

A Look Back

At a Decade Defined by Quality, Service and Community

“*Esprit de corps*” is a fancy French term for plain old-fashioned teamwork. It is a feeling of pride, loyalty and family that permeates the culture at CalvertHealth Medical Center. In the words of former board chair Henry Trentman, it is the special sauce that makes the community hospital, well – special.

“I see it every day when I walk around the hospital and read the wonderful letters we get from families,” said CalvertHealth President and CEO **Dean Teague**, who announced last year he would be stepping down at the end of February.

“The power of teamwork was never more evident than during the COVID pandemic,” said Teague. “It has taken a team approach to overcome the hurdles that were placed in front of us. Without fail, everyone asked to do a new job, skill or work schedule said: ‘What can I do to help?... Where do you need me?... Tell me what I can do.’ ”



The team at CalvertHealth came together in extraordinary ways to prepare for – and respond to – the pandemic. They were on the front lines, ready to give their all to combat this deadly virus.

He readily admits it was the toughest challenge the health system faced during his 10-year tenure. Early on, there was a lot of uncertainty surrounding what to expect with this new virus but there was absolute clarity on the organization’s focus – to provide the best care for our community and to keep our employees safe.

Without a doubt, Teague said, it was the spirit of solidarity that sustained his determination to meet this challenge head-on. “I was sitting in my office, when I thought to myself: ‘Wait a minute, you are not in this alone. You have a great executive team. You have awesome providers and awesome nurses and techs... We will figure this out and we did.’ ”

Camaraderie Cultivates Collaboration

“So much has been accomplished in the last decade with the private rooms for patients, the new cancer affiliation with Duke Health and the expansion of mental health services but I am most proud that we have built a united medical staff and hospital administration,” said **Dr. Wilfred Ehrmantraut, Jr.**, who served as chief of the medical staff for the past six years.

“Because of the close relationship, we have been able to implement programs that are important for our community,” said Dr. Ehrmantraut. “But I think it all stems from being able to communicate positively with one another.”

He went on to add, “Everybody works together from nursing to environmental services to food and nutrition ... there isn’t a minute that goes by that someone doesn’t stop and talk to each other that an idea doesn’t come out that makes it stronger for our care of the community.”

Trentman points to “team building” as Teague’s most valuable quality as president and CEO. “Dean has been very successful at attracting, retaining and motivating the people who take the strategic decisions that are made and really make them work for Calvert County.

“Having people wanting to come to work is what makes everything tick in the end,” said Trentman, who served on

“We must always provide our patients with the same level of care we would want for our own family.”

- Dean Teague, President and CEO

the board from 2008-2018. “From day one, when he came in and decided to learn everyone’s name is indicative that he puts a very high premium on human talent and the nurturing of it.”

Chief Medical Officer **Dr. Theodore Tsangaris** concurs. “He has been an exceptional leader. I think it’s his connection to people. He’s transparent... he genuinely cares about them. I think it’s remarkable that he knows the name of almost everybody who works here.

“He gets out there... he’s visible and approachable and yet there is a serious side to him that reflects his military background. Let’s get the mission done and taken care of with quality and safety in mind. Care for people like family. He lives by that.”

A Laser Focus on Quality

“The safe, quality care provided by our organization is the foundation upon which all our values are based,” said Teague. This was put to the test with the advent of COVID-19. The CalvertHealth team responded with resilience and resolve, never losing sight of our mission: to ensure the safety and well-being of our community.

“Quality is always a top priority,” said Dr. Tsangaris. “I cannot think of any time I’ve seen Dean speak – whether it’s for an interview for a new



(Above) It’s not unusual to see Teague out and about at the hospital. At least once a day, he makes his rounds. “When you walk around, you learn a lot,” he said, shown here talking to an ER nurse in the Fast Track area.

provider, discussion in our executive team or planning a new program, when he doesn’t mention quality. One of the recruitment points he likes to make is that we are consistently a top performer within the state for many quality-based programs and metrics.

“He truly believes if you do what is right for the patient as reflected in quality and safety then you are doing what is right for this organization,” said Dr. Tsangaris.

Growing to Meet Community Needs

Even as we continue to navigate the unprecedented challenges caused by the pandemic, CalvertHealth continues to face forward and plan for the future

– from partnering with Sheppard Pratt Health to provide expanded behavioral health services to creating a bariatric surgery program that takes direct aim at the widespread obesity in our county and its toll in driving up the rates of heart disease, stroke and diabetes locally.

Long before COVID, CHMC took significant steps to address the community’s growing mental health needs – investing \$6.6 million to substantially renovate the behavioral health unit (*creating separate, secure spaces for youth and adults*).

The addition of Sheppard Pratt Health, a noted leader in providing mental health services, means more behavioral health needs can be managed locally while ensuring access



The \$51-million private room expansion and renovation, completed in 2020, ushered in a new era of patient safety, comfort and privacy at CalvertHealth Medical Center.



CalvertHealth invested \$11.9 million to keep the medical center at the forefront of diagnostic imaging for treating heart disease, neurovascular disorders, cancers and other conditions.

to specialized services in our community.

“Simply put, being your community hospital means we look out for you – from constantly improving our quality and safety to investing in programs and services that are important to those we serve,” said Teague.

In 2016, CalvertHealth announced converting to all private patient rooms by 2020. The massive project, which took four years to complete, included 43,575 square feet of new construction and 32,910 square feet of renovated space. “Every step we take, every decision we make is with the



RECOGNITION for QUALITY & SAFETY

2022 – Received the American Heart Association’s highest honor for outstanding stroke care, the *Gold Plus Achievement Award*, for 11 years in a row.

