

Geisinger

2017 Annual Report

Changing the face of healthcare



Caring

Purpose

Everything we do is about caring — for our patients, our members, our Geisinger family of physicians and employees, and our communities.

At Geisinger we value:

- **Kindness** – We strive to treat everyone as we would hope to be treated ourselves.
- **Excellence** – We treasure colleagues who humbly strive for excellence.
- **Learning** – We share our knowledge with the best and brightest to better prepare the caregivers of tomorrow.
- **Innovation** – We constantly seek new and better ways to care for our patients, our members, our communities and the nation.

Strategic priorities

This annual report's sections reflect our strategic priority areas: Geisinger family, patients and members, markets and financial health. In each of these areas, we have made significant investments and started or continued innovative initiatives to help us deliver excellent care to patients, recruit and retain the best talent, reduce costs, grow in a responsible and "organic" manner and compete effectively in an ever-more-challenging healthcare environment. The *Geisinger Campuses* section highlights activities that support these priorities at our hospitals, rehabilitation centers and other affiliated facilities across Pennsylvania and southern New Jersey.

Patients and members

Redefine our patient and member experience and clinical excellence by: 1) increasing same-day access and having no ED wait time; and 2) dramatically improving patient outcomes consistent with superior CMS stars rating.

Geisinger family

Create an engaging and empowering work environment that: 1) Is built on sustained culture change; 2) Restores employee confidence in our shared commitment to patients and members; and 3) Attracts and retains the best talent.

Markets

Enhance and scale distinctive Proven Portfolio capabilities as a substitute for structural advantage. Deepen our participation in the post-acute aspects of the care continuum.

Financial health

Maintain a sustainable operating margin to continuously invest in our purpose.

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Leadership messages

Healthcare is changing, in ways both evolutionary and revolutionary. The traditional model — one that engaged with people primarily when they became patients — is being transformed by a robust effort to address the factors that determine why people get sick or stay healthy. Increasingly, the goal is to *prevent* illness and injury, not only with medications or procedures, but also through more open access to care, better education and lifestyle awareness and an ever more detailed understanding of population health.

Even the way healthcare professionals interact with patients is evolving. The term "patient experience" didn't exist a few years ago. At Geisinger, we are committed to delivering superb, innovative care, but also to containing costs and making sure that we treat every person who comes to us — in any capacity — with dignity and respect from the moment they walk in the door.

Under the leadership of Dr. Feinberg, Geisinger is at the forefront of these efforts. The Geisinger Health Board of Directors is committed to providing the support he needs to help 30,000 dedicated Geisinger employees continue to make the word *caring* much more than a slogan.

My best,

John

John C. Bravman, PhD
 President, Bucknell University
 Chairman, Geisinger Health Board of Directors

At Geisinger, we are changing the face of healthcare to better care for patients, members and the communities we serve.

Instead of only treating the medical crises that come to our doors, we are working to disrupt the forces responsible for preventable illness and early death. Genetic codes, healthy food, clean and safe neighborhoods, income, health literacy and education have a greater impact on health and mortality than access to great medical care. While we remain incredibly proud of the great medical care we provide, we know we must also address these other determinants of health to keep our populations healthy.

We can't wait for Washington, D.C., to figure out health reform, and neither can we afford to protect the status quo. This report is filled with innovative programs and initiatives, all conceived and launched to fulfill our purpose of caring. We made exciting progress in 2017. Patient satisfaction increased. New programs to combat the opioid crisis are growing. We captured the attention of the nation, attracting top healthcare visionaries to our symposium on revitalizing America's healthcare system.

I'm proud of our progress and our determination to do more. Our 30,000 employees carry out our values of kindness, excellence, learning and innovation in everything they've accomplished — all to serve our patient, members and communities well. Just watch what happens next year.

Take care,

David

David T. Feinberg, MD, MBA
 President and CEO of Geisinger



Leadership team expands to include chief innovation officer



“Geisinger is a nationally recognized and respected healthcare organization, and I am excited to become a member of its leadership team,” said Dr. Murphy. “It has been my honor to serve in the Wolf administration as secretary of health, and I welcome this new opportunity to continue making a positive difference in my new role at Geisinger.”

In the fall of 2017, Geisinger added Karen Murphy, RN, PhD, as executive vice president, chief innovation officer and founding director of the Steele Institute for Healthcare Innovation. Immediately prior, Dr. Murphy had been secretary of health in Pennsylvania under the administration of Governor Tom Wolf.

In welcoming her, David Feinberg, MD, MBA, Geisinger’s president and chief executive officer, said, “Secretary Murphy has worked throughout her career to develop innovative ways to improve health and transform healthcare delivery, which fits perfectly with Geisinger’s emphasis on caring and putting our patients at the center of everything we do. She is a proven healthcare executive with a history of leading complex organizations and initiatives in both the public and private sectors, and we welcome her to the Geisinger family.”

