

INTENSIVE CARE  
DISRUPTION  
**PAIN** SELFLESS  
HARDSHIPS BREATHE  
HOPEFUL PANDEMIC KINDNESS VENTILATOR  
GLOBAL VIRAL SURVIVOR DOCTORS EMOTIONAL LONELY  
GRATEFUL HYBRID EXPERTS EXPOSED LOVE SHORTAGE ANXIETY IMPACT LOCKDOWN TRANSMISSION  
EVIDENCE UNCERTAIN STAY HOME  
PPE POSITIVE ISOLATED LOSS GRIEF LIVES DISEASE RISK  
RISK OUTDOORS FRONTLINE MASK CAUTIOUS  
**GRATITUDE** TABLETS  
LIMIT TEMPERATURE CHECKS SUPERSPREADER SOCIAL DISTANCING MANDATE ACHE N95  
**HERO** MENTAL HEALTH  
HELPLESS DISINFECT VULNERABLE  
SCREENING FIGHTER WORRY SPIKE CASES

# STRONGER

GRIEF ICU STRESSED EXPERT PPE BOREDOM  
PROTECT FURLOUGH UNITY  
**OUTBREAK** INFECTION HOSPITALIZED  
EMERGENCY OVERWHELMED LIMIT POD DEATHS  
CORONAVIRUS DONATE DIFFICULT PATIENT LOVE PAIN COMMUNITY RELENTLESS DEPRESSION FATIGUE STUDIES SURGE  
UNPRECEDENTED HEALTH  
**COVID-19** TESTED SURGE BEDS COUGH ANTIBODIES DROPLET FAMILY PULSE  
CONTACT COUGH PERSEVERE QUARANTINE STOP THE SPREAD WASH HANDS  
FACE MASK VIRUS PANIC HELP  
MILLIONS LOVED ONES LONELY  
**LOST** LIVES  
TREATMENT ANTIGEN TRIALS PULSE SUPPORT INTUBATE SURREAL OXYGENATION BUBBLE







Hackensack  
Meridian *Health*

# 2020 ANNUAL REPORT

**02**  
LETTER FROM THE  
CHIEF EXECUTIVE  
OFFICER

**03**  
LETTER FROM THE  
CHAIRMAN OF THE  
BOARD

**04**  
MISSION, VISION &  
BELIEFS

**05**  
HACKENSACK  
MERIDIAN *HEALTH*  
BY THE NUMBERS

**08**  
COVID IMPACT

**14**  
RESEARCH &  
DISCOVERY

**18**  
EDUCATION

**22**  
COMMUNITY

**30**  
TECHNOLOGY  
AND CLINICAL  
INNOVATION

**34**  
FACILITIES

**38**  
AWARDS &  
RECOGNITION

**40**  
LEADERSHIP

**41**  
COVID  
REMEMBRANCE



## LETTER FROM THE CHIEF EXECUTIVE OFFICER

---

I will never forget the moment in early March 2020, when I got the phone call that the first COVID-19 patient in New Jersey was confirmed at Hackensack University Medical Center. I immediately felt a pit in my stomach and knew we had a tough road ahead.

One month later we reached our peak with nearly 3,000 COVID-19 patients being treated at once across the network. The pandemic upended our world but we proved that we are Jersey strong. Our team members will be remembered as true American heroes for their selfless acts of courage and dedication to our patients which continue today.

This team went beyond the call of duty. Our network treated more patients than any other in New Jersey and contributed several breakthroughs to help the nation battle the worst American health crisis in a century. Hackensack Meridian Center for Discovery and Innovation developed the first rapid commercial COVID-19 test, a dozen clinical trials for COVID-19 therapies and life-saving vaccines. We also created a rapid COVID-19 variant test to more effectively treat patients and better track the virus in real time, which also tremendously aided the New Jersey Department of Health. The network also operated New Jersey's largest COVID-19 vaccination mega-site at the former Meadowlands Racetrack, which at its peak vaccinated 5,000 people daily.

I invite you to review the *2020 Annual Report* and learn what we were able to accomplish in the face of this unprecedented crisis. Even while coping with the pandemic, we furthered our mission in vital and compelling ways, driving new clinical innovations and partnerships, advancing medical education, improving our facilities and doing our part to keep the community healthy and safe.

We remember all those who fought valiantly against this virus and honor our front-line heroes and innovative spirits that are helping us beat this pandemic. We have undoubtedly been through some of the worst of times, but I can confidently say that we have emerged **STRONGER**. I am beyond proud of our teams and I thank you all for your ongoing support.

ROBERT C. GARRETT, FACHE  
CHIEF EXECUTIVE OFFICER  
HACKENSACK MERIDIAN HEALTH

## LETTER FROM THE CHAIRMAN OF THE BOARD

---

As chairman of the Hackensack Meridian Health Board of Trustees, there is one thing I quickly learned: This team is resilient.

Everything was working against us in 2020 and we were all tested in unimaginable ways. Despite the fear and challenges we faced, everyone rose to the occasion.

I would like to thank and recognize the entire team at Hackensack Meridian Health, and our board members for your unwavering support throughout this crisis. During each unpredictable phase of the pandemic, the Board of Trustees was steadfastly focused on maintaining a safe and stable environment for team members and patients.

A Recovery and Transformation Committee was quickly established to ensure a solid strategic plan is in place to help reverse the financial burden of the pandemic and realign the organization to its strategic objectives.

In the pages that follow, you will learn about the many ways the team at Hackensack Meridian Health found strength to overcome the overwhelming effects of the pandemic. You will also learn about the many things they were able to accomplish, above and beyond caring for COVID patients.

No one sat on the sidelines and watched things unfold. Hackensack Meridian Health truly led the way in developing and sharing best practices for health care providers across the globe.

Now that the worst of the pandemic is (hopefully) behind us, Hackensack Meridian Health is coming back stronger than ever before. It is an honor to serve as chairman of the board and I cannot wait to see what the future holds for this organization.

FRANK L. FEKETE, CPA  
CHAIRMAN  
HACKENSACK MERIDIAN HEALTH BOARD OF TRUSTEES



## MISSION

Transform health care and be recognized as the leader of positive change.

## VISION

Innovation is in our DNA, compelling us to create a world where: the highest quality care is human-centered, accessible and affordable; we deliver outcomes that matter most; and excellence is the standard.

## BELIEFS

**CREATIVE** ... I will do my part to make things better.

**COURAGEOUS** ... I will do the right thing.

**COMPASSIONATE** ... I am the human experience.

**COLLABORATIVE** ... I embrace teamwork.

**CONNECTED** ... I am part of something bigger.

## DIVERSITY, EQUITY & INCLUSION PURPOSE & PHILOSOPHY STATEMENT

### PURPOSE:

To promote values and drive the necessary change to ensure Hackensack Meridian Health network is a diverse, equitable and inclusive organization reflective of the diverse communities we serve regardless of gender, race, age, religion, ethnicity, disability, national origin, sexual orientation, gender identity or expression, veteran status, or any other category protected by state or federal law.

### PHILOSOPHY STATEMENT:

Hackensack Meridian Health views diversity not only as a moral imperative and as a catalyst to achieve our mission and purpose in health care, but also as a competitive advantage and a business opportunity. Diversity and inclusion is critical to unleashing innovation, driving

performance and delivering superior patient outcomes. We are intentional in our efforts to embed diversity and inclusion throughout the fabric of our organization by driving business growth with a focus on:

**PATIENT CARE** - ensuring quality care for all and addressing health care disparities

**COMMUNITY** - supporting and strengthening partnerships with the diverse communities we serve

**WORKFORCE** - attracting, retaining, developing and promoting the advancement of diverse talent

**SUPPLIER DIVERSITY** - engaging and supporting local and diverse businesses with a focus on historically underrepresented business owners

Hackensack Meridian Health is the largest, most comprehensive and truly integrated health care network in New Jersey, offering a complete range of medical services, innovative research and life-enhancing care.

## 17 HOSPITALS



### 9 COMMUNITY HOSPITALS



### 3 ACADEMIC MEDICAL CENTERS



### 2 CHILDREN'S HOSPITALS



### 2 REHABILITATION HOSPITALS



### 1 BEHAVIORAL HEALTH HOSPITAL



### 1 CENTER FOR DISCOVERY AND INNOVATION



### 1 SCHOOL OF MEDICINE



### CARE DELIVERED IN 2020

**169,389**  
PATIENT  
ADMISSIONS

**480,663**  
EMERGENCY  
ROOM VISITS

**16,230**  
BABIES  
DELIVERED

**1.7M**  
OUTPATIENT  
VISITS

**89,358**  
SURGERIES  
(Inpatient and  
Outpatient)

**500,000**  
PRIMARY CARE  
VISITS

**36,000+**  
**TEAM**  
MEMBERS

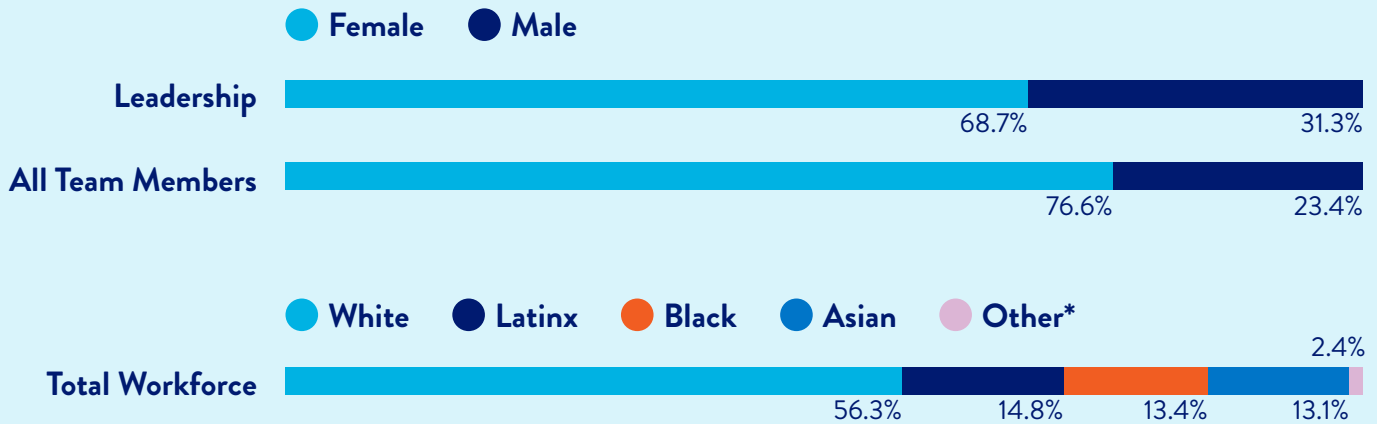
**7,000+**  
PHYSICIANS

**500+**  
PATIENT CARE  
LOCATIONS

**\$6.9B**  
OPERATING  
REVENUE

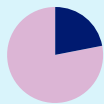
**340**  
HACKENSACK  
MERIDIAN  
MEDICAL GROUP  
PRACTICES

# DIVERSITY, EQUITY & INCLUSION



\*Other includes Unknown, Native Hawaiian / Pacific Islander, two or more races/ethnicities, Native American / Alaska Native.

## 2020 FINDINGS\*



**22.5%**

of new hires at the frontline and mid-manager level (combined) were filled by underrepresented candidates (Black and Latinx)



**22.2%**

of new hires at the network executive level were filled by an underrepresented candidate (Black, Latinx or Asian)

\*Data from January - October 2020

## 2021 GOALS FOR IMPROVEMENT

Hackensack Meridian Health is dedicated to increasing diverse representation among our executive leadership and full workforce. By the end of 2021, our goal is to achieve:



**A 7.5% OR GREATER INCREASE IN FRONTLINE AND MID-MANAGER POSITIONS** filled by underrepresented candidates (Black and Latinx) as compared to 2020 Diversity Data.

