown Baltimore by renovating the 12th floor of the McAuley Tower on Mercy Medical Center's downtown campus. An established team of primary care physicians will join additional primary and obstetrical care physicians in the new unit that will provide 26 exam rooms, 12 physician offices, and staff support areas as part of the Primary Care Expansion Project. The space will also include a waiting area large enough to accommodate the growing number of patient and their families as well as registration and check-out areas that ensure privacy.

**Adventist Behavioral Health-Rockville--** This project will renovate the hospital's Potomac Unit to increase the therapeutic environment and safety for the involuntary, chronically mentally ill patients it serves. The funding will be used to update the safety, efficiency, layout and functionality of patient rooms, patient bathrooms, common areas, and nursing and social work areas. To enhance the therapeutic environment and the patient experience, renovations will also be made to the dining room, day rooms and group therapy rooms as well as creating a secured

courtyard for patients to enjoy a safe outdoor recreation area adjacent to the dining and dayrooms.

**University of Maryland Medical Center Midtown Campus--** This project will relocate and renovate the existing Renal Dialysis Unit to better meet the complex needs of its patient population and provide easier access to dialysis services. The project will improve services at the Renal Dialysis Unit through increased patient privacy, improved patient line-of-sight, infection control, and will reduce the cost of care/improve vendor efficiencies by relocating the unit to a centralized location.

**Washington Adventist Hospital--** This project will renovate and improve services in the hospital's Center for Advanced Wound Care & Hyperbaric Medicine, a key department in the outpatient services at Washington Adventist Hospital that addresses the chronic wound care needs of the community. The renovation will increase the number of treatment rooms to accommodate outpatient capacity, provide additional privacy and increased infection control, create a dedicated waiting area to shield patients and their families from the activities of the Center and improve electronic health record charting capabilities.

***Projects recommended by the Hospital Bond Project Review Committee in 2015, and approved by the Governor and General Assembly in 2016:***

**Doctors Community Hospital--** Doctors Community Hospital has a long-term lease for 10,000 square feet in the Marlboro Pike area that will serve high-risk populations with limited health care access. Renovations include the primary care practice areas, patient exam rooms, and physician and laboratory office space. The lobby and front entrance will be upgraded to be ADA compliant. The facility will offer primary and preventative health care services to the uninsured and underserved residents with a focus on African-American and Latino populations. The center will also provide prenatal, gynecological, behavioral health and chronic disease management services.

**Adventist Behavioral Health and Wellness-Rockville--** This project will support the Behavioral Health Outpatient Program (BHOP). BHOP will serve as a Behavioral Health Home for patients with a primary diagnosis of a behavioral health disorder. The goal is to improve the overall health of the community, improve patients' experiences while receiving care, and reduce health care costs in a traditionally high-use population. This will be done by providing a number of services that mitigate barriers to receiving treatment, an effort that will reduce readmission rates. Funding will be used to renovate about 1,000 square feet to create 11-12 offices for individual psychotherapy and for physical examinations by eight providers, including an internist/primary care physician, psychiatrist, psychologist and social workers; 2,000 square feet will be upgraded to be used for group activities and therapy.

**Adventist Healthcare-Shady Grove Medical Center (SGMC)--** The creation of a "child-centric" first floor space dedicated to outpatient pediatric rehabilitation will improve the access to and appeal of rehabilitation services for those most in need. SGMC is the only hospital in Montgomery County providing comprehensive outpatient pediatric physical therapy, occupational therapy and speech language pathology services.

The space will be in two separate areas; the Neonatal Intensive Care Unit (NICU) lounge will be adjacent to the NICU on the third floor, and the Pediatric Outpatient Rehabilitation Program will be in an adjoining medical office building and occupy 1,700 square feet. The current 1,100 square feet for the pediatric rehabilitation department is on the fourth floor of the hospital, which mainly houses adult inpatients, reducing the visibility, convenience and appeal of this critical service. Moving will provide greater access to care and enable parents and guardians to better participate in the care of their children.