Prior to becoming secretary of health, Dr. Murphy served as director of the State Innovation Models Initiative, a \$900 million investment by the Center for Medicare and Medicaid Innovation

Center designed to accelerate healthcare innovation in state governments across the United States. She previously served in various administrative roles, including president and chief executive officer of the Moses Taylor Health Care System in Scranton, as well as founder and chief executive officer of Physicians Health Alliance Inc., an integrated medical group practice within Moses Taylor.

Dr. Murphy earned her Doctor of Philosophy in Business Administration from the Temple University Fox School of Business, her Master of Business Administration from Marywood University, her Bachelor of Science in Liberal Arts from The University of Scranton, and a diploma in nursing from the Scranton State Hospital School of Nursing. An author and national speaker on health policy and healthcare innovation, Dr. Murphy also serves as a clinical faculty member in the Medicine Department at Geisinger Commonwealth School of Medicine.

A board of directors committed to caring

Effecting change requires bold leadership. The Geisinger Board of Directors supports our mission of providing the highest level of compassionate care for our patients and empowers us in our determination to change the face of healthcare. By supporting initiatives that emphasize prevention and education and address issues like lifestyle, income, diet and other determinants, the 15 members of the board are helping Geisinger take a leading role in improving population health. We thank them for their time, their judgment and their insight.



Geisinger Affiliate Boards

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- V. Chris Holcombe, PE
- Virginia McGregor
- Jaewon Ryu, MD, JD
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*Retired from board Dec. 31, 2017

Changes at Geisinger during 2017

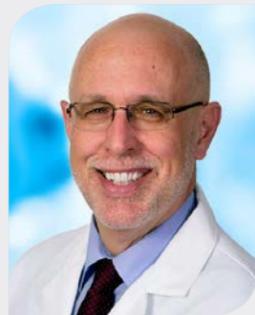
The following changes at Geisinger among leadership occurred over the past year.

Joining the Geisinger team



Matthew Walsh joined the Geisinger family on April 1 as chief operating officer of the clinical enterprise. Prior to joining Geisinger, Mr. Walsh served for 13 years in leadership roles at Henry Ford Health System in Michigan, including senior vice president and chief operating officer of Henry Ford's Health Alliance Plan, chief access officer for Henry Ford Medical Group, vice president of clinical transformation and IT integration for the health system and chief operating officer of Henry Ford Physician Network. He is credited with pioneering ePrescribing and developing the primary care clinic at the Chrysler Corporation headquarters, and was a driving force behind the successful implementation of Epic in all clinical and administrative areas of Henry Ford Health System, as well as leading organizational optimization through a focus on people, process and technology. A graduate of the University of Michigan with a bachelor's degree in business administration, he earned a master of healthcare administration degree from the University of Phoenix. He now serves as a key collaborative leader in implementing Geisinger's strategic plan and has ultimate responsibility for planning, organizing, integrating and continually improving day-to-day operations and outcome management across the clinical enterprise.

New appointments



Stephen Paolucci, MD, was appointed as system professionalism and provider experience officer in 2017. His expanded responsibilities include taking on the chief medical officer role at Geisinger Bloomsburg Hospital, as well as focusing on the Central Region community hospitals. In these roles, Dr. Paolucci is developing and implementing physician onboarding

programs to augment the culture of practicing at Geisinger, in addition to advancing physician leadership program development, physician compensation, mentorship and performance review processes. Partnering with Human Resources, he is developing and overseeing programs to enhance physician recruitment, retention and engagement. Dr. Paolucci graciously agreed to remain as chair of the Department of Psychiatry until the search for his successor was complete. A diplomate of the American Board of Psychiatry and Neurology, Dr. Paolucci joined Geisinger in 1990 and has served in numerous roles, including associate psychiatrist, director of the Department of Psychiatry, director of Inpatient Psychiatric Services, chairman of the Division of Psychiatry and chief medical officer. A graduate of Drexel University with a bachelor of science in biological sciences, he earned his medical degree at The Pennsylvania State University College of Medicine Milton S. Hershey Medical Center and completed a residency in psychiatry at Wilford Hall U.S. Air Force Medical Center.



V. Scott Koerwer, EdD, was appointed vice dean for Graduate Studies at the Geisinger Commonwealth School of Medicine's new School of Graduate Studies. He remains in his role as vice president for Strategy, Planning and Communication at the school, as well as continuing to serve as professor of organizational systems and innovation. As vice dean, he oversees all graduate programs and develops innovative new programs that will draw upon Geisinger's strengths in areas including population health, genomics and health information technology to prepare students for careers across the healthcare spectrum. Previously, Dr. Koerwer served as president of Newberry College; deputy dean and clinical professor of management at The Darla Moore School of Business, University of South Carolina; associate dean of professional (graduate and executive) programs & services at the Robert H. Smith School of Business, University of Maryland; and as a director in the Executive Education Division of the Wharton School of the University of Pennsylvania. Dr. Koerwer earned a bachelor's degree from Muhlenberg College, a master's degree in government from Lehigh University and a doctoral degree in education from the University of Pennsylvania. He is an alumnus of the Kellogg School of Management's Advanced Executive Program and the Harvard University, Graduate School of Education, Institute for Education Management.