2021 – Earned a 4-star overall quality rating from the Centers for Medicare & Medicaid, placing CalvertHealth Medical Center among the top 12 hospitals in the state.

2020-21 – Ranked by *U.S. News* as high performing hospital for heart failure and COPD (chronic obstructive pulmonary disease).

2020 – Received once again a *Gold Seal of Approval™*, signifying “full accreditation” from The Joint Commission on Accreditation of Healthcare Organizations

2020 – Achieved the highest performance among all Maryland hospitals for *clinical care, patient safety and patient perception* based on 2019 data released by the Hospital Services Cost Review Commission.

2019 – Attained accreditation with commendation from the *American College of Surgeons’ Commission on Cancer* placing us among the top community cancer programs in the country.

2018 – Won *Circle of Honor Award* by the Maryland Patient Safety Center for our Opioid Stewardship Task Force.

2017 – Garnered *Health Quality Innovator Award* for our collaborative approach to reduce opioid addiction and prevent opioid-related deaths in our community.

2017 – Recognized as a *leader in airway safety initiatives* by American Association of Respiratory Care.

“Quality of care and patient safety are paramount to our commitment to the community.”

*– Dr. Wilfred Ehrmantraut, Jr.,
Former Chief of the Medical Staff*

BIGGEST ACCOMPLISHMENTS 2012-2022 >



Implemented Smart IV Pumps throughout facility to enhance patient safety
2013



Spearheaded collaborative effort to reduce opioid addiction in community
2015



Started construction of \$51-million project to convert to private patient rooms
2017



Responded with courage to care for community during COVID pandemic
2020



Affiliated with Duke Health to increase local access to advanced cancer care
2022

2012

Introduced Transition to Home to help high-risk patients prevent readmission



2014

Invested \$11.9 million to keep CalvertHealth at forefront of diagnostic imaging



2016

Launched Mobile Health Center to remove barriers to access in underserved areas



2019

Expanded behavioral health unit to meet growing community needs



2021

Created bariatric surgery program to target widespread obesity in county





The recent affiliation with Duke Health offers local patients access to cancer research, treatment advances and clinical trials only available at the best cancer hospitals in the country.

community in mind,” said Teague. “Private rooms offer numerous benefits from more privacy and better sleep to less risk of infection and improved outcomes.”

With the private room project nearing completion, CHMC moved forward with plans to expand its surgical services – investing \$2.5 million in sophisticated technology and recruiting additional specialists to provide more advanced surgical options – including a new bariatrics program – close to home.

Ensuring Access to Care

“Providing our community with the best health care is often based on access,” said Teague. “We’re working hard to ensure our community has access to the right care, at the right time, in the right place.” A large part of that is CalvertHealth’s employed provider network, which now has more than 30 board-certified primary care and specialty physicians, nurse practitioners and physician assistants.

It was the impetus for opening urgent care centers in Dunkirk, Prince Frederick and Solomons – to make it easier for residents to access these services. It was the motivation behind launching the mobile health center to remove barriers to access in underserved areas. And it was the driving force behind building a cutting-edge cancer program so far fewer patients will have to leave the region for outstanding care.

Caring People are the Heart

“It is the caring that defines the fundamental core of CHMC,” said **Marilyn Montgomery, RN**, who has 49 years of service. “It is the people who work here, who deliver the care every day ... their passion for what they do. That is what makes this a special place.” She oversees ordering all the supplies and equipment for surgical services.

It is people like **William Stepney** from environmental services who comes to work every day excited to make a difference in every life he touches. “It’s a good feeling to help people out. It’s the best feeling in the world.” On average, he thoroughly cleans and disinfects the operating rooms 20-plus times per day. “When a patient is brought to the OR, I wave at them and smile.”

Teague summed it up this way, “Not only are our employees loyal, they are extremely friendly.” The 2022 Employee Engagement Survey supports his assessment – 93 percent of respondents said they like the work they do and enjoy working with their co-workers. Teamwork among the work unit was the highest performing item when compared to the national average.

He concedes it will be hard to say goodbye. “I will miss coming in and saying hello to everybody in the morning.” For his part, he said, “I’d like to be remembered as a guy who cared.”

THE NEXT CHAPTER: BOARD NAMES BRADFORD NEW CEO



After a nationwide search, the CalvertHealth Board of Directors has unanimously selected **Jeremy Bradford** to become the next president and CEO of the health system. He comes to us from Good Samaritan Hospital in Illinois, a 134-bed regional referral center, where he was president. Bradford has more than 20 years of healthcare executive leadership experience.

He said, “It is an honor and privilege to be selected as CalvertHealth’s next president and CEO. I am grateful for the opportunity to serve the residents of Calvert County and recognize the importance of high-quality health care in a rural setting.”

Bradford went on to add, “My wife and I fell in love with the area when we came to visit, and we are looking forward to settling in and discovering all that Calvert has to offer.” He and his wife, Ginny, have two school-age children. He steps into his new role on March 1.

CalvertHealth Board Chair **Rev. David Showers**, who led the search effort, said, “We were able to attract an outstanding group of candidates due to CalvertHealth’s reputation. In addition to our state-of-the-art facilities, our physicians, staff, volunteers and the desirability of our community were also key in making this opportunity attractive.”