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A Message from Overlook Medical Center and the Overlook Foundation

It takes a community to care for our communities. On any given day, Overlook is abuzz with teams of physicians, nurses, residents, and technicians from a multitude of clinical care specialties; administration, foundation, and facility staff members; volunteers; and supporters like you – all working to sustain world-class health care conveniently close to home.

When the novel coronavirus pandemic descended upon us last March, our vast community quickly coalesced to help us respond, recover, and be ready for what might come next. In these pages, we highlight the incredible teamwork, ingenuity, and persistence required to safely diagnose, isolate, and treat thousands of COVID-positive patients, while simultaneously caring for non-COVID patients (and delivering 300 healthy babies!) during the height of the surge. We describe how patient rooms and entire units were reconfigured on demand with state-of-the-art technology to protect patients and care team members now and into the future.

You will learn about safety protocols, best practices, and our participation in national clinical trials for life-saving therapeutics. You will meet cardiologists, anesthesiologists, surgeons, and nurses who bravely volunteered to work nightshifts in the ICU and help wherever help was needed. You will also read about our care team's heartfelt connection with their patients as we describe the virtual memorial they created for families who lost loved ones.

Though the coronavirus pandemic tested our resources and emotions in ways never imagined, we continued to launch new programs, add talent, and expand touchpoints to improve access to primary and tertiary care throughout our communities. We established thyroid and fibroid centers on our Summit campus. We invested in a surgery center at our Union site and acquired a physical therapy center in Warren. We also added a 28,000-square-foot multispecialty care facility in Clark, which is seamlessly connected to our medical center and Atlantic

With sincere appreciation for your generosity,

Medical Group Primary Care offices in Westfield, Clark, and Summit.

Clelia Biamonti, Ph.D. Executive Director Overlook Foundation

(lelia Frank

Alan Lieber
President
Overlook Medical Cente

Our medical team welcomed physicians in a variety of specialties, including radiology, neurosurgery, neuro-oncology, orthopedics, eating disorders, endocrinology, and surgical oncology. Strengthening our commitment to improving access to primary care, 15 primary care physicians – many from our own family practice and internal medicine residency programs – joined our staff.

Construction began on a new parking deck and the Hersh Children's Center, linking the Meri and Sol Barer Inpatient Pediatric Center (currently housed on Overlook's 6th floor) to the Michael Gordon Reeves Pediatric Emergency Department for better coordinated care of our youngest patients. An Emergency Department expansion is already under way, thanks to funding from the Nicholas J. and Anna K. Bouras Foundation.

Through it all, we continued to earn accolades for safety and performance. Healthgrades* once again recognized Overlook as one of the nation's top 50 hospitals for medical outcomes. **That recognition puts our medical center in the top one percent of the country's nearly 5.500 hospitals.**

Overlook's nursing staff achieved Magnet® designation by the American Nurses Credentialing Center, the highest national honor for nursing excellence, as a reflection of Overlook's nursing professionalism, teamwork, and superiority in patient care. Overlook is one of only 541 hospitals (less than nine percent of the nation's hospitals) to earn this recognition.

The COVID crisis proved just how important Overlook Medical Center is to the health and well-being of our communities. It also illuminated how crucial your support is to the health and well-being of Overlook.

In 2020, gifts and pledges to our semi-annual appeals, capital campaigns, and special events from you and other caring individuals, corporations, foundations, and community organizations totaled more than \$12 million. Your financial support allowed us to immediately respond to the unprecedented challenges posed by the COVID-19 pandemic. Your donations of supplies and food helped protect and fuel our front-line workers; and your nightly clap-outs and homemade signs gave us all hope and encouragement.

We couldn't spell *community* without *u*.

Thank you for being an integral part of ours!

A lude Avelino Esq

A. Jude Avelino, Esq Board Chair Overlook Foundation

Tackling a Tidal Wave Through Teamwork

"Noah had more preparation for a world-engulfing flood," comments Jessie Wilt, M.D., a pulmonologist with Summit Medical Group, who joined other clinical care leaders in advising hospital administrators on equipment, operations, and facility needs while treating the surge of coronavirus patients, beginning last March. "At Overlook, we built an ark against a tidal wave in very short order."

Many hands worked to achieve the best possible outcome for patients as multispecialty clinical care teams, hospital administration, and environmental staff flexed on a dime. Physicians from Atlantic Medical Group, Summit Medical Group, private practices, and internal medicine and family medicine residency programs mobilized to provide 24/7 coverage for COVID and non-COVID patients alike. Together with advanced practice nurses and physicians' assistants, they worked 12- to 14-hour shifts for several months as one unified team to care for patients and each other.

"During the peak of the pandemic, we were admitting 35 patients a day," says Sharen Anghel, M.D., chair of the Department of Medicine at Overlook Medical Center and a clinical educator with Atlantic Medical Group Hospitalists and the Internal Medicine Residency Practice in Union. "In the Intensive Care Unit (ICU), where the acuity of care is significantly higher, our patient population jumped from 25 to 105 very quickly.

"All job descriptions were blurred as everyone rolled up their sleeves," recalls Dr. Anghel. "Surgeons and cardiologists took 7 p.m. to 7 a.m. nightshifts in the ICU. Nurses from multiple disciplines formed proning teams. Physicians administered medication to spare nurses from continuously donning new protective gear. Pharmacists and infectious disease physicians helped us stay on the leading edge of therapeutic options. And, most importantly, doctors and nurses became the lifeline between patients and their loved ones."

Checking All the Boxes

"From the outset, we had to think inside the box," explains Dr. Wilt. "How would we treat highly infectious COVID-19 patients while simultaneously protecting our care team? How would we create safe bubbles around non-COVID patient populations such as pediatrics, oncology and OB/GYN? How could we preserve PPE (personal protective equipment), minimize the number of people entering a patient's negative pressure room, and still efficiently attend to a patient's critical care needs?"

Administration and clinical care teams met daily to assess equipment inventories, staffing, and scope out areas for critical care expansion. Dr. Anghel held weekly conference calls for physicians across all specialty areas to discuss evolving treatment protocols and best practices for patient care. "Most people try to get out of meetings, but this was one meeting everyone wanted to join because recommendations were changing daily." she remarks.