**A 7.8% INCREASE IN EXECUTIVE LEADERSHIP POSITIONS** filled by underrepresented candidates (Black, Latinx and/or Asian) as compared to 2020 Diversity Data.



# SPOTLIGHT ON DEI INITIATIVES

## CEO PLEDGES

Hackensack Meridian Health CEO, Robert Garrett, FACHE, recently signed his name to two important pledges. One from the New Jersey CEO Council Commitment, where they collectively pledged to hire or train more than 30,000 residents by 2030 and spend an additional \$250 million on procurement with state-based, diverse companies by 2025, and challenged their peers in the business community to produce an additional 40,000 jobs and \$250 million in local purchasing. Both efforts focus on underrepresented communities of color and other underserved communities. And second, the CEO Action Pledge for Diversity & Inclusion, where he joined more than 2,000 CEOs nationally in support of advancing diversity and inclusion in the workplace and reducing health care disparities in the communities that we serve.

## NATIONAL RECOGNITION

Nine of our hospitals have been recognized as a “Leader” and “Top Performer” by the Human Rights Campaign (HRC) Foundation’s Healthcare Equality Index (HEI) for their commitment to equitable and inclusive care of lesbian, gay, bisexual, transgender and queer (LGBTQ) patients, their families and team members. This national benchmarking tool evaluates health care facilities’ LGBTQ-inclusive policies and best practices to provide culturally competent health care of the highest quality.



## LISTENING TO UNDERSTAND

In August 2020, the Diversity, Equity and Inclusion department launched a campaign called “Listening To Understand” to promote open and candid conversations among team members at Hackensack Meridian Health about racial injustice and social unrest after tragic public events that took place last year. The goal was to understand how the team was affected and help determine how we, as an organization, would address their concerns both internally and within the community.

Key findings were collected and analyzed and are helping to shape continued dialogue and action throughout the network.

- \* **100 LEADERS** volunteered to facilitate the conversations
- \* **71 TEAM MEMBERS** participated in 14 live or virtual sessions

*This data represents the pilot program. Listening to Understand is an ongoing initiative at Hackensack Meridian Health*

## COMMUNITY EVENTS

To address vaccine hesitancy amongst diverse populations, Hackensack Meridian Health presented a series of very targeted webinars in collaboration with the Diversity, Equity & Inclusion department. The webinars were uniquely developed for different communities and were presented in multiple languages, including English, Spanish, Hindi and Korean.

## BOARD LEADERSHIP

As one of the most diverse states in the nation, we are deeply committed to ensuring that there is quality and opportunity for all in our hospitals and care locations and diverse representation on our board. This is a priority as we continue to expand our board leaders and members to include many people with diverse backgrounds (view our board leadership on page 40).

## TEAM MEMBER RESOURCE GROUPS

We are proud to offer voluntary groups that are organized around particular shared interests or dimensions of diversity. They offer open forums to share innovative ideas, help accomplish business goals, encourage professional development, provide networking opportunities, enhance engagement and strengthen the link within the community. Team Member Resource Groups are as follows:

- Aspiring Women Leaders
- Multicultural
- Pride and Allies
- Veterans
- Women in Leadership
- Young Professionals





# COVID IMPACT

On March 4, 2020, the first positive case of COVID-19 was identified in New Jersey at one of our hospitals - Hackensack University Medical Center. No one could have predicted how the pandemic would rapidly escalate from that moment, but it put an indescribable strain on health care systems across the globe. This section offers a snapshot of how COVID impacted Hackensack Meridian Health. What cannot be summarized on paper is the physical and emotional toll of the pandemic on our team members who worked around the clock in the face of death, loneliness and fear to heal and protect our patients and each other.

**23,400**  
INPATIENT  
ADMISSIONS

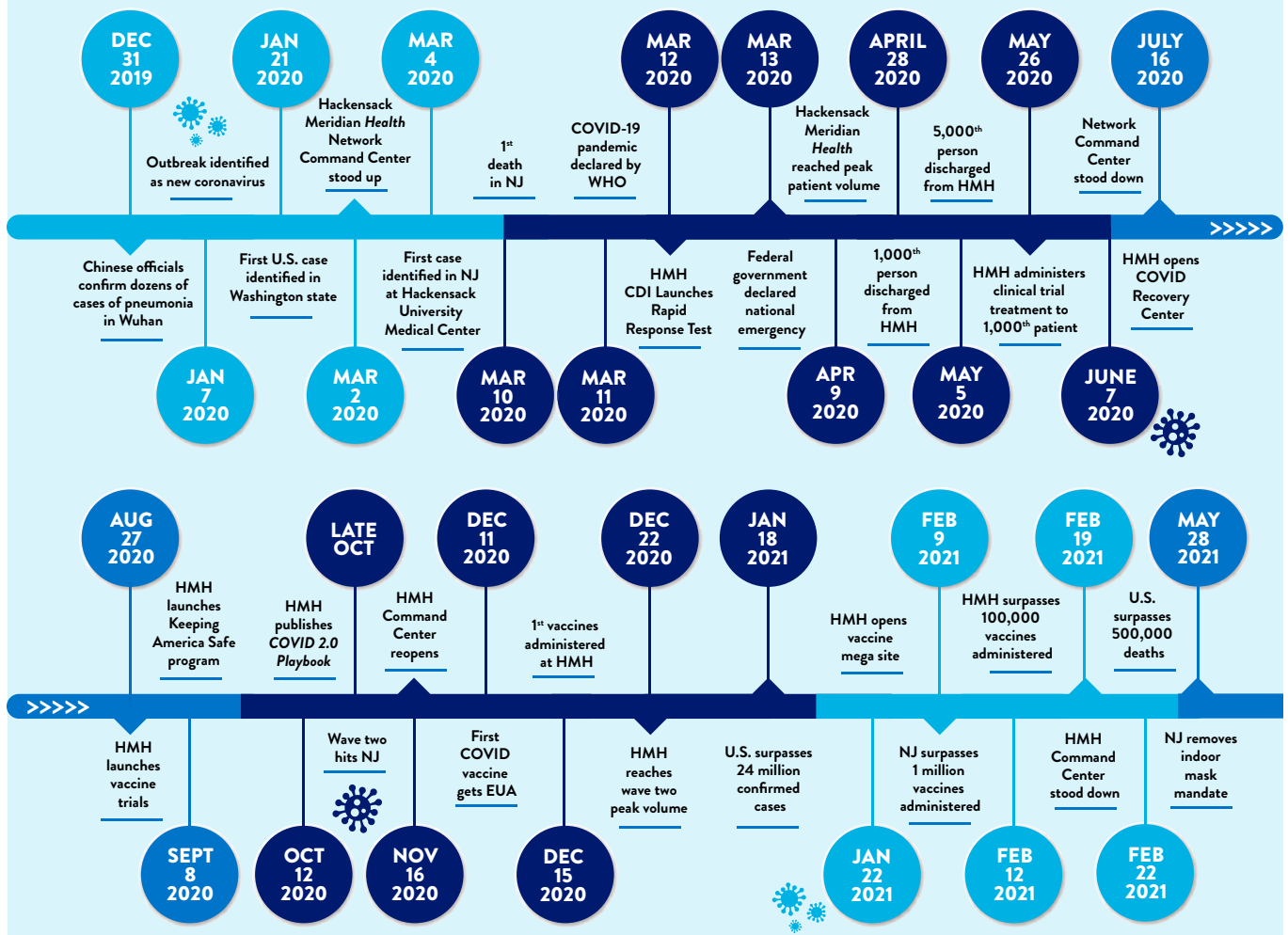
**3,900**  
PATIENTS IN  
CRITICAL CARE

**157,398**  
PEOPLE  
TESTED  
FOR COVID

**4,486**  
INPATIENT  
DEATHS

**18,278**  
PATIENTS  
DISCHARGED

## TIMELINE OF COVID-19 DEVELOPMENTS





## ALL HANDS ON DECK

One of the biggest challenges of the pandemic was ensuring we had appropriate staffing to properly care for our patients and keep everyone safe. Many team members were not able to come to work, either due to confirmed or suspected COVID illness or the need to stay home to take care of their own family or children. As the number of team members out of work grew, so did the volume and severity of COVID patients at our hospitals. We also introduced many new COVID-specific processes that required additional hands. To address these staffing issues, several initiatives took place:

- \* A dedicated Staffing Command Center and Workforce Reassignment Office (WRO) were promptly stood up to evaluate how we could reassign existing team members to support COVID needs.
- \* The human resources and nursing leadership teams worked closely with an external partner to secure a large number of clinical agency workers.
- \* Support staff were hired at a rapid rate to fulfill the needs of COVID-specific processes.

**680** clinical and non-clinical staffing demands were submitted to the WRO from November 2020 - February 2021

Examples of roles include:

 Temperature checker/ screener

**420** WRO requests were fulfilled by reassigned network services team members

 Fit-testing supervisor

 Family communication specialist

Nearly **1,000** support staff were hired to handle pandemic-specific roles, such as symptom screening and vaccination operations

 Contact tracer

 Clinical helper

**1,140+** clinical agency workers were hired

 Personal protective equipment observer



## CREATIVELY EXPANDING CAPACITY

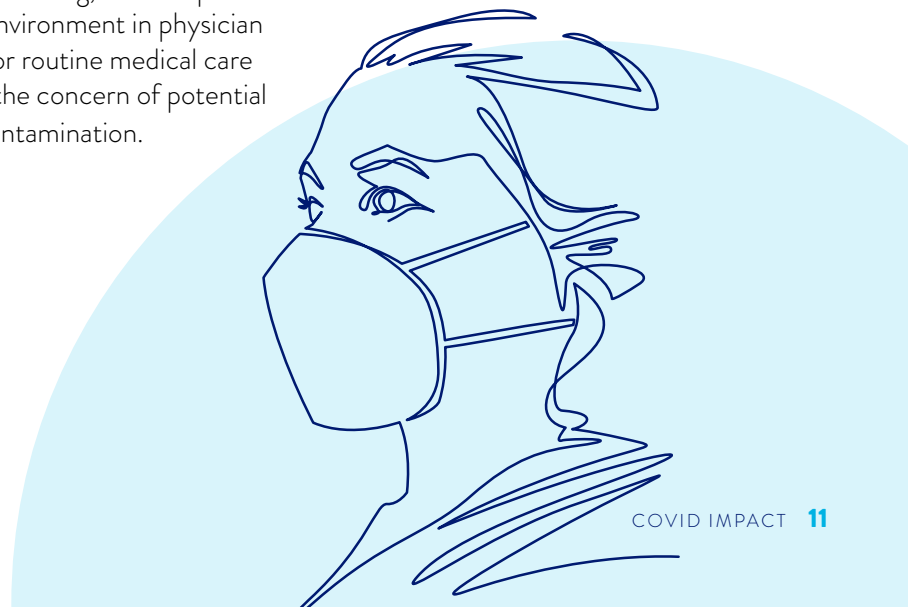
As the number of COVID patients rapidly increased, we had to quickly find ways to expand our patient care areas. This was especially pressing at Hackensack University Medical Center - the hospital within our network that treated the most COVID patients. The team mobilized quickly to redesign unused patient care areas, most notably the **cafeteria, which was converted into a 74-bed specialized care unit**. Additionally, the hospital, which typically operates 48 adult Intensive Care Unit (ICU) beds, converted medical-surgical units into ICU beds. Facility crews working around the clock converted unused spaces into intensive care units to expand total capacity to 167 critical care beds, more than triple the original capacity. Other hospitals throughout the network added ICU beds in record time as well, while also erecting large tents outdoors to create space for testing and triage as needed.