**Anne Arundel Medical Center (AAMC)**-- The Pathways project at AAMC is being developed to improve patient care, patient safety and efficiency by renovating the main waiting area and reconfiguring space to accommodate group therapy and ambulatory detoxification programs. The project includes the upgrade of electrical, lighting and mechanical equipment throughout the building, focusing on the reduction of electricity and water consumption. In addition, the exterior will be renovated to improve the patio area and lighting, and upgrade low-voltage cabling and security access controls/monitoring systems.

**McCready Foundation**-- The requested funding will assist in implementing a collaborative program between Adventist HealthCare Inc. and McCready to provide behavioral health services on McCready's campus in Crisfield. This program will increase access to behavioral health care by adding services currently not available in Somerset County and offering another point of access for the few services already offered. This program will also assist in addressing the alcohol, opioid and other substance abuse issues prevalent in this area.

**MedStar Franklin**-- This funding will assist in moving an inpatient cancer unit from an outdated and undersized location to a renovated space that will facilitate inpatient clinical care. This location became available with the move of the hospital's medical/surgical services to its new patient tower. This project will improve patient care by expanding the size of the inpatient cancer unit and adding space to patient rooms, family/visitor areas, other clinical spaces, and equipment and storage spaces. Further, the renovation will improve IT, electric and HVAC infrastructure to enhance patient care and safety, as well as improve amenities.

**MedStar Montgomery Medical Center (MMMC)**-- This project will renovate the Maternal Newborn Center Special Care Nursery and Inpatient Unit. The remodeling includes significant patient focused amenities to meet the demands of the newborn population, and upgrades to patient accommodations. The nursery will shift from one contiguous space to a pod layout that will allow for more patient privacy and quiet space. The renovations include new floors and lighting, as well as improved patient/staff movement flow – that will result in more patient-friendly space and improved outcomes.

**University of Maryland St. Joseph Medical Center**-- The project will renovate a floor dedicated to serve mothers and babies. The area referred to as 3 West is currently the postpartum floor and has 15 private rooms and two semi-private rooms. These funds would support the renovation of a minimum of five suites on 3 West to provide a more homelike atmosphere for mothers and babies with a more welcoming labor and delivery area. Additional improvements include new way-finding signage and a new reception desk to greet patients. A renovation to the

triage area will increase the number of exam rooms from three to five, replace curtain dividers with glass partitions to enhance patient privacy and infection prevention, and replace the 50-year-old heating and air conditioning unit to improve efficiency and patient comfort.

**University of Maryland Rehabilitation and Orthopaedic Institute--** The Kernan Dental Service project addresses inadequate space on the Terrace Level of the James Lawrence Kernan Hospital. The renovation of the patient waiting and registration areas will enhance patient privacy, confidentiality and safety; improve patient flow; and improve overall efficiency for all patients. The creation of a customized area within the waiting room for the special health care needs population will promote patient safety and optimize the overall patient and family experience. The project will add one dental hygiene room.

***Projects recommended by the Hospital Bond Project Review Committee in 2016, and approved by the Governor and General Assembly in 2017:***

**Union Hospital of Cecil County--** The creation of a Behavioral Health Crisis Assessment and Stabilization Center is designed to serve as a peer driven, recovery/resilience based crisis alternative that uses an integrated approach to address a person's behavioral health crisis and physical health challenges. The Behavioral Crisis Center will operate 24 hours a day, seven days a week to serve adults seeking voluntary non-medical detoxification support, with expected stays of one to 10 days and an expected average length of stay of seven days. The center will be licensed as a Crisis Residential Service and support not only individuals with an immediate mental health crisis, but also their primary physical health care needs, which may include substance use challenges. The center, approximately 15,000 gross square foot, will contain 16 licensed crisis residential beds.

**Atlantic General Hospital--** The Regional Cancer Care Center is being constructed on Atlantic General's campus to provide much-needed comprehensive diagnostic, treatment, and support services for cancer patients and their families, and education and prevention for the community. The new 17,940 gross square foot facility will accommodate the expansion needs of Atlantic General's existing cancer care services and will house the relocation of radiation oncology services in a community partnership with 21st Century Oncology.