Dr. Wilt proactively created protocols for rapidly responding to COVID patients in cardiopulmonary

arrest. Collaborating with Manoj Shahane, M.D., clinical director of Overlook's Department of Anesthesia, Dr. Wilt orchestrated a series of coding simulations in which they would time and rehearse the steps involved during cardiopulmonary resuscitation, emergency intubation, and line placements. "We knew that if we could do the quickest, safest code and intubation possible, we could save more lives," she says.

"We transformed the anesthesia ready room outside of the operating room into a staging area with PAPRS (powered air purifying respirators), gowns, gloves, and medical supplies so that our team of 22 anesthesiologists and 20 certified registered nurse

assistants (CRNAs) could respond to patients in respiratory failure at a moment's notice," Dr. Shahane recalls. "When we were suited up, they called us the ninja squad."

CRNAs and nurses from Overlook's Wound Care Center and physical therapy and orthopedic areas formed proning teams in the wake of data showing that placing patients on their stomachs could help alleviate respiratory distress. With well over 300 COVID inpatients at the height of the pandemic, proning teams carefully turned patients (both on and off ventilators and with multiple IV lines) onto their abdomens to open their lungs and improve blood oxygen saturation levels. This basic, noninvasive but labor-intensive practice – along with early administration of the appendix – helped delay, or even eliminate, the need for intubation and mechanical ventilation among COVID patients over time.

Connecting with Families AND the Community

"In the absence of loved ones at a patient's bedside, doctors and nurses spent a large portion of their time communicating and supporting patients' family members," Dr. Anghel points out. "We leveraged technology tools, such as FaceTime and iPads donated by the Overlook Foundation, to allow family members to see and speak with their loved ones every day and, in some cases, to say a final goodbye."

"Even in the wake of tragedy . . . husbands, wives, aunts, uncles, brothers, and sisters would thank us for all we had done and encourage us to stay safe and strong," remembers Dr. Wilt. "They understood that we were risking our own lives to save others, and that was profoundly touching."

Through it all, the physicians agreed, they felt the love and support of the entire community. "The enormous amounts of food, the cheerful signs, the Monday evening clap-outs and bells...we knew we weren't forgotten," adds Dr. Wilt.

Looking back, they say it was the most challenging and gratifying experience of their lives. "We came together as a team, put patients at the center, and created a playbook for the future," says Dr. Anghel. "In the 13 years I've worked at Overlook, I've never been prouder to call it my home."





Jessie Wilt, M.D.

We came together as a

center, and created a

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playbook for the future.

Manoj Shahane, M.D.

Sharen Anghel, M.D.

Preparation Key to Infection Prevention

Benjamin Franklin famously said, "By failing to prepare, you are preparing to fail." Fortunately, for our communities, Overlook's Infection Prevention Team had been preparing for an epidemic like COVID-19 well before it made its world debut.

In fall 2019, for example, Overlook partnered with University Hospital's Center for Emergency Preparedness and Response to conduct extensive training among emergency department and nursing staff to identify, treat, and prevent the transmission of suspected and confirmed cases of Ebola Virus Disease (EVD) and other emerging infectious diseases. The training, funded by the Overlook Foundation, included a complete review and assessment of Overlook's EVD Response Plan, functional exercises with mock patients, an evaluation of personal protective equipment (PPE), and "train the trainer" sessions to facilitate broader staff education.

Robert Roland, D.O.



Moving forward, our community is better prepared as social distancing, mask wearing, and handwashing become routine behaviors.

Lessons learned means lives saved.

Doriann Prasek, R.N.

"More than 50 team members in critical disciplines on the forefront of care were trained," comments Doriann Prasek, R.N., manager, infection prevention. "It proved to be extremely helpful in managing our response to the coronavirus.

"We completely reviewed and rehearsed our safety protocols for managing patients from point of entry in the Emergency Department through transport to their point of care. An environmental component included designating and preparing specific hallways, elevators, and acute care units for infectious disease patients. The training also involved practicing donning and doffing PPE as

well as getting team members properly fit-tested for N95 masks."

> An infectious-disease outbreak can transform a hospital into a hot zone unless measures are quickly taken to

protect everyone inside its walls. Those measures rest largely on the shoulders of infectious disease specialists, who are trained to identify, diagnose, isolate, and treat a broad array of disorders caused by pathogenic microorganisms – such as bacteria, viruses, fungi, or parasites – which can be spread, directly or indirectly, from one person to another.

"After several months of dealing with the unique challenges presented by COVID-19, we adopted several best practices to prevent its spread. The pandemic also raised overall awareness within and beyond our walls about the role we can all play in preventing the spread of infections," adds Prasek.

"Although COVID was unlike anything we had ever seen, our response protocols were similar to other serious epidemics, such as H1N1 in 2009 and the Ebola Virus in 2014-15," says Robert Roland, D.O., section chief for infectious diseases at Overlook. "In both instances, we learned a great deal and, by the end, we had both a vaccine as well as novel therapeutics and care strategies that saved lives.

"There are still many unknowns about COVID, but we have a terrific system in place to manage this because we never stopped preparing, even as the patient census dropped. We have rapid in-house testing. Safety protocols have become much more routine and care team members are more confident and better mentally prepared.

"We've learned a great deal about the optimal timing for medications, the benefits of proning, and the use of high-flow oxygen before using a ventilator. Currently, we are participating in six different clinical trials, evaluating the benefits of antivirals, immune modulators, and one monoclonal antibody."

Junior Board Pivots Fund-Raising Efforts Amid Pandemic



(front) Bella Henry, Oak Knoll; Sophie Bauhs, Kent Place; Manu Nahata, New Providence High School (HS); Bella Avelino, Summit HS; Kailey Zhao, Westfield HS; Ryan Eng, Scotch Plains-Fanwood HS; Will Heffernan, Oratory Prep; (rear) Jason Pien, Governor Livingston HS; Jason Lefkort, Pingry; Jack Benitez, Delbarton; Lea Casano-Boris, Chatham HS; Sidney Cross, Millburn HS; Molly McCann, Oak Knoll; Kiara Quigley, Newark Academy; Abby Clothier, Montclair Kimberley Academy; and Connor Teehan, Delbarton.