## TESTING /DRIVE-THRU SITES

We opened several drive thru COVID testing tent sites to bring safe and convenient testing to our community, including our most vulnerable communities and first responders. The sites provided COVID tests free of charge, and more than 6,000 community members have been screened at those sites since March. The sites were staffed by Hackensack Meridian Health physicians and other clinicians and community outreach members, who in addition to the tests, helped provide infection prevention education. Opening of the sites not only provided improved access to testing, but also provided a safer environment in physician offices for routine medical care without the concern of potential cross-contamination.

## CARE BEYOND RECOVERY

In July 2020, we opened New Jersey's first center dedicated to assisting COVID-19 patients who experience lingering effects of COVID-19 after recovering from the virus. Through the Hackensack Meridian COVID Recovery Center, patients receive a health assessment and are provided a customized care plan, along with coordination with specialists, as needed. To date, we have not only helped hundreds of people reclaim their lives after COVID, but have studied the many ways this virus impacts people long-term, even if they experienced a mild or moderate case of the illness.



# TEAM MEMBER WELL-BEING

Frontline caregivers are faced with physically and emotionally challenging jobs. With the added demands of the pandemic, the number of people who needed support increased exponentially. At Hackensack Meridian Health, we formed a team dedicated to team member well-being, and a number of resources were provided that not only focused on emotional health, but social, spiritual, physical and financial well-being. It was critical that the team knew they could and should reach out for help.



**300**

CALLS PLACED  
TO THE TEAM  
MEMBER SUPPORT &  
NAVIGATION LINE

**1,123**

PEOPLE  
PARTICIPATED IN  
OUR COPING WITH  
COVID SESSIONS

**581**

PEOPLE REGISTERED  
FOR OUR STUDENT  
LOAN FORGIVENESS  
PROGRAM

**679**

PEOPLE SOUGHT  
PEER-TO-PEER  
SUPPORT THROUGH  
WECARE

**586**

PEOPLE ENROLLED  
IN OUR EMPLOYEE  
ASSISTANCE PROGRAM  
*(as of 10/20/20)*

TOTAL PROJECTED LOAN  
FORGIVENESS OF  
**\$13.6 MILLION**  
SINCE FEBRUARY 2020

*Data as of April 2021*

## VACCINES: A SHOT TO END THE PANDEMIC

As COVID-19 vaccines were in clinical trials and development, plans were being developed at Hackensack Meridian Health for mass distribution once approved. In December 2020, when the first COVID-19 vaccine received emergency use authorization (EUA), we worked in lockstep with the New Jersey Department of Health to put our plans into action. Our hospitals were set up as vaccine distribution sites, and we partnered with the state and National Guard to open the largest vaccine mega-site in the state of New Jersey at the Meadowlands Race Track. As additional vaccines received EUA, we quickly pivoted to add these products to our supply and get more people vaccinated. Through our vaccination program, we are committed to “Making COVID History”.

**25**

**VACCINE DISTRIBUTION LOCATIONS**



**325,823**

**PEOPLE VACCINATED**



**611,784**

**VACCINE DOSES ADMINISTERED**

Data as of June 14, 2021

## KEEPING AMERICA SAFE

COVID-19 was a challenge not only for hospitals and health networks, but has strained many other businesses, large and small, as they attempted to navigate through all of the information, guidelines and mandates. While essential businesses tried to determine how to remain open and others planned for a safe return to work, we became part of the solution and launched the Hackensack Meridian Health: Keeping America Safe (KAS) program in July 2020. KAS is a comprehensive turnkey solution that provides schools and businesses with a large team of Hackensack Meridian Health experts, including clinical, facilities and marketing experts, that share best practices around COVID-19 risk.



- \* A survey amongst KAS clients resulted in a **95% NET PROMOTER SCORE** compared to the service industry standard of 42%
- \* **200+** businesses received assistance from the KAS program
- \* KAS partnered with the Hackensack Meridian School of Medicine and Hackensack Meridian Children's Health teams to guide school leaders in underprivileged communities

S I X F E E T A P A R T

**CLOSER THAN EVER**



SCAN TO WATCH

Words cannot describe what took place in 2020, especially when COVID first hit and there was little knowledge about how the virus was spreading, what it was capable of and how to properly treat it. Scan this QR code with your mobile device to watch a behind-the-scenes video of the COVID impact across Hackensack Meridian Health.

A white line-art illustration on a dark blue background. It depicts a person's profile on the left, looking through a microscope. The microscope is positioned in the center, with its eyepiece and objective lenses clearly defined. The person's hand is shown holding the microscope. The overall style is minimalist and modern.

# RESEARCH & DISCOVERY

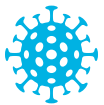


## COVID RELATED WORK

### RAPID RESPONSE TEST

In the early days of the pandemic, when there were massive shortages of COVID tests and delays getting results, the Hackensack Meridian Center for Discovery and Innovation (CDI) developed its own rapid test, which was approved under an FDA Emergency Use Authorization. At the time, it was taking days to more than a week to confirm a suspected COVID case. The CDI's test dramatically reduced the time from days to hours. This development was a game-changer in our emergency response, enabling us to identify positive and negative patients much faster and triage them appropriately. It also helped define risk to our staff and reserve scarce quarantine space for those who really needed it.

Throughout the pandemic,



**THE CDI'S TEST WAS USED MORE THAN 7,500 TIMES**

- and it has been licensed out for use, meaning likely tens of thousands of more patients were effectively diagnosed.



### ADVANCING CLINICAL TRIALS

COVID-19 patients at Hackensack Meridian Health have had access to many clinical trials throughout the course of the pandemic, from antiviral drugs to immunotherapies, convalescent plasma and more. The trials include treatments from major pharmaceutical companies, such as the anti-viral Remdesivir and Regeneron's monoclonal antibody SPIKE trial, as well as investigator-initiated research aimed at turning the tide against the coronavirus pandemic. The investigators and clinicians worked on the trials across the network and virtually round-the-clock, especially early in the pandemic. Hackensack Meridian Health experts have been involved in the work since the earliest stages of the pandemic.



**NEARLY 1,300 PATIENTS WERE ADMINISTERED THESE TREATMENTS**

in the period when there was no vaccine or fully tested drug for the newly-discovered SARS-CoV2.

### UNIVERSAL REAL-TIME DATABASE

The research team at Hackensack Meridian Health developed a COVID-19 Universal Real-Time Database. The database, populated with data extracted from electronic health records of COVID-19 positive patients throughout our hospitals, has been a tremendous resource for the research community. It has been used and will continue to be used, to advance knowledge about the epidemiology, presenting features, role of comorbidities in the severity of illness and effectiveness of therapeutic approaches. The database has resulted in a series of publications that have pointed the way to clinical strategies which may be proven effective with further structured trials and scientific investigations.

---

## CONVALESCENT PLASMA PROGRAM

The convalescent plasma program started early in the COVID-19 pandemic at Hackensack University Medical Center. It is a partnership between John Theurer Cancer Center clinicians and scientists at the CDI. The antibodies produced by survivors of SARS-CoV-2 infection are screened, and so-called “super donors” with high levels of neutralizing antibodies are collected and then infused into infected patients. The most recent results published by Michele Donato, M.D.

---

## REPRESENTATION IN MAJOR JOURNALS

Clinicians across our network have published

 **139 PUBLICATIONS**

based on experiences from the COVID-19 pandemic.

The publications include best-practice recommendations in the “new normal” of preventing new infections, perspectives on how some aspects of medicine are apt to change, and also some case histories from patients infected

---

## COVID-19 DRUG DISCOVERY

The discovery of new drugs is essential to our short- and long-term strategy to treat patients who develop COVID-19 disease, especially the susceptible unvaccinated population and immunosuppressed patients who do not mount a strong protective response to the vaccine. In collaboration with Merck and with funding from the National Institutes of Health, CDI scientists are actively evaluating advanced lead compounds and developing them as potential next-generation drug candidates to treat and prevent disease.

---

## CDI VIRUS SEQUENCING AND VARIANT TRACING

The team at the CDI tracked mutations and variations early on in the spread of the SARS-CoV-2 virus. The variant test developed by Nancy Zhao, M.D., Ph.D., along with genome sequencing of virus by the Barry Kreiswirth, Ph.D. lab was instrumental in determining that the “UK variant” overtook the previous “wild-type” strain of the virus in the early months of 2021, placing our team at the forefront of surveillance in the State of New Jersey. But the CDI team has also been monitoring other COVID-19 developments, including but not limited to: “breakthrough cases” among vaccinated Hackensack Meridian Health team members who became infected with the virus; the case study of an immunocompromised patient who developed some hallmark variations in the virus at the very beginning of the pandemic, in April 2020; and also the careful tracking of a novel variant at the Carrier Clinic in late 2020 which was essentially stamped out, showing the power of careful infection control and ongoing outbreak surveillance.



and David Perlin, Ph.D. and their teams, in the *JCI Insights*, showed that infusing high levels of antibodies early in the infection shows great therapeutic promise. The program was profiled by *60 Minutes* and *The New York Times*, among others - and the ongoing outpatient research is funded by a major grant from the U.S. Department of Defense.

with the SARS-CoV2 virus. Some of the journals where these papers appear include *New England Journal of Medicine*, *JAMA Internal Medicine*, *the BMJ*, *The Lancet Rheumatology*, *Clinical Infectious Disease* and *Science Immunology*, among many others. Through this important work, our clinicians, research scientists, nurses and academics are all contributing their own vital pieces to this enormous puzzle.

## ONCOLOGY RELATED WORK

- \* A one-two punch of changing gene expression, then deploying immune checkpoint inhibitors, shows promise in battling one of the most treatment-resistant types of cancer in preclinical models, according to a publication in the October 2020 journal of *Cancer Research* authored by a team led by the CDI's Benjamin Tycko, M.D., Ph.D. The findings suggest that since some cancer treatments can be undermined by epigenetic changes (altered DNA methylation affecting gene expression) in cancer cells before the treatments are even administered, a worthwhile strategy is to administer an epigenetically-acting drug. The authors found this can pave the way for more effective subsequent use of immune-acting cancer treatments.
- \* By sequencing entire genomes for DNA modifications, and analyzing both cancerous and healthy tissues, Hackensack Meridian Health researchers and doctors found that specific locations in the DNA where expression changes (methylation) are imbalanced could be key to risks for cancer and other diseases. These findings are according to a collaborative paper in the major journal *Genome Biology* on June 29 authored by researchers from the CDI, Hackensack University Medical Center and John Theurer Cancer Center, and the National Cancer Institute-recognized Georgetown Lombardi Comprehensive Cancer Center Consortium. The most disease-relevant genetic variants can be hard to localize in widespread scanning of the genome – but by zooming in on key genetic locations associated with these DNA methylation imbalances in multiple normal and cancer tissues, the scientists report they have uncovered promising new leads beneath the broader statistical signals. This work was also led by Benjamin Tycko, M.D., Ph.D.



## CLINICAL RESEARCH

Hackensack Meridian Health offers studies of novel agents that are not available elsewhere, from promising targeted therapies to immunotherapies. Patients can receive the latest evidence-based treatments closer to where they live and work, across the entire Hackensack Meridian Health network.