**Carroll Hospital Center--** Carroll Hospital plans to renovate and reconfigure space to provide Family-Centered Neonatal Couplet Care, a Swedish model under which parents can stay with their newborn 24 hours per day, from admission to discharge, regardless of the baby's health status. This model encourages parents to be the infant's primary caregivers while nurses and physicians assume the role of coaches. Under this effort, 30,327 square feet of space in the main hospital will be renovated to expand and reconfigure the current obstetrical rooms. Following the renovations, there will be 20 rooms equipped to provide Couplet Care, making Carroll the first hospital in Maryland to provide this model of care.

**University of Maryland Midtown Campus--** The requested funding will assist in the relocation and renovation of the existing inpatient psychiatric unit at the Midtown Campus. The unit will double from approximately 12,500 square feet to approximately 25,000 square feet and address patient safety issues through modern construction and design, such as eliminating the current drop

ceilings which pose a suicide precaution risk. A key component of the new design will be the transition to private rooms with individual bathrooms. In addition, this unit will have significantly more recreational space for patients.

**University of Maryland Baltimore Washington Medical Center--** This project will expand the current 14 bed general adult inpatient psychiatric unit by 10 beds through the renovation of the second floor of the hospital's east tower. An estimated additional 664 general adult psychiatric patients will be served per year based on the 5.22 day current average length of stay. This renovation will allow all of the hospital's psychiatric services to be in an adjoining space, thereby reducing elopement risks, increasing patient and visitor safety, and maximizing efficiency.

**MedStar Montgomery Medical Center--** This funding will be used for renovation and capital improvements in MedStar Montgomery Medical Center's Addiction and Mental Health Center on the hospital's sixth floor. The nurses' station will be renovated and upgrades will be made to the inpatient adolescent group room and common area, increasing the amount of usable space and providing for an open environment. Renovation of the older adult inpatient suite will improve privacy by creating personal changing areas where there is currently a shared alcove. Specialized flooring and lighting will be installed to help elderly patients prevent falls and ensure safety. These upgrades strike a balance between the safest possible healing environment and a non-institutional appearance.

**Garrett Regional Medical Center--** Garrett Regional Medical Center's project will redesign 5,215 square feet of contiguous space primarily to renovate operating rooms and centrally locate the decontamination and central sterile areas to more efficiently use the existing space. This expansion of the operating room suites will provide the 400 square foot minimum requirement for a class "C" operating room, facilitating safety for more complex procedures. This modernization will allow for flexibility and will maximize the efficiency and effectiveness of the operating rooms and staff.

**Anne Arundel Medical Center (Pathways Renovation)--** This project will renovate and upgrade the Pathways facility, a nonprofit alcohol and substance abuse and co-occurring treatment program that is a subsidiary of Anne Arundel Health System, Inc. The expansion of the dining area with an enclosed structure will connect the area to the outdoors, allowing views of the exterior, relieving congestion and encouraging patient social interactions during meal times. This will also make the space more amendable to outpatient group meetings and training for the community. To promote patient privacy and security, privacy walls will be added between Pathways and the adjoining property and at the loading dock. In addition, a gazebo installed in the patio area will allow patients and staff to sit during inclement weather. As treatment programs expand to meet diverse patient needs, reconfiguration of the existing spaces can accommodate admission and unique evidence-based treatment services.

**Anne Arundel Medical Center (Clatanoff Pavilion Renovation)--** Anne Arundel Medical Center's Rebecca Clatanoff Pavilion for Women's and Children's Services renovations will enhance patient safety and facility security in the women's surgical and mother/baby patient rooms. Through this project, the finishes in all patient suites and patient and visitor accessible areas will be upgraded. Behavioral safety adjustments will be made, including reconfiguring

medial gases and clinical devices within the patient suites to protect patients from harm. Upgrades will also be made to the security, telecommunication and nurse call systems to promote the safety of the most vulnerable patients. These changes will better use existing space, provide for a more comprehensive workflow and accommodate greater volumes of women's surgical and post-labor and delivery patients.