Led by co-chairs Katy Martinson and Mikayla Meyler, seniors at Westfield High School and Chatham High School respectively, members of the 2019-2020 Junior Board began the school year with monthly in-person meetings in the Thomas Glasser Board Room at Overlook. They heard from guest speakers on a host of topics ranging from board development and governance to the role of philanthropy in the health care arena.

The students were also charged with developing a grant application that was distributed to several hospital departments of their choosing. They conducted department visits and evaluated the needs within each of these areas, ultimately voting to name the hospital's neuroscience program as their grant recipient.

However, given the COVID outbreak in March, the group pivoted their efforts to support high-priority needs related to pandemic relief at Overlook instead. Switching to virtual meetings and unable to host events and other school-related activities, they launched an online fund-raising campaign that generated some \$25,000. Beyond the monetary donations, several students also spearheaded drives to gather hundreds of items for our front-line health care workers including face shields and masks, bottled water, lip balm, gloves, and bleach.

"It was an honor and a privilege for all of us on the Junior Board to make a meaningful contribution to Overlook in the midst of such a stressful time," says Bella Avelino, one of 14 high school juniors serving on the board. "As teenagers, we often wonder how we can make a difference in our community. This program allowed us to do just that."

Three Generations, One Cause

As the number of COVID-19 patients surged during the early months of the coronavirus pandemic, Sidney Glasofer, M.D. did what several other Overlook care team members felt compelled to do. He volunteered to join those on the front line.

"During my rounds at Overlook, it became evident that the ICU could use more physicians experienced in critical care, especially during overnight hours," remembers Dr. Glasofer, a cardiologist at Associates in Cardiovascular Disease, an Atlantic Medical Group physician practice.

Beginning in March, he traded his dress shirt for a pair of scrubs each night and assisted colleagues who were caring for the most critically ill COVID-19 patients. For nearly three months, he worked the 7 p.m. to 7 a.m. shift, while conducting telehealth visits with his cardiac patients during the day.

"I haven't worked overnight in the ICU since residency training," admits Dr. Glasofer, "so it took some getting used to the hours; but every day I knew I was doing meaningful work."

In addition to managing cardiac-related issues and assisting pulmonologists, he helped nurses fill IV pumps and worked with proning teams to help patients breathe easier. "There were other physicians volunteering in the ICU at the same time," he points out. "Cardiologists, surgeons, neurologists – everyone pitched in. Looking back, I should have been more tired than I was, but we were all so focused on saving lives."

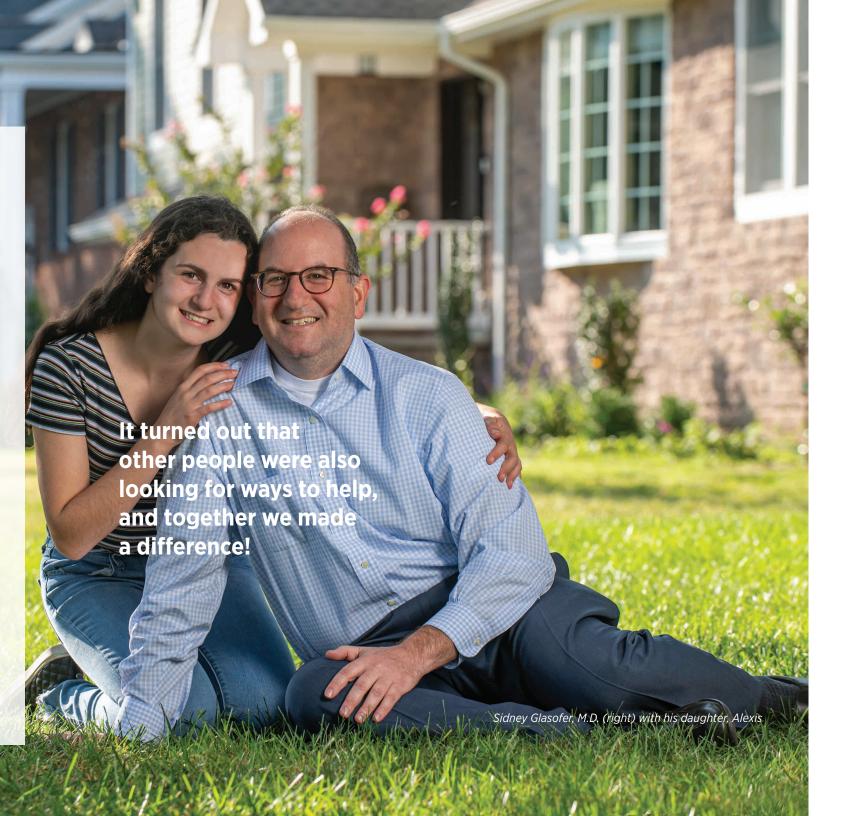
A Family United by A Cause

Inspired by her father's commitment to conquering COVID-19, 12-year-old Alexis Glasofer had a plan of her own. As part of her bat mitzvah community service project, she had been volunteering with Hockey New Jersey – an organization that introduces underprivileged youth to her favorite sport, ice hockey.

When her bat mitzvah celebration had to be canceled in May, she expanded her community service to support the work of front-line health care providers like her dad. She sent notes to everyone who was invited, asking them to contribute to the Overlook Foundation's COVID relief efforts. The outreach netted more than \$10,000!

Ella Gelvan – Alexis' grandmother and Dr. Glasofer's mother-in-law – joined in by making a significant gift of her own to the Overlook Foundation through her family foundation.

"After hearing how bad it was and seeing my dad work extra ICU shifts, I wanted to help," says Alexis, now 13 and an eighth grader at The Pingry School. "It turned out that other people were also looking for ways to help, and together we made a difference!"



Honoring a Commitment to Humanitarian Work

Pediatrician Ben Josephson, a founding director of the Overlook Family Medicine Residency Program, was a dedicated humanitarian who volunteered his time and expertise to assist the sick and wounded children in the war-torn countries of Bosnia, Rwanda, Zaire, and Iraq, as well as the impoverished areas of Honduras, Russia, Appalachia, and Native American reservations.

Following his death in 1998, the Benjamin H. Josephson, M.D. Fund was established by his close friend, Don Gant, and other supporters to continue Ben's humanitarian work, providing health care



professionals with the necessary financial resources to deliver medical services to those in need throughout the world.