**1,321**

**ACTIVE RESEARCH STUDIES**

(ONCOLOGY AND NON-ONCOLOGY)

**NEARLY 360**

**CLINICAL TRIALS IN ONCOLOGY AVAILABLE FOR OUR PATIENTS**

**1,464**

**PATIENTS PARTICIPATING IN ONCOLOGY TRIALS**

**ALL ONCOLOGY PATIENTS ARE ROUTINELY PRESCREENED FOR CLINICAL TRIAL ELIGIBILITY**

**ABOUT HALF OF NEW ONCOLOGY PATIENTS ARE ENROLLED**





**EDUCATION**

# CONTINUED GROWTH

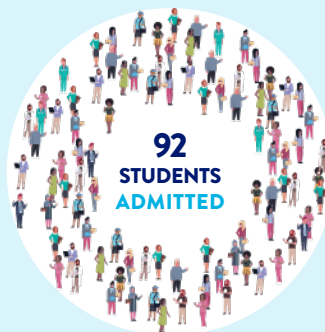
The Hackensack Meridian School of Medicine was granted Preliminary Accreditation in February 2018 (under its name at that time, the Hackensack Meridian School of Medicine at Seton Hall University) by the Liaison Committee for Medical Education (LCME), the national accrediting body for medical schools in the United States. Year over year, the program has grown.

## STUDENTS ADMITTED TO HACKENSACK MERIDIAN SCHOOL OF MEDICINE

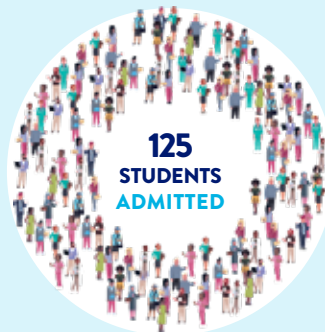
**JULY 2018**  
1<sup>ST</sup> CLASS



**JULY 2019**  
2<sup>ND</sup> CLASS



**JULY 2020**  
3<sup>RD</sup> CLASS



**JULY 2021**  
4<sup>TH</sup> CLASS



## GAINING INDEPENDENCE

In March 2018, Seton Hall University and Hackensack Meridian Health determined that joint ownership of the Medical School was not in the School's best interest. Seton Hall University graciously agreed to remain responsible for the academic credentialing of the School until it became independently accredited. Approximately two years later, on July 3, 2021, the School became independently accredited as the Hackensack Meridian School of Medicine.





**We are extremely proud of the journey we have taken to create an independent medical school,”**  
**said Robert C. Garrett,**  
**CEO of Hackensack Meridian Health.**

**“We have worked closely with our partner Seton Hall University to establish a school that will lead the nation in medical education, as well as create a physician workforce highly trained to excel in a new state of health care.”**



### INAUGURAL CLASS GRADUATES

The School of Medicine’s curriculum allows the students to graduate in either three or four years. On June 3, 2021, the first 18 students from the inaugural class graduated and will begin their residency programs at clinical sites across the Hackensack Meridian Health network, bringing a new era to medical education in New Jersey.

### AN INNOVATIVE APPROACH

The School of Medicine’s innovative approach includes interdisciplinary learning, the opportunity for a three-year path to residency, an optional fourth year that offers combined master’s degree or graduate certificate programs, and the Human Dimension Course. This immersive community-based experience links pairs of students to families in the community, with a focus on four domains of health: social, environmental, psychological and medical. Throughout their stay at the School of Medicine, students in the Human Dimension Course follow the health trajectories of individuals and families, in locations including Hackensack, Garfield, Paterson, Passaic, Bloomfield, Clifton, Nutley, Union City and West New York. Through experiences in families’ homes, community, and health care settings, students come to understand the role of community and context in health and well-being, as well as the role of the physician in maintaining health.





---

## ONE STEP CLOSER TO FULL ACCREDITATION

The Hackensack Meridian School of Medicine was recently granted Provisional Accreditation by the Liaison Committee on Medical Education (LCME), bringing it nearer to Full Accreditation.



**Building a new medical school is an exciting and remarkable opportunity requiring substantial input and support from literally thousands of people,” said Bonita Stanton, M.D., the School’s founding dean. “Our unique mission and vision have attracted broad support and interest among academic leaders, physicians, scientists and other academic staff from across New Jersey and beyond and from prospective students throughout the nation. The COVID-19 pandemic arriving in the middle of the second year that the school was open presented a whole array of new challenges but also new opportunities for our students. Overall, this has been an extraordinary experience for our students, staff, faculty, cabinet and leadership.”**

A white line-art illustration on a dark blue background. At the top, a large heart is formed by two overlapping heart shapes. Below this, two hands are shown in profile, palms facing each other, holding a heart between them. The hands are drawn with simple outlines, showing fingers and thumbs. The word "COMMUNITY" is written in a bold, light blue, sans-serif font across the center of the image, overlapping the hands and the heart they are holding.

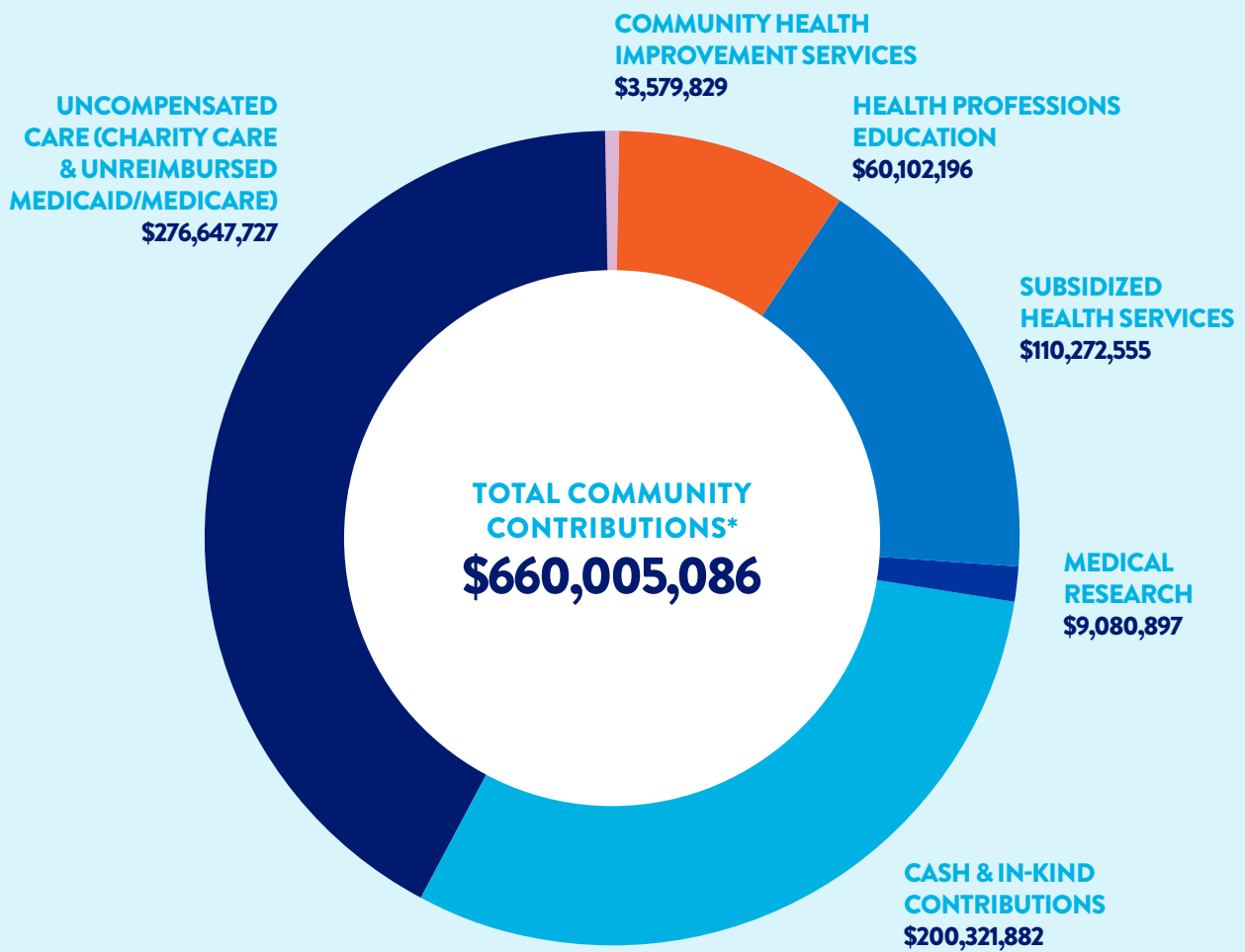
# COMMUNITY



As a not-for-profit health care provider, Hackensack Meridian Health is the regional leader in providing innovative and accessible health care programs and services to individuals, families and communities throughout the state. In total, Hackensack Meridian Health devoted more than \$660 million in community benefits in 2020.

## WHAT ARE COMMUNITY BENEFITS?

Community benefit refers to the programs and services aimed at improving the health status of the communities we serve. From financial assistance to funding community health clinics, supporting farmer's markets and community gardens to providing preventive health screenings and immunizations, Hackensack Meridian Health dedicates resources to the health issues affecting our communities the most.



\*2019, the most recent available data

# KEEPING OUR COMMUNITIES HEALTHY



**23,146** ADULTS AND CHILDREN EDUCATED

Topics included wellness & prevention, chronic diseases, COVID-19, coping with stress and more.



**410** COMMUNITY MEMBERS learned how to create healthy and nutritious recipes through Healthy Cooking demonstrations.

**1,791** patients, caregivers, and loved ones participated in SUPPORT GROUPS such as cancer, behavioral health and mother/baby care.



Heart disease and stroke are leading causes of death in NJ.\* Our screenings help people understand and mitigate their risk of developing chronic conditions.

**10,759** PREVENTIVE HEALTH SCREENINGS were provided to community members.

**2,505** CASES were referred for follow up care based on their results.

**2,527** STUDENTS TRAINED IN CPR & AED through the Community of LifeSavers program.



**896** NARCAN REPLACEMENT KITS distributed to law enforcement and first responders.

OVER 2,800 cases of lung injuries and 68 deaths related to vaping illnesses have been reported in the U.S.\*

HACKENSACK MERIDIAN HEALTH'S TAKE VAPE AWAY PROGRAM HELPS.

**7,368** STUDENTS EDUCATED on the facts about e-cigarettes and vaping, the risks and dangers and available resources.

\*New Jersey Department of Health  
\*\*Centers for Disease Control and Prevention  
\*\*\*American Heart Association



## FOOD INSECURITY

### Farmers to Families:

In collaboration with Common Market, Hackensack Meridian Health coordinated weekly produce distribution at five community partner sites, providing 14,070 meal boxes (140,000 pounds of fresh & local food) to underserved communities. Families also received healthy recipes for the contents of their boxes.

Our partner sites:

- Perth Amboy YMCA
- Interfaith Neighbors, Inc. (Asbury Park)
- Plainfield YMCA
- DVINE Konektion Development
- Community Center (West New York)
- Garfield Site - a pop-up drive-thru site was set up in the heart of Garfield

### Fulfill Partnership:

Hackensack Meridian Health partnered with Fulfill, the Foodbank of Monmouth & Ocean Counties, to develop a meal preparation and delivery service for patients and team members who have been impacted by COVID-19. Meals were also made available for mother/baby, and cancer patients in need of assistance. 116 meals provided to patients per day as needed.

### Farmer's Markets:

Hackensack Meridian Health teamed up with local farmers throughout New Jersey to provide easy access to fresh produce, healthy recipes, and health education, reaching over 2,000+ community members.