**Suburban Hospital--** The purpose of the addition to the Behavioral Health Crisis Area is to establish a 3,670 square foot facility within Suburban Hospital's emergency department to help accommodate the growing behavioral health needs of the community. The Crisis Pod was designed to ensure the safety of suicidal, homicidal, psychotic and dangerous patients throughout the process of assessment and final disposition to an inpatient psychiatric facility. The current Crisis Pod is a fully secured area with two beds, a common area that can accommodate an additional two patients and a small open area which serves as office space for staff. Through this renovation, six rooms will be added along with bathrooms and shower facilities, storage for patient belongings, an interview room, a team station, a patient common area and a private office space for the crisis intervention assessment staff. This proposed expansion will relieve crowded conditions while also providing greater confidentiality and comfort for those who are experiencing acute psychiatric illnesses.

**University of Maryland St. Joseph Medical Center--** In response to a growing need for minimally invasive cardiac surgical procedures in an aging population, the University of Maryland St Joseph Medical center plans to construct a 1,766 gross square foot hybrid operating room. This surgical theatre will be equipped with an advanced medical imaging system to allow for minimally invasive and open complex surgeries using real time high quality imaging guidance. The hybrid operating room meets the requirements of a standard operating room in terms of sterility, anesthesia capability and equipment, so if necessary, the surgical team can rapidly transition the patient to open heart surgery in the face of serious complications. This project is considered a standard of care for medical centers with cardiac surgery programs.

***Projects recommended by the Hospital Bond Project Review Committee in 2017, and approved by the Governor and General Assembly in 2018:***

**Calvert Memorial Hospital--** The conversion of Calvert Memorial Hospital's behavioral health unit, which currently provides care to both adult and adolescent inpatients in combined living and activity space, into two separate wings, will ensure patients are cared for in age-appropriate therapeutic environments. Once completed, the renovated area will offer a 12-bed adult wing and five-bed adolescent wing with separate group rooms, activity areas, consultation rooms and dining/social activity rooms. The expanded workspace, along with a full-time mental health physician, will allow the hospital to serve more patients and, in response to the urgent need for substance abuse services, offer new programs for expanded follow up care.

**Atlantic General Hospital--** Renovation of Atlantic General's second floor inpatient care areas will complement the hospital's existing initiatives to promote a more patient and family-centered approach to care. The redesign will increase the number of patient and family communal areas, provide improved medication and equipment storage space, increase space for staff to work near patient rooms, reduce risk of falls through improved monitoring, and organize equipment to

create a more efficient and therapeutic environment. The addition of a centralized work station will provide improved lines-of-sight and will reduce noise, improving sleep and comfort for the patient.

**MedStar Good Samaritan--** Good Samaritan's development of an integrated outpatient Center for Chronic Disease Management will significantly increase the quality of care for Baltimore City citizens where chronic diseases are the leading causes of death. Renovations will be made to the second floor of the hospital to co-locate the providers and services required to address their healthcare needs. The Center will improve patient care by providing the physical space needed for an interdisciplinary team to coordinate care for patients who have one or more chronic diseases plus the integration of behavioral health if needed.

**Mt. Washington Pediatric Hospital--**The two-level expansion of the Rosenberg Outpatient Building on Mt Washington's campus will expand the delivery of services addressing the medical, behavioral and rehabilitation needs of pediatric patients. This clinic is one of few in the state offering primary care to medically complex pediatric patients enrolled in Medicaid. With an emphasis on expanding psychological services, the renovation will allow for 10 additional therapy treatment rooms, six exam rooms, conference/education spaces, and expanded clinical and family spaces. By doubling the available space, both services and outpatient volume are expected to increase which will help meet the demand for outpatient pediatric specialty services and help alleviate appointment wait times.

**Holy Cross Health Network--** With the support of community partners, Holy Cross Health will construct a fully integrated senior health center in a newly constructed, subsidized senior residence in downtown Silver Spring, Maryland. This center will provide comprehensive primary care services, chronic disease management and an array of senior wellness programming. By utilizing a holistic approach to improving the health of the community, Holy Cross expects this center to help older adults flourish by ensuring the right care is provided in a lower cost and more convenient setting.

**Howard County General--**The renovation of Howard County General's cardiac catheterization laboratory will create a more efficient and safe patient environment through the replacement of aging equipment and construction of a restricted access area and a new procedure room that meets current standards of care. These improvements will allow the hospital to continue performing emergency cardiac procedures in addition to interventional radiology and pain management procedures.