Last summer, with its medical professionals unable to travel due to the pandemic, the Josephson Fund partnered with two other organizations – Shoulder to Shoulder and the Unidad Hospitalaria Móvil Latino América (UHMLA) – to facilitate the shipment of medical equipment and supplies to Honduras. Spearheading the effort was Dr. Susan Kaye, chair of the Department of Family Medicine at Overlook Medical Center, who serves on the Shoulder to Shoulder board and as director of the Josephson Fund; and Dr. Rolando Rolandelli, chair of the Department of Surgery at Morristown Medical Center, who founded the non-profit UHMLA.

"While we quarantined, we packed operating room equipment that we had gathered to donate to the Hospital Enrique Aguilar Cerrato in Intibucá – a remote, rural Honduran province," says Dr. Rolandelli. "The shipment included operating microscopes and tables, monitors, wheelchairs, an anesthesia machine and autoclave, and a refrigerator filled with medical supplies." Serving a population of 250,000, the hospital has 50 beds and two operating rooms.

In recent years, Dr. Kaye, Dr. Rolandelli, and some 15 of their colleagues spent a week performing more than 50 surgeries annually at the hospital in La Esperanza.

Supporting Families and Honoring Loved Ones

Since its opening in 2011, the Thomas Glasser Caregivers Center has provided free support services to increasing numbers of families who care for critically, chronically, or terminally ill loved ones. Each year, more than 1,500 families turn to the center's staff for muchneeded guidance in managing the stress and special needs associated with caring for loved ones who are hospitalized at Overlook or at home in our communities.

Over the past year, the Caregivers Center staff has been challenged to provide those services, and more, while COVID-positive patients and their loved ones were separated for days, weeks, months, or even eternity.

"Losing a loved one is among the most difficult and emotionally painful experiences a person can endure," observes Marian Teehan, a licensed clinical social worker at the center. "The coronavirus pandemic compounded that grief as some patients faced their final hours without loved ones at their bedside, as family members grappled with their grief alone in quarantine, and as grieving rituals like funerals, shivas, and wakes were severely restricted."

As limitations on visitors and gatherings were imposed throughout the state, the Caregivers Center staff quickly adopted virtual strategies to extend the support and compassion it normally provides in person. Music and expressive writing workshops, Qigong, and Tai Chi were offered via Zoom. Marian and caregiver liaison Valerie Gagliano telephoned and FaceTimed with families of COVID-positive patients, offering support and

Marian Teehan



Families called to say how much it meant to them to see the doctors, nurses, and all of the caring staff at Overlook honor their loved ones in such a beautiful way.

resources. They also provided comprehensive bereavement support and ongoing follow-up for those who lost loved ones.

"We were there during the darkest hours for our patients' families," says Marian, "assisting with funeral arrangements and helping them create virtual memorial services to honor their loved ones."

"Communicating via telephone during that period reinforced the transformative power of one's voice," comments Valerie. "The ability to touch someone through a telephone call can be profound if done in the most compassionate way."

In July, the Caregivers Center partnered with Overlook's Palliative Care Program to produce a video memorial service, honoring patients and care team members who lost their lives during the spring 2020 pandemic. Funded by the Overlook Foundation and filmed for the benefit of the entire Overlook community, the memorial featured classical music compositions by music therapist Julie Sherwood, multi-lingual messages by Overlook staff members, readings by critical care physicians, and an inspirational candle lighting ceremony. The video, which has been viewed some 2,500 times since its production, is a lasting tribute to patients and those on the front line who cared for them.

"Families called to say how much it meant to them to see the doctors, nurses, and all of the caring staff at Overlook honor their loved ones in such a beautiful way," Marian recalls.

Though there were dark days during the pandemic, one of the brightest moments was an impromptu wedding. With the clinical care team's consent, Valerie arranged for a nonagenarian, who had suffered a serious stroke, to witness his granddaughter's marriage in the Bouras Auditorium. "We support our families in every way possible," says Valerie. "I could see how important this was to them and we were happy to make it happen."

Partnering with Summit Foundation to Boost Health Care Outreach

Concerned with the limited access to health care for vulnerable and uninsured residents of the Greater Summit Area, Overlook Family Medicine has instituted a three-year plan to reduce health disparities while improving the overall health of this high-risk population.

The pilot program, funded with a generous grant from the Summit Foundation to the Overlook Foundation, is led by a part-time bilingual (Spanish/English) community health associate based at Overlook Family Medicine. Since her hire in late 2019, Melanie Betancur has helped patients, many of whom are recent immigrants, connect for the first time with primary healthcare and medical specialists. During the COVID-19 pandemic, her work has become even more critical as she has become a lifeline for social and emotional support, food resources, affordable medications, and emergency rental assistance.

"I just love being a resource who people confide in and trust to help them through their hard times," says Melanie. "At the end of a conversation, it's gratifying to know how much they appreciate the support."

The resulting influx of new patients has shifted and improved how the staff of Overlook Family Practice serves its clientele by addressing the barriers that may prevent them from seeking care. Creative ways to handle financial issues have been developed. The medical team makes every effort to see new patients in a timely fashion, thereby reducing unnecessary emergency department visits. And social workers and the behavioral health team help diffuse intense family and social stressors.



Community health associates Melanie Betancur, BSPHE, MPH and Deryan Coba meet with Amy Miano, MSW, LCSW, behavioral health clinician, to discuss how best to provide access to healthcare for the area's most vulnerable residents.

Valerie Gagliano

Behind the Scenes with Our Own MacGyvers

Some of the most essential members of Overlook's staff never interact with patients; yet their work is critical to the health and safety of all who enter our doors.

They are biomedical equipment, clinical engineering, and HVAC technicians; electricians, carpenters, plumbers, painters, boiler operators, and general maintenance mechanics. During normal day-to-day operations at Overlook, they are busy troubleshooting any number of equipment and facilities' issues. But during the height of the coronavirus pandemic, these unsung heroes worked tirelessly behind the scenes to enable an entire medical center to rapidly respond to a community in crisis.

Their mission was clear, daunting, and unprecedented. Reconfigure the facility so that Overlook could: 1) isolate and care for patients with confirmed or suspected COVID-19; 2) protect healthcare workers from exposure to COVID-19; 3) care for and protect non-COVID patients; 4) screen patients, visitors, and healthcare staff for COVID-19 symptoms before entering; and 5) be prepared for a further surge in coronavirus patients.