## PIVOTING TO ADDRESS COVID-19 IMPACT

As the COVID-19 pandemic hit, Hackensack Meridian Health pivoted to address urgent needs impacting the communities we serve. The Community Outreach team transitioned all programs to a virtual platform, ensuring the continuation of vital community education, including healthy cooking demonstrations, support groups and more. We also collaborated closely with our established partners in the community to disseminate public health information as it rapidly changed, providing materials needed for COVID-19 prevention and overall safety.

**Case surveillance and contact tracing:** In partnership with the local health department Hackensack Meridian Health supported 11,047 case investigations.

## SUBSIDIZED HEALTH SERVICES

**Case Management Programs:** Uninsured, indigent patients are supported through several of our case management programs. For example:

**\* 181 PATIENTS** received post-acute rehabilitation services through the Continuing Care Relief Program.

**\* 203 PATIENTS** were supported through our Hospital Prevention Program.

**\* 434 PATIENTS** were provided with a 30-day supply of medications at their bedside prior to discharge.

**Health Clinics:** Our clinics welcome everyone, from children to elderly patients, regardless of their insurance coverage, specialized needs, or ability to pay.

**\* In 2020, 2,367 PATIENTS** received care through the JFK University Medical Center dental clinic.

**\* 16,536 PATIENTS** received care through the Jane H. Booker Family Health Center.

**\* 2,588 PATIENTS** received care through the George & Vita Kolber Family Health Center (clinic was closed for 3.5 months due to COVID).



## SUSTAINABILITY

Hackensack Meridian Health is invested in creating environmentally friendly, sustainable practices to ensure a healthier future for all of New Jersey. Below are some examples of how the Network is working to reduce its environmental footprint.

### SUSTAINABLE FOOD

#### Promoting a Plant-forward

**Concept:** Across the country, clinicians and health care associations are promoting the benefits of plant-forward eating, and hospitals are responding by increasing plant-centered menu options – Hackensack Meridian Health is leading the charge as New Jersey’s largest health care system and a nationally recognized leader in Food Sustainability.

#### Joining the Cooking with Cool

**Initiative:** Hackensack Meridian Health is the largest health system to join the Cooking with Cool Food initiative, a cross-sector partnership with the World Resources Institute that helps hospitals offer their diners more of what they want while reducing food-related greenhouse

gas emissions, improving health and saving costs.

**Purchasing Meat that’s Free of Antibiotics:** Animal agriculture often relies on antibiotics to compensate for crowded and unsanitary conditions, posing risks to both human health and animal welfare. We purchased 604,124 pounds of antibiotic-free meat at our hospitals.

### GREEN CLEANING

There is growing evidence that environmental exposures to some chemicals contribute to cancer, asthma, reproductive disorders, and other health conditions. To address these concerns, Hackensack Meridian Health has standardized the use of third-party certified green cleaning products throughout our hospitals.



**In 2020, OVER 94% of our cleaning chemicals were third-party certified green.**

## ACCESS TO CARE

**Transportation:** In 2018, Hackensack Meridian Health launched the first fully digital, centralized ride-share command center in the U.S. to provide on-demand, non-emergency medical transportation for patients who have difficulty getting medical care due to transportation issues.

**\* In 2020, there were 18,501 LYFT RIDES provided to patients with transportation issues, at no cost.**

**\* 9,979 PHYSICIAN TELEHEALTH APPOINTMENTS WERE CONDUCTED.**

**\* 1,768 PATIENTS WERE ASSISTED IN HEALTH INSURANCE ENROLLMENT.**

Plainfield Health Connections provides a holistic, comprehensive case management and educational program to the underserved communities surrounding JFK University Medical Center.

**\* 65 UNINSURED AND UNDERINSURED PATIENTS AND THEIR FAMILIES SERVED IN 2020.**

## AWARDS & RECOGNITION

**\* Hackensack Meridian Health received 42 AWARDS for sustainability efforts.**

See page 37 for details.



# PHILANTHROPIC SUMMARY 2020

**\$77,080,398**

RAISED THROUGH THE GENEROSITY OF

**15,077 DONORS**

**68,550 TOTAL GIFTS**

The following summarizes just a few of the many philanthropic highlights from 2020.

## CIRCLE OF COMPASSION

The Circle of Compassion fund launched in May 2020 to support Hackensack Meridian Health team members who are affected by a disaster or personal monetary hardship. Specifically, the fund was developed in response to the many struggles that were faced as a result of the pandemic.

**\* OVER 3 MILLION DOLLARS WERE RAISED**

**\* 1,941 TEAM MEMBERS WERE HELPED**

**\* 100% OF HACKENSACK MERIDIAN HEALTH LEADERSHIP CONTRIBUTED TO THE CAUSE**

**\* MORE THAN \$2.3 MILLION HAS BEEN AWARDED TO TEAM MEMBERS IN NEED**



## SUPPORTING PANDEMIC RELIEF

The Hearst Foundations Emergency Response Fund gave a generous donation to Hackensack Meridian Health, recognizing the health care network's deep impact in caring for over half of New Jersey's COVID-19 patients. The state

experienced the nation's second-highest virus caseload. At the height of the pandemic in New Jersey, Hackensack Meridian Health was caring for more than half of all COVID-19 patients in the State.



---

## ENHANCING EMERGENCY SERVICES

The Golden Dome Foundation, which Mary Ellen Harris co-founded with her late husband, Dr. Robert H. Harris, furthered their incredible impact through a generous contribution to name the new emergency department's pediatric section at Bayshore Medical Center. The Jean and John Fay Pediatric Care Area – named for Mary Ellen's parents, and part of the Dr. Robert H. Harris Emergency Care Center, which was named for Mary Ellen's husband – will be equipped to provide the best emergency care possible for the Bayshore community's youngest patients. Mary Ellen is a faithful benefactor of Bayshore Medical Center and the entire Hackensack Meridian Health network.

---

## INSPIRING OTHERS TO GIVE

For over 30 years, the late Aldo Gaetano Baldi, M.D., was a highly regarded and dedicated pathologist at Riverview Medical Center, as well as a key figure in establishing the hospital's pathology department. His widow, Marilyn Baldi, named the hospital as a beneficiary of her IRA – a generous gift, arranged by her professional advisor – that allows her to name Riverview Medical Center's pathology lab in honor of her beloved husband and continue the philanthropic spirit they shared. An award-winning photographer, Marilyn has been a dedicated advocate for Riverview Medical Center since her husband's death in 2003. She has supported transformational oncology projects as well as other hospital priorities and objectives. She has given this latest gift "in the hopes to inspire others to give."

---

## A GIFT FOR THE FUTURE

For Harry Gates, a lifetime of connections with Hackensack University Medical Center began the day he was born at the hospital. Following the example of giving and service demonstrated by his parents, Harry generously named the medical center as a beneficiary of his estate, continuing the Gates family legacy. Harry's mother, who passed away when he was 19-years old, made rounds on patient floors delivering gifts and selling small items. His father also served on the hospital's board of trustees. A member of the 200 Club of Bergen County Executive Board, Harry also helps support families throughout the community who have lost loved ones on the frontlines of law enforcement, fire and rescue.



---

## FAMILY LEGACIES OF GIVING BACK

James C. “Jim” Kellogg IV was passionate about philanthropy and creating opportunities to help others in need. To honor his memory, Jim’s family made a generous gift to Ocean Medical Center’s Heart and Vascular Center. Longtime supporters of the medical center, this most recent gift, provided through the J.C. Kellogg Foundation, recognizes Jim’s leadership and generosity through his involvement in Hackensack Meridian Health, Point Pleasant Hospital and Ocean Medical Center Foundation. For many years, he carried the torch for the family’s Elizabeth I. Kellogg Awards for Nursing Excellence, established by Jim’s mother in gratitude for the care his father received during his last days. In 2020, six Hackensack Meridian Health hospitals celebrated the 30th year of these awards to recognize nurses for their outstanding commitment to their profession.

---

## FIGHTING ADDICTION BY GIVING

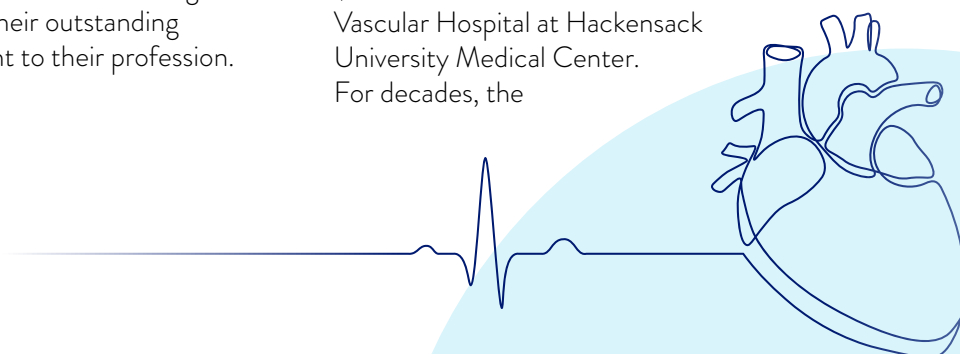
After losing a beloved child to a substance use disorder, a Bergen County family generously supported Retreat and Recovery at Ramapo Valley, a division of the Hackensack Meridian Health Carrier Clinic. Giving anonymously as an expression of gratitude for the behavioral health experts working tirelessly to help people overcome addiction, they hope their gift might spare other families from a similar painful experience. These funds will help the facility hire experienced and highly trained addiction specialists who offer the latest, evidence-based approaches to compassionate care.

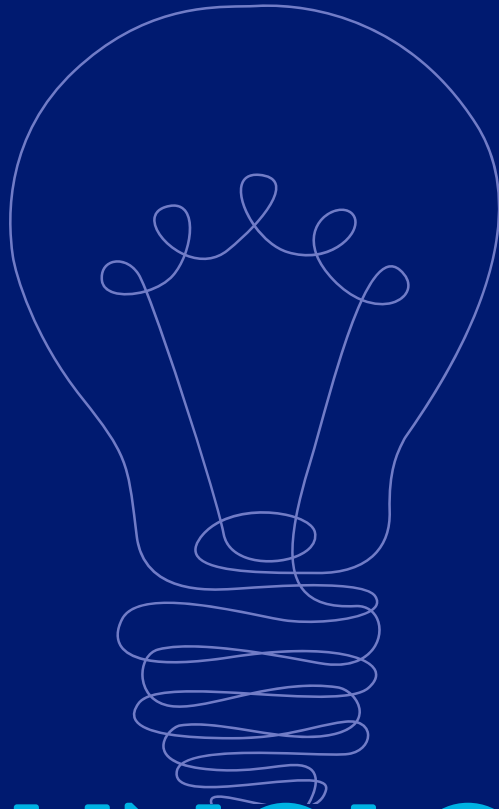
---

## FROM THE HEART

For longtime supporters Sharon and Joseph L. Muscarelle, Jr., it was an easy decision to generously pledge \$2.5 million to benefit the Heart and Vascular Hospital at Hackensack University Medical Center. For decades, the

Muscarelle Family has dedicated its service to the hospital, with Joseph’s father serving on the board of then Hackensack Hospital and his mother volunteering at the auxiliary-operated Corner Shop. Before retiring, Joseph also volunteered at the medical center, assisting with surgery admissions and other tasks, devoting more than 15 years of service. He has also served as a longstanding member of the advisory board to the Heart and Vascular Hospital. When Joseph underwent his own cardiac experience, he and Sharon truly understood the complexity of cardiovascular disease and were compelled to make a gift to benefit cardiovascular physicians and patients. In recognition of the Muscarelle family’s leadership and generous commitment, Hackensack University Medical Center dedicated and named its comprehensive catheterization facility The Muscarelle Family Cardiac Catheterization Laboratories.