***Projects recommended by the Hospital Bond Project Review Committee in 2018, and approved by the Governor and General Assembly in 2019:***

**Anne Arundel Medical Center—**The renovation of an area within the North Hospital Pavilion will allow for the co-location of a suite providing services for two of the most vulnerable and sensitive patient populations seen in the emergency department: domestic violence/sexual assault victims and pediatric mental health patients. Renovations will improve the safety and privacy of these patients, and enable the hospital to continue to serve these populations as volume and complexity increase. A private suite for domestic violence/sexual assault patients will create a

centralized, comforting, and safe space for this traumatized population and adhere to best practices that recommend a separate waiting area. Renovations will also allow for more forensic nurse examiner training sessions, which will help increase recruitment and retention, combating the national shortage of these specially trained nurses.

**Carroll Hospital Center**—The construction of a modern, 12-bed critical care unit will improve patient care by increasing each room’s size, as well as provide improved line of sight for nurses, and create a more efficient workspace for staff. Current patient rooms can only accommodate one visitor and one staff member. Increasing the size will accommodate larger, modern technology and allow for in-room services like continuous dialysis. The renovation will also allow for in-room instruction for family members on how to care for their loved ones and eliminate the visitor restrictions due to space constraints.

**Holy Cross Hospital**—The renovation of space within Holy Cross Hospital’s labor and delivery unit will include the triage and perinatal diagnostic center, the operating rooms and post-anesthesia care unit. These renovations will help accommodate the increased volume of women seeking services and ensure operating rooms meet current standards.

**Howard County General**—Howard County General’s construction of a comprehensive breast center within the Berman Pavilion will allow for the co-location of services such as: imaging, radiation oncology services, surgery, and therapeutic services such as yoga and acupuncture. The addition of a patient navigator will help ensure patients receive coordinated care. This renovation is expected to expand not only the services delivered, but also the service hours, reducing gaps in care and allowing patients to avoid having to travel long distances to access these services.

**MedStar Southern Maryland**—The construction and renovation of MedStar Southern Maryland’s emergency department will improve the patient experience by creating efficiencies and improving operational flow. This project will expand the number and size of emergency department beds from 28 undersized rooms to 36 right-sized spaces; square footage will increase from 12,800 feet to 25,500 feet. The modernization will include flexible space that can be utilized for special populations such as behavioral health and pediatric patients. Also, the lobby and waiting areas will be expanded to accommodate the annual 49,000 visitors.

**MedStar Union Memorial**—The renovation of MedStar Union Memorial’s clinical space for a multi-provider flex care/primary care practice will increase access to primary and preventive care for the 4,000 members of the hospital’s surrounding community. In addition, the practice will provide care for low acuity emergency department patients who would be more appropriately served in a primary care setting. This project will improve the long-term health of the community by connecting patients with primary care providers. Also, the utilization of costly emergency department services is expected to drop, reducing overcrowding and wait times for patients who need emergency care.

**Mercy Medical Center**—The two-level renovation of the Mead building, adjacent to Mercy’s hospital campus in downtown Baltimore, will provide obstetrical physician services to an underserved community, increasing the number of women receiving prenatal care. The practice is expected to serve more than 5,000 patients. Additionally, the renovation will allow for the

expansion of a population health program focused on complex and rising-risk patients in need of chronic disease management. The expansion of this program will establish a post-discharge clinic, after-hours care, and a wellness center. The program is expected to provide population health interventions to an estimated 100,000 patients.

**Peninsula Regional Medical Center**—The redesign and renovation of the fourth floor of Peninsula Regional Medical Center’s east tower will create a special care nursery with single family rooms instead of the current open bay unit. The renovation will improve neonatal outcomes, especially for premature infants and babies diagnosed with neonatal abstinence syndrome, and allow parents to be present 24/7, increasing parent confidence and decreasing the hospital length of stay. The remaining space will be renovated to accommodate the relocation of an eight-bed pediatric unit from the first floor.