A Medical Center Re-Imagined

Under the leadership of Austin Murphy, director, facilities and clinical engineering for Atlantic Health System, the team pooled its collective ingenuity and wasted no time getting to work. "We converted 155 patient rooms – as well as an entire 32-bed wing – into negative pressure rooms by installing custom windows with permanent ports to accommodate HEPA exhaust fans," says Austin.

Negative pressure rooms draw air into a room and filter it before it's released to the outside environment, he explains. They are essential to safely isolate COVID-19 patients, while preventing the spread of an airborne infectious disease to other areas of the hospital.

"To preserve the supply of personal protective equipment (PPE) and facilitate better patient monitoring, windows were placed in all patient room doors, cameras were installed in patient rooms, cardiac telemetry channels were added, and pulse oximeter cables and IV tubing were extended through walls, allowing nurses to monitor vital signs and medication levels from hallway stations," he adds.

A COVID-19 tent was set up overnight in front of Overlook's Emergency Department and equipped with heat, power lines, and additional portable chest X-ray machines. There, people could conveniently get tested and evaluated for COVID-19 prior to possible admission.

Two adjoining offices were converted into a UV Sanitizing Department for sterilizing N95 masks. Overlook's oxygen system was upgraded to accommodate the increased use of ventilators. Thermal cameras were installed in the main lobbies of the hospital and the Medical Arts Center to scan the body temperature of everyone who entered the buildings . . at a rate of 30 people per second!

"We reconfigured waiting areas to promote social distancing; but we didn't want to alarm people with cones and caution tape, so our carpenters built custom wood partitions to match the existing furniture," comments Austin.

"Early on, there were no specific guidelines for reconfiguring hospital environments in response to the coronavirus. Our MacGyver instincts were put to the test, and we intuitively figured out what we needed to do to keep everyone safe. Later, when the American Society of Heating, Refrigerating and Air-Conditioning Engineers issued their guidelines, they ended up recommending what we had already done.

"I'm very humbled to have the team we have," he reflects. "They all sacrificed time with their families to come here and help people they don't know. In our hearts, they are our patients, too."

At the Ready

As Overlook's COVID-positive patient population decreased, the negative pressure rooms were quickly converted back to traditional positive pressure rooms, which are designed to protect patients with compromised immune systems from outside airborne contagions. But should the need arise, Austin points out that they can be easily adapted again.

"There's a saying among electricians, 'It's better to look at it than for it,'" he says. "Now we're looking at all the equipment we need if we ever have to respond to something like this again. Ventilators, patient monitors, HEPA filters, newborn isolettes, PAPRS (powered air purifying respirators), PPE – you name it, we are well prepared. That's reassuring to us, and it should give added peace of mind to our community of patients and providers."

Daniel Matkovic

Laura Stur





Overlook's Maternity Center – An Oasis of Joy for Expectant Parents

While many people postponed elective surgeries, wellness visits, and screenings during the onset of the coronavirus pandemic, delaying care was not an option for a large and important group of Overlook patients – expectant mothers.

"Pregnancy is already an anxiety-filled time, but the coronavirus pandemic created a whole new set of challenges for expectant parents and maternity centers around the world," observes Diana Contreras, M.D., medical director, Women's Health, Atlantic Health System and chair of obstetrics at Overlook and Morristown Medical Centers.

"Overlook's maternity center – like many others – functions as its own island," she points out. "Our staff has specialized skills, our patients have specialized needs, and many expectant parents were understandably concerned about giving birth in a hospital with COVID-positive patients. We took decisive steps at the outset to isolate and ensure the safety of our patients, babies, and staff.

"For several months, we had daily operational phone calls with our nursing leadership and providers across the system to establish safety protocols and share best practices. Our goal was to maintain an oasis of safety, calm, and joy during a time of heightened anxiety...and we succeeded."

Establishing New Protocols

In-person parent education classes, tours of the Frank and Mimi Walsh Maternity Center, and baby photography were suspended. Visitors were restricted. Laboring mothers could designate one support person (a partner, family member, or doula) to accompany her in the Labor and Delivery room, Mother/Baby room, and Newborn Nursery or Neonatal Intensive Care Unit.

"The designated support person was required to remain at Overlook for the duration of the mother/baby stay," explains Monica Myron, MSN, RNC-OB, nurse manager in the maternity center. "We collaborated with the Dietary Department and Patient Relations to provide them with meals, snacks, and supplies to make them as comfortable as possible."

Expectant mothers and partners were screened by phone prior to arrival, screened upon entering the hospital, and rescreened and COVID-tested upon admission to Labor and Delivery.

"Many were scared," recalls Monica, "and I normally would have embraced them. Therapeutic touch is such an important part of nursing, and it was difficult not being able to give someone a hug."

All incoming patients and partners were placed in private Labor and Delivery rooms and, subsequently, private Mother/Baby accommodations – all of which had been converted into negative pressure rooms to isolate and protect everyone in the unit.

"We made the decision early on to only accept COVID-positive patients who were mildly ill and in labor," states Dr. Contreras. "Those with respiratory needs would be admitted to Overlook's designated COVID unit. Fortunately, none of the COVID-positive patients arriving to Overlook in labor required respiratory assistance, and none of the pregnant patients in the COVID unit were near-term or required an emergency delivery.

"Proactively, however, we mobilized a group of maternity center nurses to provide prenatal care to pregnant women in Overlook's COVID unit, including those on ventilators, who later returned to Overlook to deliver healthy babies."

Although none of the babies born to COVID-positive maternity patients tested positive for the coronavirus, all were isolated and closely monitored in the nursery. Others, in keeping with Overlook's philosophy of care, "roomed in" with their mothers under the guidance of a dedicated nurse.

To reassure mothers that they had the continued support of the nursing staff and lactation consultant upon discharge, Overlook launched a pilot telehealth program to extend postpartum care at home. "These virtual visits allowed our care team to assess and respond to clinical needs, like breastfeeding, as well as their emotional well-being, such as postpartum depression," comments Monica.

Protecting Our Littlest Patients

"I've never seen a more unified staff," remarks Overlook's Obstetric and Gynecologic Hospitalist Tiffany Martinez, D.O. "We were challenged to run a tight ship, and we quickly developed protocols to protect patients and staff, while delivering healthy babies. We prepared expectant parents for the experience and they were grateful that safety was never compromised. Our nursing staff is, hands-down, the best!