# TECHNOLOGY AND CLINICAL INNOVATION



Although 2020 was spent primarily focused on responding to the COVID-19 pandemic, our team did not stop propelling medicine forward in other key areas. Below is a snapshot of several clinical innovations and new technologies that were brought to Hackensack Meridian Health in 2020 and early 2021.

---

**HACKENSACK UNIVERSITY MEDICAL CENTER** performed the **first total knee replacement surgery in the nation utilizing the TSolution One®**

**Total Knee Application**

by THINK Surgical, Inc. after the groundbreaking technology received U.S. Food and Drug Administration (FDA) approval in October 2019. The system combines two exclusive innovations to advance total joint replacement surgery to offer a more personal and precise surgical experience.



---

The Association of Academic Physiatrists recognized the Stroke-HEART(TM) Trials at **JFK JOHNSON REHABILITATION INSTITUTE** as the **best research published in 2019** in the field's most prestigious journal. Co-Principal Investigators Sara Cuccurullo, M.D., and Talya Fleming, M.D., were recognized for their work. Dr. Cuccurullo is vice president and medical director of the JFK Johnson Rehabilitation Institute and Dr. Fleming is director of the JFK Johnson Aftercare and Stroke Recovery Programs. The study proves the benefit of medically monitored interval cardiovascular training for patients during stroke rehabilitation.

---

**JERSEY SHORE UNIVERSITY MEDICAL CENTER'S CENTER FOR PARALYSIS AND RECONSTRUCTIVE NERVE SURGERY**

celebrated a significant milestone of treating its **500th patient with phrenic nerve reconstruction surgery**. Surgeon Matthew Kaufman, M.D., FACS is a pioneer in this type of surgery, which helps people with diaphragm paralysis from spinal cord injury, as well as others who have isolated phrenic nerve injuries following surgery, breathe without a ventilator or breath more easily again. Patients have traveled to Jersey Shore University Medical Center from all around the world for this specialized surgery.

---

**JFK UNIVERSITY MEDICAL CENTER** became the **first hospital in New Jersey to operate Swoop, a new portable MRI**

that can be wheeled to the bedside of critically ill patients. Manufactured by Hyperfine Research, Swoop is the world's first portable MRI and enables clinicians to obtain neurological images of critically ill patients at the point of care quickly and conveniently.

---

**JERSEY SHORE UNIVERSITY MEDICAL CENTER OPENED THE CENTER FOR ADVANCED SKULL BASE SURGERY**

where an accomplished team collaborates to treat adults and children with tumors and other abnormalities of the cranial base. By combining the expertise of a diverse group of highly trained specialists with the latest technology, the Center for Advanced Skull Base Surgery means patients are able to enjoy a much faster and easier recovery.

---

**HACKENSACK UNIVERSITY MEDICAL CENTER**

became the first hospital in the nation to successfully implant the world's first heart failure neuromodulation device, BAROSTIM NEO™. This innovative technology is an effective alternative for patients with Congestive Heart Failure who are ineligible for other forms of therapy such as Cardiac Resynchronization Therapy (CRT).





In a continuing effort to advance health care innovation in New Jersey, **THREE OF THE STATE'S HEALTH CARE LEADERS ANNOUNCED BRAVEN HEALTH<sup>SM</sup>, A NEW MEDICARE ADVANTAGE PLAN.** Braven Health is the first and only New Jersey Medicare plan owned and operated jointly by the state's most trusted health insurer, Horizon Blue Cross Blue Shield of New Jersey (Horizon BCBSNJ) and two of the state's leading health networks, Hackensack Meridian Health and RWJBarnabas Health. In early 2021, Braven Health made history with its inaugural enrollment, enrolling more members - more than 13,000 - than all New Jersey Medicare Advantage plans did across its eight counties for 2021.



A new **CT CALCIUM SCORING** scan is now offered at several locations throughout Hackensack Meridian Health. This life-saving test provides patients and their health care providers with the most accurate available "picture" of their current risk of developing heart disease or experiencing a heart attack.

*Southern Ocean Medical Center's imaging manager, Kevin Jester, stepped in to test the CT Calcium Scoring Scan before opening it up to patients. Although Kevin has high blood pressure, he had no family history of heart disease or any symptoms of heart disease. A routine heart health check-up six months prior also indicated that all was normal. Kevin's calcium scan results surprisingly revealed he was at high risk for a stroke or heart attack. In follow, up Kevin found out he had one 100-percent artery blockage, and three arteries that were 80-percent blocked. Within a week and a half of getting the calcium scan, Kevin had quadruple bypass surgery. After a week in the hospital and a month of home care, Kevin is doing great.*

While low-dose spiral CT scanning has been shown to be effective for lung cancer screening, more than 90% of lung nodules are discovered incidentally on x-ray or CT scans.

### **RIVERVIEW MEDICAL CENTER'S NEW LUNG NODULE MANAGEMENT PROGRAM**

features a protocol for the assessment and follow-up of patients incidentally diagnosed with suspicious lung nodules. Incidental lung nodules detected on CT scanning are common, however, few centers have formal programs to provide follow-up care.

### **MOUNTAINSIDE MEDICAL CENTER**

launched the **Stereotactic Body Therapy (SBRT)** program in April 2020. Using the TrueBeam<sup>®</sup> platform doctors can monitor a patient's position very precisely in real-time. This **new level of precision** means patients get exactly the radiation needed to eradicate a tumor, in fewer visits, with fewer side effects. The Radiation Oncology Department at Mountainside, led by medical director, Brett Lewis, M.D., Ph.D., means patients no longer need to travel for treatment and can receive quality care close to home. SBRT is also offered at several other sites throughout Hackensack Meridian Health, showcasing excellence across the network.

### **PASCACK VALLEY MEDICAL CENTER**

enhanced the Robotic suite of services by adding a Da Vinci Surgical System. The Robotic surgical suite now includes one Da Vinci Surgical System, the Senhance Surgical System and the two MAKO Robotic arms. The boutique hospital located in the heart of the Pascack Valley continues to be a leader in gynecological, general and orthopedic surgery.



## HACKENSACK MERIDIAN CHILDREN'S HEALTH

had a busy year, introducing several program innovations, especially in pediatric cancer, nephrology and neurosciences.

### Pediatric Cancer

Pediatric oncologists at both Joseph M. Sanzari Children's Hospital and K. Hovnanian Children's Hospital are leading cutting-edge clinical research.

Recent research highlights include:

- a new therapy that may reduce side effects for children receiving brain cancer treatment
- a novel therapy program that helps avoid the use of a stem cell transplant, and its toxic effects
- safer and more effective treatment options for pediatric thrombosis

### Pediatric Nephrology

- Our two children's hospitals are the clinical coordinating centers for the world's largest registry for crescentic glomerulonephritis.

The registry is expected to become an international registry soon and will deliver significant novel discoveries around crescentic glomerulonephritis in the coming years.

- Our two children's hospitals are the country's leading utilizers of a genetic testing panel for kidney disease that is available at no cost to patients. The goal is to eventually discover a genetic connection to all diagnoses.

### Pediatric Neurosciences

K. Hovnanian Children's Hospital is home to a new program - the state's first Child Neurology Residency Program. Caring for kids with

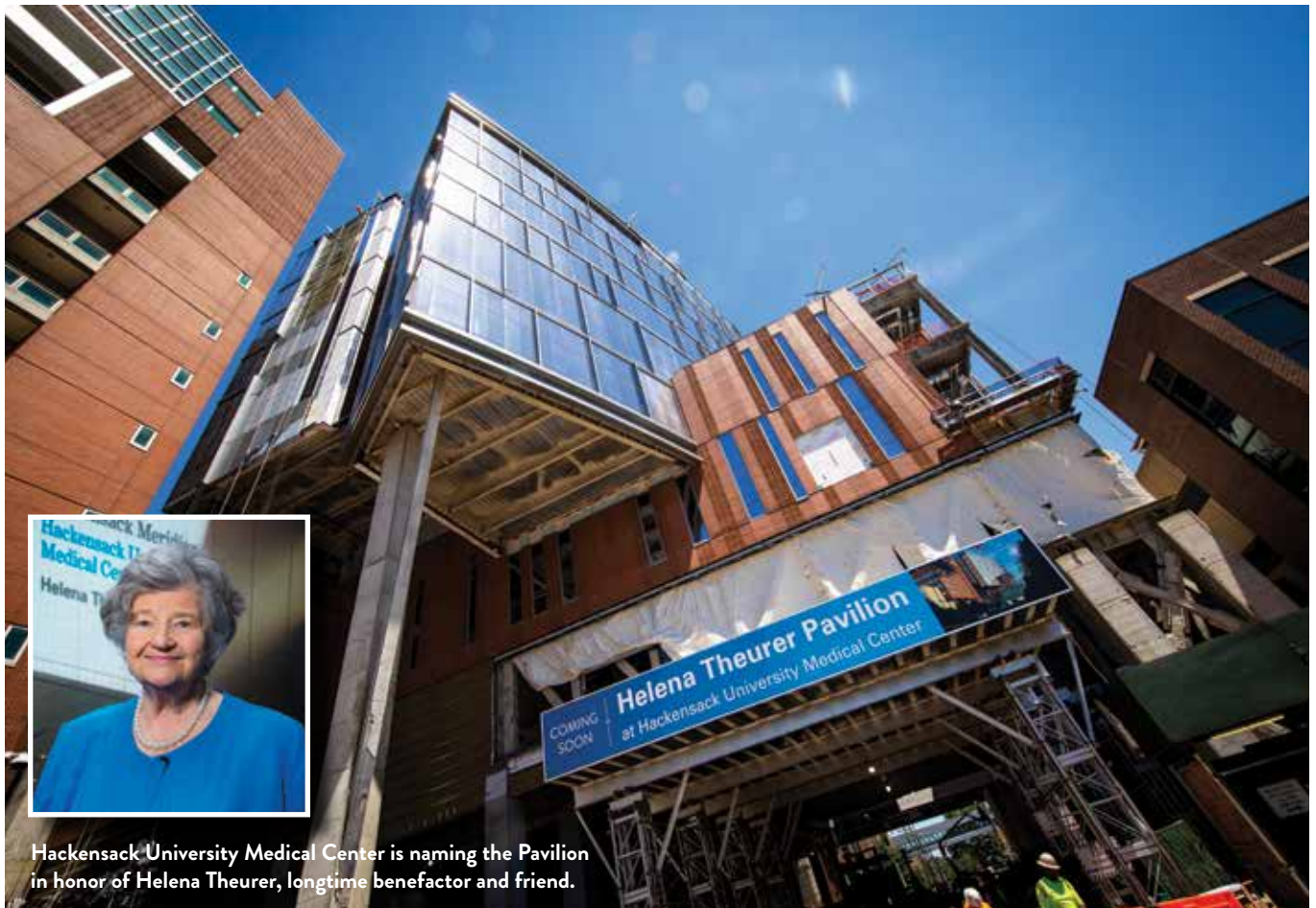


epilepsy is a priority at Hackensack Meridian Children's Health. Multiple studies at Joseph M. Sanzari Children's Hospital are focused on reducing seizures for patients with severe forms of epilepsy. Physicians at the Children's Hospital are also advocating for earlier referral for surgical evaluation in patients with medically refractory epilepsy (MRE). Despite its proven efficacy and safety, surgery continues to be dramatically underutilized for patients with MRE.