**University of Maryland St. Joseph Medical Center**—The University of Maryland St Joseph Medical Center’s emergency department renovation will create a nine-bed emergency care flex area to serve behavioral health patients. The renovation will enhance the safety and security of patients and staff, while enabling staff to meet patient needs within a space conducive to healing. The flexible nature of the space means any or all of the nine beds can be used for medical patients if necessary. The space will include a day room for patients to spend time, a seclusion room, a secure medication station, and secure nutrition station.

***Projects recommended by the Hospital Bond Project Review Committee in 2019, and approved by the Governor and General Assembly in 2020:***

**Atlantic General Hospital**—The establishment of the first multispecialty ambulatory surgery facility in Worcester County will provide outpatient surgical services to residents of the lower Eastern Shore and Southern Delaware. The facility will be located in a soon-to-be constructed medical office building and will complement Atlantic General Hospital’s inpatient and outpatient surgical services.

**Frederick Memorial Hospital**—A new three-story renovation/expansion Critical Care Pavilion will redesign the emergency department to accommodate adult and pediatric patients, modernize the intensive care unit, and relocate cardiac diagnostic and therapeutic services to address current facility constraints. The addition of a dedicated elevator will streamline the transport of emergency department patients to critical care and cardiac service units. The project also includes relocating pediatric inpatient services to the first floor to improve integration with the emergency department.

**The Johns Hopkins Hospital**—Construction and renovation of two contiguous row homes in East Baltimore to provide access to residential crisis services (RCS) — short-term, intensive mental health services, co-occurring substance use disorder treatment and other essential services provided in a community-based, non-hospital, residential setting on a 24/7 basis. These services will prevent some psychiatric inpatient admissions, provide an alternative to psychiatric inpatient admissions and shorten the length of inpatient stay for an individual experiencing a mental health crisis.

**Kennedy Krieger Children’s Hospital**—Renovation of existing inpatient space to create a state-of-the-art pediatric epilepsy monitoring unit for children and adolescents with refractory epilepsy, who are candidates for innovative neurosurgical interventions at the Johns Hopkins Hospital Bloomberg Children’s Center. The epilepsy monitoring unit will include two new, specially-designed inpatient rooms/suites on the third floor of Kennedy Krieger’s inpatient hospital. The new unit is expected to be a national and international destination providing expertise, resources and therapies not available in other epilepsy centers.

**MedStar Montgomery Medical Center**—Construction of an acute care for elderly unit and a geriatric emergency department to serve as a regional geriatric program with a comprehensive team approach. This will provide a space specially-designed for geriatric patients, helping them remain as independent as possible.

**Meritus Medical Center**—Renovation of the John R. Marsh Cancer Center to improve care for those who need oncology infusion and radiation oncology services. The completed project will address the growing need for oncology services while shortening wait times, significantly decreasing the distance between treatment rooms and waiting areas and enhancing accommodations for patients whose mobility is limited.

**Mt. Washington Pediatric Hospital**—Construction of a new, state-of-the-art 3,000-square-foot rehabilitation gymnasium and treatment space to meet the demand for expanded and integrated therapies for children who have suffered injuries and/or face disabilities. The new ability center will include outpatient clinics and a rehabilitation day program and is expected to bring an additional 15,000 patient visits including 1,200 new patients. The center will be between the existing inpatient and outpatient buildings to provide maximum access and will be surrounded by smaller, more private areas to accommodate a variety of treatment options. Center providers focus on therapies that enhance motor and cognitive recovery of pediatric patients, leading to significant improvements in health and independence.

**Sinai Hospital of Baltimore**—Construction of a new facility, the Center for Hope, to house multiple partner agencies responsible for a variety of violence prevention and intervention programs working collaboratively to address the root causes and intersections between violence and trauma. This colocation and collaboration incorporate core elements of the Children’s Advocacy Center, Family Justice Center and Cure Violence national models for a comprehensive response to crimes against children, domestic violence and community violence, with an innovative multidisciplinary approach. The creation of this facility will lead to better outcomes, a healthier community, and a safer Baltimore

***Projects recommended by the Hospital Bond Project Review Committee in 2020, and approved by the Governor and General Assembly in 2021:***

**Anne Arundel Medical Center**—Pathways Inpatient and Outpatient Clinical Space Renovation  
Renovation of the second floor of the Pathways inpatient and outpatient clinical space will convert three double-occupancy patient rooms to six single-occupancy patient rooms. The proposed project also includes an enhanced nursing station, contemporary security and privacy upgrades, and renovation of public restrooms to reduce the potential for self-harm. This project is

expected to create a safer, more healing environment for patients with substance use disorders.