"While we typically deliver some 200 babies per month, during the height of the pandemic, we had an additional influx of New Yorkers choosing to give birth here because they felt safer. That's a real testament to our reputation."

Pregnancy is already an anxietyfilled time, but the coronavirus pandemic created a whole new set of challenges.

Monica Myron, MSN, RNC-OB Diana Contreras, M.D.



























A Community Steps Up and Stands With Us

While we have all found ourselves in uncharted territory in 2020, one constant has been the strong partnership between Overlook Medical Center and the communities we serve.

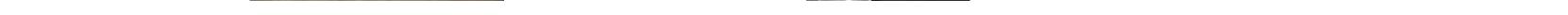
Our healthcare heroes went above and beyond for weeks on end to care for the hundreds of COVID-19 patients who came through our doors. And at the same time, our friends and neighbors rose to the occasion and did everything they could to support us.

Thank you to one and all! It has meant so much to us to know that the community jumped at the chance to stand not behind us, but with us in battling this worldwide pandemic right here at home.









OVERLOOK FOUNDATION

GIVING AT A GLANCE

Restricted Gifts for Capital and Program \$9,382,638

Unrestricted
Annual
Support
\$2,624,930

Total \$12,007,568





The Overlook Foundation raises funds that are used to purchase state-of-the-art equipment and fund special programs to help Overlook Medical Center remain in the forefront of medical care.

If you would like to become a member of the "Overlook Medical Center Family" by supporting the Foundation, you may

- Become a "Distinguished Friend of Overlook Medical Center" with an annual gift of \$2,500 or more;
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- Make a planned or deferred gift to maximize tax advantages and/or protect current or future income, thereby becoming a member of the Heritage Society.

All Overlook Foundation gifts are tax-deductible and remain at Overlook.

For more information about how you can help further Overlook's mission to provide exemplary health care services to its communities, please contact Overlook Foundation, 46-48 Beauvoir Avenue, Summit, NJ 07901 • 908-522-2840 www.overlookfoundation.org



Staying safe and socially distanced, the foundation team includes: (top) Amanda Payne, (middle) Kim Myler, Camille DelTosta, Marie Roberti, Lorie McDonald, (bottom) Sue Coven, Dina Rieman, Marianne Devlin, Kerry Mowry, Clelia Biamonti, Beth Pulawski, Eileen Weiss, Ken Cole, and (missing) Laura Parker.

The Overlook Heritage Society

Overlook had the opportunity to plan for the second wave of COVID-19 and anticipates a slow recovery with emerging treatments and vaccines that offer hope for our region, according to Chief Medical Officer Jack Audett, M.D. He spoke to on-line attendees at this year's Heritage Society Tea, held virtually in early December. Participants enjoyed a special box of cookies, biscotti, and teas, shipped to them by the Overlook gift shop.

Membership in the Overlook Heritage Society stands at 161, with seven new members in the past year. The society lost members Palma Celiano of Springfield; George Murray of Chatham; Vincent and Mary Romano, formerly of Cranford and more recently of Palm Desert, Calif.; Martin Oppenheimer of Summit and more recently of Dedham, Mass.; Dr. Vivian Nossiter of Painted Post, N.Y.; Rose Vera Kaeppel of Mountainside; and Jane Coddington of Murray Hill.

All people who name the foundation in their will, designate a gift from their IRA or retirement account, donate a life insurance policy or an interest in real estate, or create a charitable trust or annuity qualify for membership in the Overlook Heritage Society. To learn more about how you can change someone's life through your estate plan, please call Kenneth Cole at (908) 522-2181 or e-mail him at kenneth.cole@atlantichealth.org.



Heritage Society members enjoyed an assortment of tea and treats delivered in advance of the group's annual gathering, held virtually for the first time ever.

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Caring for Our AHS Family

As the Overlook team worked through a second COVID surge in the fall, the hospital's medical staff wanted to help ease the burden for families managing remote school and work, shifts in schedules and transportation, and other challenges that were complicating staff's access to food. With generous financial support from Overlook physicians, and facilitated by the foundation and food services, the AHS Cupboard provided interested employees with fresh produce and pantry items weekly during the holiday season, distributed by volunteers including Medical Staff President Samantha Pozner, M.D., foundation staffers Beth Pulawski and Kerry Mowry, and Food Services Manager Karen Pallino.

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Teen Pays It Forward

Short Hills resident Avery Cohen (center) spent months planning every detail of her bat mitzvah, choosing to use the milestone celebration as an opportunity to raise funds for the Eating Disorders Center at Overlook. Gifts of nearly \$6,000 allowed for the purchase of iPads for young patients to participate in creative arts and other therapies. Shown here with Avery are her grandmother, Priscilla Alexander; parents Dr. Steven and Katie Cohen; and aunt, Tova Fink.

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Mr. and Mrs. Christopher W. Welsh A First for Overlook Golfers It took 30 years and a pandemic to keep all 140 golfers outdoors for the entirety

of the foundation's annual golf outing, held in late August at Canoe Brook Country Club, Summit. Wearing their official Overlook Foundation masks, team members Sue Coven, Camille DelTosta, Marianne Devlin, Lorie McDonald, and Clelia Biamonti welcomed physicians, corporate sponsors, trustees, and other supporters to the event that generated some \$120,000 for high-priority needs related to pandemic relief at Overlook.

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When six-year-old Andy Bovin passed away in 1986 after a four-year battle with leukemia, his parents Terry and Denis created the Andy Bovin Memorial Fund. Today, gifts to this fund continue to support leading-edge leukemia research, as well as to provide financial help to area families whose children are undergoing cancer treatment.

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Giving the Gift of Time

When Overlook nurse Christine Casadonte (left center) suffered the loss of her unborn daughter, Ava, at 38 weeks of gestation, she turned to grief support groups, therapy and, ultimately, Pockets of Light - a non-profit bereavement support service based in Montclair, New Jersey, Today, Christine volunteers as a peer facilitator for the organization and arranged for the donation of a Cuddle Cot - a cooling device that allows parents of stillborn or deceased infants to spend time with their babies - to the Overlook labor and delivery team.