# FACILITIES



While we continued to propel medicine and innovation forward during the COVID-19 pandemic, we also remained on track with a number of important facility advancements. Below is a snapshot of major construction projects that took place in 2020 and early 2021 that are improving access to care for the community, and enhancing the patient experience.



Hackensack University Medical Center is naming the Pavilion in honor of Helena Theurer, longtime benefactor and friend.

Progress continues at **HACKENSACK UNIVERSITY MEDICAL CENTER** with development of the **NEW HELENA THEURER PAVILION**. In January 2021, the building's final beam was added and a topping off ceremony took place to mark the important milestone. Once completed in Fall 2022, the impressive nine-story, 530,000-square-foot, state-of-the-art facility will include 24 operating rooms, a 50-bed Intensive Care Unit and 150 medical/surgical private patient rooms, including a 50-bed Orthopedic Institute. The construction of the pavilion is currently one of the largest and most comprehensive health care construction projects in the U.S. and is set to transform the Hackensack University Medical Center campus and greatly enhance the patient experience.

**HACKENSACK UNIVERSITY MEDICAL CENTER** recently completed construction of its **CENTRAL UTILITY PLANT (CUP)**. The CUP provides power and utilities to the entire campus in a more efficient and effective way. The new 43,500-square-foot facility and upgraded electrical service houses the boilers, steam equipment, chillers, cooling towers and emergency generators. This provides the hospital with enhanced capacity while also providing energy efficiency and consolidating utilities that were previously spread across campus into one central location.



---

In February 2021, we opened the first phase of **THE RETREAT & RECOVERY AT RAMAPO VALLEY**. The behavioral health facility sits on a 40-acre campus that offers a serene and historic setting for individuals. This first phase opening provides outpatient addiction services, and a 48-bed inpatient facility and detox services are scheduled to open in 2022 to provide a full array of behavioral health care services. Within a few years, there are also plans for continued expansion to 90 beds. The Retreat & Recovery at Ramapo Valley provides a safe and nurturing space that fosters an environment for healing and personal growth. The opening of this important facility is part of our commitment to dramatically improve behavioral health care services in the state.

---

**JERSEY SHORE UNIVERSITY MEDICAL CENTER** opened a new cardiac catheterization laboratory in early 2021. The lab upgrades the academic medical center's services in treating heart disease. It is equipped with GE Healthcare's advanced Innova IGS 520 image-guided system, providing physicians

with technology to perform a range of leading-edge cardiovascular and electrophysiology, diagnostic and interventional procedures, including advanced transcatheter aortic valve replacement and transcatheter mitral valve repair. Volume continues to grow as Jersey Shore University Medical Center has the only open and minimally invasive heart surgery program in Monmouth and Ocean counties, as well as cardiac technology and treatment options unavailable anywhere else in the region.

---

**OCEAN MEDICAL CENTER'S NEW HEART AND VASCULAR CENTER** - a \$19.5 million investment that encompasses 17,750 square feet above the Hirair and Anna Hovnanian Emergency Care Center - will combine the hospital's cardiovascular services in one convenient location. Scheduled to open in Fall 2022, the Heart & Vascular Center will feature three multi-purpose catheterization/vascular labs and hybrid ORs that allow for diagnosis and treatment of heart and vascular conditions in an advanced, collaborative environment. Two labs will be fully equipped hybrid rooms plus a

shell space for a third lab to allow for growth. There will also be ten dedicated prep and recovery rooms. This cutting-edge cardiovascular suite will enable cardiologists and vascular surgeons to provide exceptional care and a great patient experience.

---

The new **DR. ROBERT H. HARRIS EMERGENCY CARE CENTER AT BAYSHORE MEDICAL CENTER** will be a state-of-the-art, 32,000 square foot facility which will expand the hospital's emergency department capacity to 35 private patient bays and provide a significantly enhanced patient experience. It will be home to the latest technology, including imaging equipment dedicated to the Emergency Department, with the ability to treat approximately 55,000 people annually. This project will expand emergency service capabilities to the community, enhancing access to advanced medical care and repositioning the campus to better meet the needs of our patients. Set to open on July 22, 2021, the new Dr. Robert H. Harris Emergency Care Center is ahead of schedule and on budget.



---

### **PALISADES MEDICAL CENTER**

in Spring 2021 opened a new 7,500-square-foot rehabilitation center for outpatient physical and occupational therapy services. Patients receive therapeutic services using state of the art equipment in separate, spacious areas designated for children and for adults. Overlooking beautiful views of the Manhattan skyline, the facility joins other services and centers located in the building, including the John Theurer Cancer Center, the Sleep and Wake Center, Breast Center and the patient care offices of the Palisades Women's Group.

---

### **RARITAN BAY MEDICAL CENTER PERTH AMBOY**

unveiled its new Pediatric Care Center in August 2020. The new Pediatric Care Center is specially designed to meet the emergency needs of sick and injured children while maximizing comfort, increasing efficiency and reducing wait times. Located next to the adult emergency department, the Pediatric Care Center's bright and cheerful environment puts children at ease with private observation rooms and treatment bays specifically designed to support pediatric patient needs.

It also features an exceptional team of board-certified physicians, magnet-recognized certified nurses, expertly trained emergency care nurses and nurse practitioners, who specialize in pediatric care. Additionally, the center has multilingual team members committed to improving the emergency care experience.

---

### **RARITAN BAY MEDICAL CENTER OLD BRIDGE**

opened a new inpatient diagnostic imaging suite in October 2020. The new suite features larger rooms and a brand new state-of-the-art Computed Tomography (CT) scanner and X-ray machine. The new, self-contained suite is part of the hospital's new Emergency Department. The new CT scanner is a multi-detector scanner, which provides vivid, three-dimensional imaging for diagnosing numerous medical conditions. The technology is especially helpful for angiography, or vascular studies, allowing many patients to avoid more invasive diagnostic procedures. In addition, the new X-ray machine is a digital, low-radiation machine that provides imaging of the head, neck, chest, spine, pelvis, extremities and abdomen.

---

### **RARITAN BAY MEDICAL CENTER OLD BRIDGE**

recently opened its new state-of-the-art total private Emergency Room patient beds to the public, new main concourse, visitor parking lot and Starbucks affiliated cafe. In addition, Raritan Bay Old Bridge has enhanced patient convenience with a new hospital-based pharmacy, which is located in the concourse of the hospital. The entire Emergency Department is projected to open to the public in February 2022, part of a \$39 million investment.



# AWARDS & RECOGNITION



## NEW JERSEY'S #1 ADULT AND CHILDREN'S HOSPITALS

Hackensack Meridian *Health* has five top-ranked hospitals - more than anyone in New Jersey.

Hackensack University Medical Center, Joseph M. Sanzari Children's Hospital, Jersey Shore University Medical Center and Riverview Medical Center among top hospitals in New Jersey. The annual Best Hospitals rankings recognize hospitals that excel in treating the most challenging patients.

JFK Johnson Rehabilitation Institute has also been ranked among the best rehabilitation hospitals in the nation.

In addition to being ranked #1 Best Children's Hospital in New Jersey, U.S. News & World Report, has ranked **Joseph M. Sanzari Children's Hospital** at Hackensack University Medical Center a top 20 children's hospitals in the mid-Atlantic region. **Joseph M. Sanzari Children's Hospital** and **K. Hovnanian Children's Hospital at Jersey Shore University Medical Center** again also ranked in the top 50 for pediatric cancer care in the 2021-22 Best Children's Hospitals rankings. The combined pediatric cancer program for both children's hospitals received the national ranking for a third year in a row. No other pediatric cancer program at a New Jersey children's hospital was recognized.

### HIGH PERFORMING IN THE U.S., ADULT SPECIALITIES:

- Hackensack University Medical Center** is also proud to be home to **John Theurer Cancer Center**, the state's best cancer center, and is nationally ranked in cardiology and heart surgery, neurology and neurosurgery and urology. We're also among the state's best for gastroenterology and GI surgery, orthopedics and geriatrics.

### HIGH PERFORMING IN THE U.S., COMMON PROCEDURES AND CONDITIONS:

- Hackensack University Medical Center** - abdominal aortic aneurysm repair, aortic valve surgery, chronic obstructive pulmonary disease, colon cancer surgery, diabetes, heart attack, heart bypass surgery, heart failure, hip replacement, kidney failure, knee replacement, lung cancer surgery, pneumonia and stroke.
- Jersey Shore University Medical Center** (*more than any other hospital in central New Jersey*) - aortic valve surgery, chronic obstructive pulmonary disease, colon cancer surgery, diabetes, heart attack, heart bypass surgery, heart failure, kidney failure and stroke.
- JFK University Medical Center** - chronic obstructive pulmonary disease, diabetes, kidney failure and stroke
- Bayshore Medical Center** - chronic obstructive pulmonary disease, heart failure and kidney failure
- Southern Ocean Medical Center** - chronic obstructive pulmonary disease, heart failure, hip replacement, stroke
- Mountainside Medical Center** - chronic obstructive pulmonary disease, heart failure and kidney failure
- Ocean Medical Center** - chronic obstructive pulmonary disease, colon cancer surgery, kidney failure, knee replacement and stroke
- Palisades Medical Center** - chronic obstructive pulmonary disease, heart failure and kidney failure
- Pascack Valley Medical Center** - kidney failure
- Raritan Bay Medical Center** - chronic obstructive pulmonary disease, diabetes, heart failure and kidney failure
- Riverview Medical Center** - chronic obstructive pulmonary disease, colon cancer surgery, heart failure, hip replacement, kidney failure and stroke



### Leapfrog

Four Hackensack Meridian *Health* hospitals have received spring 2020 "A" grades: Bayshore Medical Center, Jersey Shore University Medical Center, Ocean Medical Center and Pascack Valley Medical Center.

- Top Teaching Hospitals 2019: Jersey Shore University Medical Center, Ocean Medical Center
- Top General Hospital 2019: Riverview Medical Center



Hackensack Meridian *Health* hospitals have been Magnet-designated for more than two decades. Hackensack University Medical Center, Jersey Shore University Medical Center, Riverview Medical Center and Ocean Medical Center received the designation five times; Raritan Bay Medical Center has received the Magnet designation three times and Bayshore Medical Center and Southern Ocean Center were designated in 2017 for the first time.

- Meridian Health was the first health system in the nation to receive Magnet designation.
- Hackensack University Medical Center was the first hospital in New Jersey and the second in the country to receive this designation.



### Healthgrades:

- Jersey Shore University Medical Center, Ocean Medical Center, Riverview Medical Center and Bayshore Medical Center Achieve Healthgrades 2020 Patient Safety Excellence Award
- Jersey Shore University Medical Center Named one of America's 250 Best Hospitals™

### American Hospital Association:

- Hackensack Meridian School of Medicine received AHA NOVA Award for Community Health Work (Human Dimensions Course)



### New Jersey Hospital Association:

- Champion Award: Gordon N. Litwin, Esq
- HRET Community Outreach Award: Carrier Clinic
- Health Education and Regional Trust Community Outreach Award for Behavioral Health/Resilience: Carrier Clinic

### Newsweek:

- Best Hospitals USA:  
Hackensack University Medical Center (#55 of 350)
- Best Maternity Hospitals:  
Jersey Shore University Medical Center and Ocean Medical Center
- Best Nursing Homes:  
Hackensack Meridian Nursing & Rehab in North Bergen, and Hackensack Meridian Nursing & Rehab in Holmdel

### New Jersey Business & Industry Association:

- Hackensack Meridian *Health* recognized as Nonprofit Outstanding Employer for 2020
- Hackensack Meridian School of Medicine wins New Good Neighbor Award for site redevelopment



### NJBIZ Awards - 2021

**NJBIZ Power 100 List:** Robert C. Garrett (#3), CEO

### NJBIZ Best 50 Women in Business:

Regina Foley, Ph.D., MBA, RN,  
and Sandra Powell-Elliott

### NJBIZ Health Care Power 50:

Robert C. Garrett, FACHE  
Andre Goy, M.D., M.S.  
Donald J. Parker

### NJBIZ Digi-Tech Awards:

Pinkrose Hamilton, Pamela Landis, Rachel Weiss

### NJBIZ NJ 40 Under 40:

Aakash Shah, M.D.