**Carroll Hospital—Surgical Perioperative & Post-Anesthesia Care Renovation**

Renovation and reconfiguration of the perioperative and post-anesthesia care units will allow patients to be placed next to the operating room in rooms with full monitoring capabilities. This renovation will decrease transit times and assist with patient care and comfort. The post-anesthesia care unit will be expanded with additional sinks, bathrooms, and other clean areas to enhance infection control. The project will allow the perioperative and post-anesthesia care unit area to be combined into one single treatment space to allow for a seamless experience for surgical patients. There will also be a room dedicated to pediatric patients as well as two safety rooms with built in ceiling lifts.

**Doctors Community Hospital—Simulation Center for Education and Training**

A Simulated Learning Center for continuing education and training of nursing staff will be constructed in the refurbished nursing home on the hospital's campus. The room will be used for the training of approximately 800 clinical employees including 13 clinical directors and one education director. The Simulation Learning Center will also be available for academic institutions with nursing programs that do not have a simulation learning center available for their students. The training center is expected to improve the skillset of clinical staff by simulating real-life events, and ultimately improve patient safety and quality outcomes.

**Holy Cross Hospital—Emergency Department Renovation**

Renovation of the emergency department will co-locate all levels of emergency care, increase treatment spaces, create a dedicated behavioral health treatment area, and relocate the observation unit to support expansion and improve access to care. The renovation is expected to improve safety, efficiency, and flow, and enhance the environment of care and patient experience.

**Kennedy Krieger Institute—Fairmount Project-Renovation of Outpatient Space**

This project will renovate 31,000 square feet of existing outpatient space into a modernized, state-of-the-art, expanded and safe environment for children with developmental or acquired disabilities in need of early childhood intervention and intensive therapy (i.e., occupational, physical and speech/language therapies, rehabilitation psychology, social work, education, medical care), neuropsychology, and behavioral psychology services. The renovation will renew four floors in Kennedy Krieger's Fairmount Building—a former high school last restored, renovated, and converted to outpatient space in 1992.

**MedStar Southern Maryland Hospital Center—Inpatient Behavioral Health Unit Renovation**

Modernization and expansion of the inpatient behavioral health unit will address functional space inefficiencies, aging infrastructure, and the therapeutic and safety needs of the patients and staff, creating a balance between the safest possible healing environment and a non-institutional appearance. The inpatient unit is designed for adult patients with acute psychiatric symptoms, who may present a danger to themselves or others and require 24-hour care. The program focuses on a patient-tailored recovery care plan that may include individual and group therapies, group activities, medication management, and education.

**Sheppard Pratt Health System—Diverting Behavioral Health Emergency Room Visits, Admissions Redesign**

This project will renovate the hospital's admissions department to enhance access to the specialized psychiatric inpatient units, divert unnecessary visits to the emergency departments of acute care general hospitals, and improve patient safety and satisfaction. The growing demand for mental-health and addiction services and the desire for more cost-efficient delivery of inpatient psychiatric care are key drivers for this project. The renovation project and the implementation of a new intake process in 2022 are projected to increase the combined capacity of the admissions department and the Crisis Walk-In Clinic by 25% when fully operational.

**University of Maryland St. Joseph Medical Center—Pediatrics and Pediatric After Hours Relocation and Renovation**

The relocation and renovation of the third floor west wing will create a dedicated floor for family care with an inpatient and outpatient pediatric unit adjacent to the maternal health unit. The renovated wing will provide five private inpatient pediatric rooms and five renovated outpatient rooms. A new treatment room, triage room, family waiting room, and pediatrician call room will complete the project. The new pediatric unit is designed to optimize infection prevention, accommodate new technology, enhance the patient experience, and meet the community's need for expert, local pediatric care.