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Lifelong Friends Rally in Support

It may have been more than 30 years since Overlook physician Danhua Xiao (front, center) graduated from Hunan Normal University High School in China, but her former classmates were quick to join her in addressing the overwhelming need for personal protective equipment (PPE) at the height of the pandemic last spring. Thanks to Dr. Xiao and 31 of her fellow graduates who raised some \$7,600 to purchase 120,000 surgical masks and 280 N-95 masks, shipping them from China to several area hospitals, including her colleagues at Overlook.

OVERLOOK AT A GLANCE Overlook Medical Center is home to some of the region's top physicians, offering cutting-edge research, and advanced technology and treatments in a compassionate, family-friendly, patient-centered environment. 2020 **OPERATING** Our Atlantic Neuroscience Institute is the area's leader in neuroscience care, offering a broad range of advanced neurological, neurosurgical, and neurodiagnostic services. These include an **STATISTICS** Advanced Comprehensive Stroke Center, a Level IV Epilepsy Center, and the Gerald J. Glasser Brain Tumor Center, where more brain tumor surgeries are performed than anywhere else in New Jersey. Our CyberKnife® program is the largest and most experienced in the state, and our satellite emergency department in Union, New Jersey treats some 30,000 emergency cases each vear. A nationally recognized, nonprofit regional medical center, Overlook consistently earns accolades from some of the most prestigious healthcare organizations. Our parent company, Atlantic Health System (AHS), is a nonprofit integrated healthcare delivery network powered by a workforce of almost 17,000 team members and 4,800 affiliated physicians dedicated to building healthier communities. AHS serves five million people through more than 400 sites of care, including six hospitals. Admissions **Births** 21,797 **Emergency** Department Visits 75,832 Medical Residents 101 Same Day _icensed Surgical **Beds Procedures** 504 **Employees** 7,920 3,253 Average **Attending** Inpatient Length of **Physicians Surgeries** Stav 1,518 4.754 4.7 days

Overlook Medical Center touches lives, changes lives, and saves lives.

Since our founding in 1906, we have been dedicated to making a major difference in the health of every person who walks through our doors.

Accolades

- One of 'America's 50 Best Hospitals' for clinical excellence (Healthgrades*), two years in a row (2020-2021)
- One of 'America's 100 Best Hospitals' for stroke care, critical care, gastrointestinal care, and general surgery (Healthgrades*)
- Excellence Awards for stroke care (2010-2021), neurosciences (2015-2021), and bariatric surgery (2017-2021) (Healthgrades*)
- World's Best Hospitals 2020 (Newsweek)
- Top 25 U.S. Hospitals for Environmental Excellence and Circle of Excellence Awards for Food and Greening the OR (2020 Practice Greenhealth)
- 2020 Women's Choice Award®, America's Best Hospitals for breast center, bariatric surgery, cancer care, and obstetrics
- #1 Hospital in the state for neurosurgery, women's health, and cancer care (Carechex)
- Best Regional Hospital, high performing in colon cancer surgery, heart failure, and COPD (U.S. News & World Report)
- ADA designation for diabetes care
- Horizon Center of Excellence hip and knees (orthopedics) and maternity care
- Magnet® designation for nursing excellence (American Nurses Credentialing Center)
- NICHE "Exemplar" Status: Nurses Improving Care for Health System Elders
- Emergency Nurses Association Lantern Award™ (Union Campus)
- Designated a Baby-Friendly birth facility by the World Health Organization and UNICEF
- National Medal of Honor for Organ Donation (U.S. Department of Health and Human Services)
- LGBTQ Healthcare Equality Leader (Human Rights Campaign Foundation)
- Atlantic Health System, recognized by Fortune as one of the '100 Best Companies to Work For®' (12 consecutive years)

New on Campus: Atlantic Medical Group Radiology

Overlook has welcomed a new team of board-certified, fellowship-trained diagnostic radiologists, interventional radiologists, radiation oncologists, and radiation subspecialists to its Summit campus. Led by Devon A. Klein, M.D., Atlantic Medical Group Radiology offers patients the highest quality of care and best possible outcomes through collaborations with multiple subspecialties, state-of-the-art diagnostic imaging, and advanced image-guided, minimally invasive procedures.

Using X-ray, computed tomography (CT), magnetic resonance imaging (MRI), ultrasound, and nuclear medicine, the team provides patients with accurate diagnoses and targeted treatment for musculoskeletal conditions, breast and prostate cancer detection, thyroid and fibroid imaging, lymph node mapping, cardiac and neurological conditions, and pain management.

Advanced imaging tools include

- Portable X-ray units with virtual grids and artificial intelligence for pneumothorax detection
- 1.5T Siemens Magnetom SOLA, the first 1.5T MRI system with BioMatrix technology, features a combination of sensors, tuners, and interfaces that automatically adjust for patients' breathing patterns and biovariability to deliver superior imaging quality and enhanced patient comfort
- Acquilion™ ONE/GENESIS Edition 640-Slice CT, the most advanced computed tomography (CT) technology on the market and the only CT scanning system that can image an entire organ in a single rotation, allows 3-D as well as dynamic functional views
- Diagnostic quality ultrasound for interventional procedures reduces the radiation exposure of previous CT technology
- Upgraded radiology information technology systems support additional workstations and improve electronic sharing of images and information across Atlantic Health System (AHS) touchpoints

The interventional radiology team offers patients cutting-edge techniques for managing a broad range of conditions using image-guided catheter procedures, all of which reduce risk, minimize pain, improve recovery, and deliver exceptional results.

Dr. Klein is a board-certified, fellowship-trained radiologist, who has devoted much of his 20-year career to diagnosing and treating musculoskeletal conditions. He joined AHS in fall 2020 from his role as associate chairman of operations and chief of musculoskeletal imaging at Lenox Hill Hospital's Department of Radiology for Northwell Health.

"Atlantic Medical Group Radiology brings radiologists from top academic medical centers along with the most advanced imaging technology to provide world-class imaging capabilities," comments Alan Lieber, president, Overlook Medical Center. "This exciting development will improve the patient experience from diagnosis through treatment with the highest level of efficiency, accuracy, and efficacy."

*2020 Operating Statistics for Overlook Medical Center reflect the extent to which COVID-19 affected the way patients utilized health care facilities.