### NJBIZ Healthcare Heroes (finalists)

- Education Hero:  
Hackensack Meridian School of Medicine
- Healthcare Professional of the Year: Mark Sparta
- Innovation Hero – Individual: Michele Donato, M.D.
- Medical Technology Pioneer – Organization:  
Center for Discovery & Innovation
- Physician of the Year: Daniel Varga, M.D.
- Workplace Hero: Hackensack Meridian *Health*



### Becker's Awards - 2020

- 10 Health Systems with Strong Finances:  
Hackensack Meridian *Health*
- 50 Hospitals and Health Systems CNOs to know:  
Theresa M. Brodrick, RN, Ph.D.
- 70 Women Leaders in Health IT to Know:  
Lauren Koniaris, M.D., Chief Medical Informatics officer of the Northern Region and Sandra Powell-Elliott, BS, MBA, vice president for Life Sciences and Innovation at Hackensack Meridian *Health*, with placement on the Becker's Hospital Review list of 70 Women Leaders in Health IT to Know.
- 50 Hospitals and Health Systems CNOs to know:  
Theresa M. Brodrick, RN, Ph.D.

### Becker's 100 Great Hospitals in America:

Hackensack University Medical Center

### Blue Distinction Center for Spine Surgery:

Ocean Medical Center

### Becker's Awards - 2019

- Becker's 100 Academic Medical Center CEOs to Know: Robert C. Garrett, FACHE
- Becker's 150 Top Places to Work in Healthcare:  
Hackensack Meridian *Health*
- Becker's 100 Hospital and Health System CIOs to Know: David Reis, Ph.D.
- Becker's 32 Chief Population Health Officers to Know: Patrick Young
- Becker's 100 Great Hospitals in America:  
Hackensack University Medical Center
- Becker's 110 Physician Leaders to Know:  
Bonita Stanton, M.D. and Lisa Tank, M.D.
- Becker's 130 ACOs to Know:  
Hackensack Alliance ACO

### DiversityInc's 2021:

- Hackensack Meridian Health (ranked #11)  
Top Hospitals & Health Systems



### Top 25 Environmental Excellence – Hackensack University Medical Center and Jersey Shore University Medical Center:

- **Hackensack University Medical Center**, the network's flagship hospital, earned national recognition as a Practice Greenhealth Top 25 Green Hospital — one of only three hospitals in the U.S., and the only hospital in the tristate area to receive this recognition — for a seventh consecutive year. Through its efforts in sustainable food purchasing, Hackensack University Medical Center has helped to protect patients and team members from antibiotic resistance by purchasing meat and poultry raised without routine antibiotics since 2013. In addition, their use of safer chemicals has not only protected the environment, but it has helped shield patients and team members from unnecessary exposure to toxins. Practice Greenhealth also awarded the medical center with *Circles of Excellence Awards for Leadership* and healthier, more sustainable food, and the *Greening the OR Recognition Award*.
- **Jersey Shore University Medical Center** was also recognized for its leadership in serving fewer meat options in the cafeteria. By serving less meat, Jersey Shore University Medical Center is helping to prevent many diet-related illnesses. With dishes like buffalo cauliflower bites and falafel hash, Jersey Shore University Medical Center is creating innovative dishes that fuel patients with better food sources while, also saving the planet. The medical center was also awarded the *Greening the OR Recognition Award and Making Medicine Mercury Free Award*

### ROI

#### ROI Influencers Power List 2021:

Robert C. Garrett, FACHE, CEO, ranked #13

#### ROI Influencers Power List 2021:

##### Government Affairs:

Kenneth M. Esser

##### ROI Influencers Power List 2021:

##### Health Care:

David Perlin, Ph.D.



### JOINT COMMISSION GOLD SEALS OF APPROVAL:

Hackensack University Medical Center (26)  
Jersey Shore University Medical Center (8)  
JFK University Medical Center (3)  
Bayshore Medical Center (3)  
Mountainside Medical Center (7)  
Nursing & Rehab (1)  
Ocean Medical Center (6)  
Palisades Medical Center (2)  
Pascack Medical Center (4)  
Raritan Bay Medical Center (2)  
Riverview Medical Center (6)  
Southern Ocean Medical Center (2)

### CIRCLE OF EXCELLENCE AWARDS:

- **Bayshore Medical Center:**  
Emerald Award; Making Medicine Mercury Free Award
- **Ocean Medical Center:**  
Emerald Award; Greening the OR Recognition Award and Making Medicine Mercury Free Award
- **Palisades Medical Center:**  
Emerald Award; Circle of Excellence Award for Climate
- **Raritan Bay Medical Center – Old Bridge:**  
Emerald Award; Circle of Excellence Award for Food; Making Medicine Mercury Free Award
- **Raritan Bay Medical Center – Perth Amboy:**  
Emerald Award; Making Medicine Mercury Free Award
- **Riverview Medical Center:**  
Emerald Award; Greening the OR Recognition Award
- **Southern Ocean Medical Center:**  
Emerald Award; Making Medicine Mercury Free Award
- **David S. Perlin, Ph.D.**, honored by MD Advantage Insurance with a 2020 Edward J. III Award for "Outstanding Scientist"
- **Tackle Kids Cancer** recognized by the American Hospital Association HAVE Awards Honoring Volunteerism in the category of Fundraising
- **Andrew Pecora, M.D.** and Kenneth Sable, M.D. honored among *Modern Healthcare's* 50 Most Influential Physician Executives and Leaders
- **David Kountz, M.D.** honored by MD Advantage Insurance with an Edward J. III Award: the Verice M. Mason Community Service Leader Award
- **Bonita Stanton, M.D.** honored by MD Advantage Insurance with an Edward J. III Award: Outstanding Medical Educator Award
- **Silver Gull Award** in recognition of Jersey Shore University Medical Center's HOPE Tower

---

## HACKENSACK MERIDIAN HEALTH BOARD OF TRUSTEES

Frank L. Fekete, CPA,  
Chairperson

Keith Banks,  
Vice Chairperson

Kathleen T. Ellis,  
Secretary

Peter S. Reinhart, Esq.,  
Treasurer

Robert C. Garrett, FACHE,  
CEO, Hackensack Meridian Health (Ex-Officio)

Joseph E. Nyre, Ph.D.,  
President, Seton Hall University (Ex-Officio)

Gregg Azcuy

Stephen T. Boswell, Ph.D., P.E.

J. Fletcher Creamer, Jr.

Frank DeCongelio

Domenic M. DiPiero, III

Thomas J. Dolan

Leecia R. Eve, Esq

James (Jay) J. Galeota

Peter C. Gerhard

Gail B. Gordon, Esq.

John E. Harmon, Sr.

Lawrence (Larry) R. Inerra, Jr.

Michael A. Kleiman, DMD

Thomas J. Kononowitz

Nadine Leslie

John C. Meditz

Alfred J. Schiavetti, Jr

Peter H. Wegener, Esq.

---

## HMH HOSPITALS CORPORATION BOARD

Rosemarie J. Sorce,  
Chairperson

Shawn Reynolds,  
Vice Chairperson

Frank J. Vuono,  
Secretary

Thomas Lake, M.D.,  
Treasurer

Richard Henning,  
Immediate Past Chair

Frank L. Fekete, CPA,  
Chairperson, Hackensack Meridian Health  
Board of Trustees (Ex-Officio)

Robert C. Garrett, FACHE,  
CEO, Hackensack Meridian Health (Ex-Officio)

Steven Lissner, M.D.,  
Chairperson, Medical Council (Ex-Officio)

Mark Stauder, COO,  
President HMH Hospitals Corporation  
(Ex-Officio)

David A. Belowich

Aida Capo, M.D.

Marvin Goldstein, Esq.

Gregorio Guillen, M.D.

Susan B. Hassmiller, Ph.D., RN

Luke Kealy, Esq.

Thomas J. Kononowitz  
(Emeritus)

William Lawless, Ph.D.

Gloria Martini

William J. Murray

Edward Piccinich

Praful Raja

Anthony Scardino, Jr.

Andria Schneiderman

Pranaychandra Vaidya, M.D.

John Wilcha

Walter Wynkoop, M.D.

---

## HACKENSACK MERIDIAN SCHOOL OF MEDICINE BOARD

John F. Williams, Jr., M.D.,  
Chairperson

Mary Ann Christopher,  
Vice Chairperson

Linda Bowden,  
Secretary

Frank L. Fekete, CPA,  
Treasurer

Robert C. Garrett, FACHE,  
CEO, Hackensack Meridian Health (Ex-Officio)

Joseph E. Nyre, Ph.D.,  
President, Seton Hall University (Ex-Officio)

Bonita Stanton, M.D.,  
Founding Dean and Professor of Pediatrics  
(Ex-Officio)

Raymond Chambers

Amy Cradic

Janet Currie, Ph.D.

Ulises E. Diaz

Robert S. Hekemian, Jr.

Vaughn McKoy, JD

William J. Montgoris

Robert O'Hara

Richard Park

Suzanne Spero

Jennifer Velez, JD

---

## CENTER FOR DISCOVERY AND INNOVATION BOARD

Sol J. Barer, Ph.D.,  
Chairperson

Frank L. Fekete, CPA,  
Chairperson, Hackensack Meridian Health  
Board of Trustees (Ex-Officio)

Robert C. Garrett, FACHE,  
CEO, Hackensack Meridian Health (Ex-Officio)

Rosemary A. Crane

James (Jay) J. Galeota

Roger D. Kornberg, Ph.D.

Garry A. Neil, M.D.

Andrew L. Pecora, M.D.

Thomas Polen

Harlan F. Weisman, M.D.

Thousands of Hackensack Meridian *Health* team members put themselves at risk for infection on the front lines of the COVID-19 pandemic. We remember and honor those we lost. We hold you in our hearts forever.

**NIAZ ALI, M.D.**

**ENRIQUE ALMONITE**

**FRANCISA AMPONSAH**

**DR. ARIS AROUTIOUNIAN**

**EMANUEL CARRILLO**

**IDALIA COLON**

**PATRICK DEGENNARO**

**ALFREDO GARCIA**

**CONROD GORDON**

**MOHAMMAD KHAN LODI**

**HARISH MORE**

**ANTHONY LAFERA**

**ANGEL LOPEZ**

**AMELITA MALIG**

**NANCY MARTELL**

**DEBORAH MORROW**

**BONNIE L. NELSON**

**ALFRED PABATAO**

**ROY PALANCA**

**SAMUEL QUAYE**

**WOOTTHICHAIRATCHANIKORN MONGKOL**

**AQBAL SAINI**

**GARY SHOMSKY**

**NATIVIDAD VELASQUEZ**

**EZEQUIEL VILLAMIZAR MOLINA**

**DR. SINA ZIAM**

**VIVIAN MEITZLER**

**MICHAEL GUILIANO, M.D.**

**PAMELA ORLANDO**