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A LETTER FROM THE OVERLOOK AUXILIARY

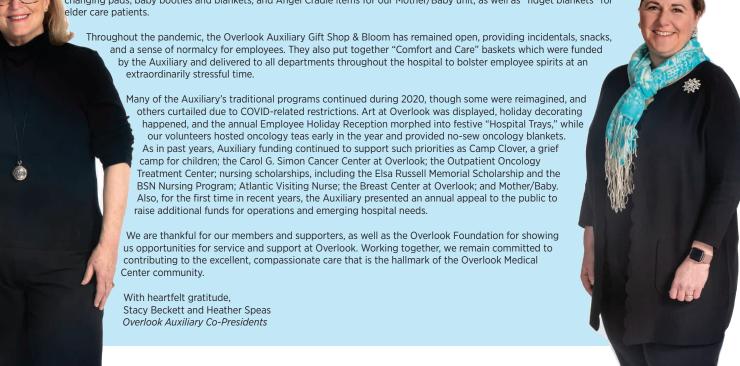
For more than a century, the Overlook Auxiliary has cultivated a compassionate, comforting environment through active volunteering and imaginative fund raising. Rising to any challenge, including the Spanish flu and two world wars, the organization found that innovation and flexibility have been key during the current pandemic as we remain focused on the mission of supporting Overlook Medical Center patients and staff.

Strong community support for Overlook was evident in the overwhelming response to our Rainbow Lawn Sign Campaign to promote hope and gratitude for our essential workers. The Auxiliary raised nearly \$200,000 to fund a Xenex LightStrike Robot sterilization machine and two FUJI Sonosite portable ultrasound machines to help the hospital provide the nationally recognized treatment and care for which it is known, despite the challenges of COVID-19.





Members of the Overlook Auxiliary have worked tirelessly to source PPE (personal protective equipment) and comfort items to enhance the safety and well-being of the Overlook staff. Organizing a large-scale, multi-town home sewing effort, the group delivered thousands of homemade face masks, easy-sew button headbands, and scrub caps, with patterns developed in conjunction with a Fashion Institute of Technology professor. This initiative also resulted in the creation of a new Twig to focus solely on sewing and knitting specialty items for Overlook. In addition to PPE, the group will create disposable changing pads, baby booties and blankets, and Angel Cradle items for our Mother/Baby unit, as well as "fidget blankets" for elder care patients.



Helping Us Fulfill Our Mission

Each day during the height of the pandemic last spring, new faces appeared at the foundation's front door. We had never met most of these people, yet they arrived eager to help us fulfill our mission to support Overlook Medical Center in ways we never could have imagined. Thousands of masks, gowns, gloves, goggles, and face shields were delivered, along with countless meals, snacks, and bottled water. School children wrote notes and teens baked cookies for our health care heroes. While impossible to place a value on every donation, the foundation conservatively estimates that nearly \$200,000 of gifts-in-kind were received from these kind-hearted individuals and organizations... and that does not include those that we didn't manage directly or that were left without identifying information. We are beyond grateful for the outpouring of support!

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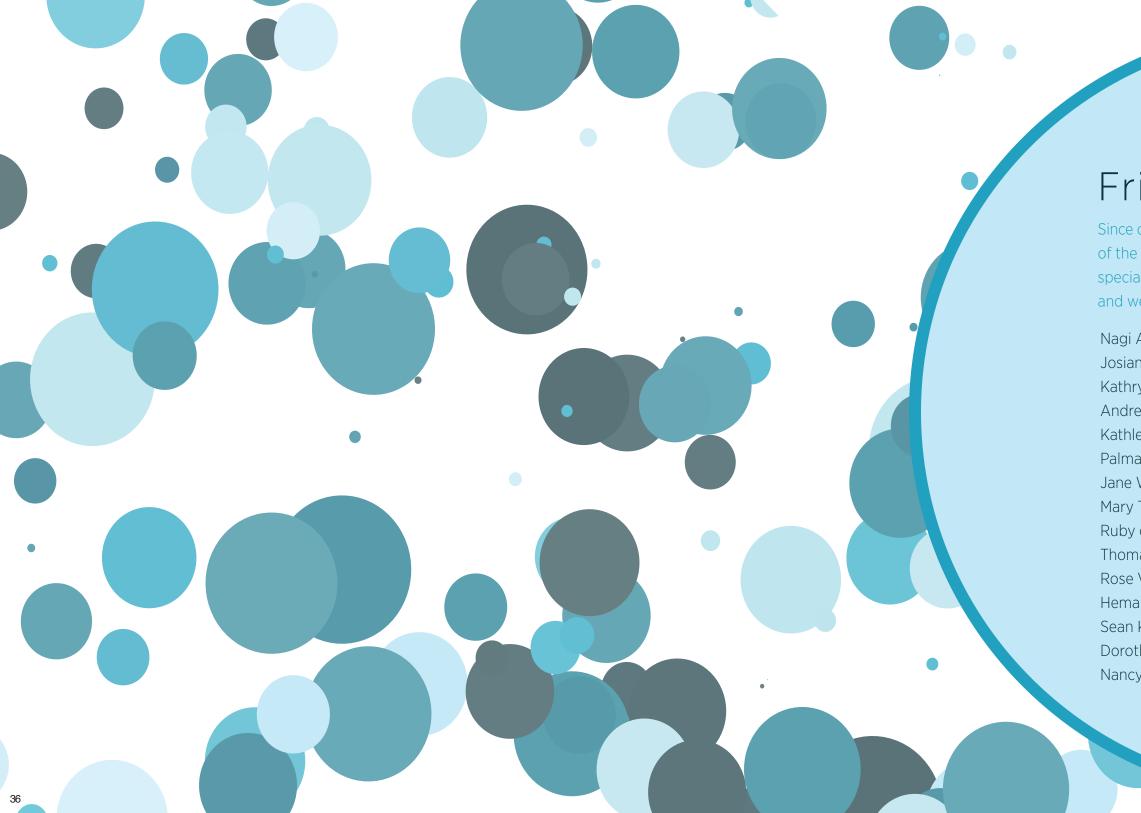
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Since our last report, we have lost several beloved members of the Overlook Foundation family. We recognize their special contributions to Overlook and to our community, and we extend our heartfelt condolences to their families.

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