Retirements



Kevin Brennan, CPA, executive vice president of finance, chief financial officer of Geisinger and treasurer of the Geisinger Health Foundation, announced he will retire in June 2018 after more than 20 years with us. As chief financial officer,

he was responsible for all of the system financial operations and directed key functions, including treasury management, revenue cycle, financial reporting, budgeting, third-party contracting, compliance, payroll, accounts payable, tax, decision support, mergers and acquisitions, and financial systems, including workforce management.

From 1991 through 1995, Mr. Brennan served as the regional vice president of finance and vice president of managed care with the Franciscan Health System, with responsibilities covering eight hospitals and affiliates in the mid-Atlantic region. From 1981 through 1991, Mr. Brennan served in chief financial officer roles at teaching hospitals, primarily in multi-entity systems within the mid-Atlantic region.



Walt Greiner, CPA, senior vice president and chief financial officer at AtlantiCare, a member of Geisinger, retired in January 2018. In his leadership role, he was responsible for overseeing all financial operations, developing

strategic financial plans for growth and innovation, as well as collaborating with Geisinger on cost structure management, integration and efficiencies. Mr. Greiner joined AtlantiCare in 2005 as vice president of finance with responsibility for all business-related financial operations. He had numerous achievements during his tenure, most significantly successful negotiations leading to innovative payer contracting, cost structure work resulting in a \$60 million reduction over three years, and enhanced physician communication regarding healthcare's change from volume to value. His leadership was instrumental in attaining AtlantiCare's strong financial standing.

In memoriam



The Geisinger family was saddened by the recent passing of **Joseph Mowad, MD, FACS**, a well-respected physician, leader, community servant and friend who spent half a century — most of it at Geisinger — caring for patients, teaching physicians, advancing his profession and serving the community. A graduate of The University of Scranton and Creighton Medical School, Dr. Mowad joined Geisinger Medical Center (GMC) as an associate in urology in 1968 following a

urological and surgical residency at the University of Maryland Medical Center. He was named director of Urology in 1980 and was promoted to assistant medical director of GMC the following year. He was named a senior vice president for Geisinger in 1988, and emeritus director of Urology in 2005. He also served on the Geisinger Health Plan Board of Directors, and after retiring from urology practice, he joined the Geisinger Health Foundation to assist with fundraising activities.

Dr. Mowad served on the board of trustees at Bloomsburg University, where he was chairman from 1995 through 2001, and on the boards of directors of First National Bank, Fulton Financial Corporation, Frosty Valley Country Club and the Maria Joseph Manor. An active member of the American Urological Association, where he served on the advisory board and executive committee, Dr. Mowad was also a member of the American Medical Association and the American College of Surgeons, and was appointed to and chaired the Governor's Committee on Renal Disease.

Dr. Mowad was honored by many organizations for his outstanding service and dedication to others, including the Champion of Youth Award from the Boys Club of America, the Robert Pursel Distinguished Service Award by the Danville Chapter of the American Red Cross, the Eberly Award from the State System of Higher Education, the Frank O'Hara Award for Distinguished Alumni from The University of Scranton, and the Lifetime Achievement Award for Care to the Elderly from the Sisters of Saints Cyril and Methodius. In recognition of his devotion to patient care and outstanding clinical and administrative leadership, the Geisinger Urology Clinic was named in his honor in 2011 as the Mowad Urology Clinic; and in recognition of his leadership at Geisinger Health Foundation, the Mowad Conference Room was dedicated in 2015. Scholarships are named in his honor at Bloomsburg University and Susquehanna University, where he was granted honorary degrees.

His legacy lives on at Geisinger through his daughter, Christen Mowad, MD, and son-in-law, Timothy Murphy, MD, both practicing at GMC. He is also survived by his wife of 56 years, Josephine; his brother, James; his daughter, Nicole Mowad-Nasser, and his son-in-law, Sany Nasser; his grandchildren, Christina and Joanna Murphy and Joseph and Nicholas Nasser; as well as many nieces, nephews, great-nieces and great-nephews.

Nursing recruitment a systemwide priority

We are delighted to announce that more than 450 RNs began calling Geisinger their new home in fiscal year 2017. Both experienced nurses and new graduates are taking advantage of career opportunities at Geisinger, joining our team of dedicated, caring professionals.

We widened our recruitment efforts in FY 2017, partnering with more than 30 nursing schools to create a pipeline for future hires. Part of our recruitment strategy was designed to address a pending retirement wave that will impact Geisinger and many other health systems. We adapted hiring practices to offer candidates a range of joining bonuses and other incentives. Another significant change allows RNs with more than five years of experience in acute care settings to join Geisinger without requiring them to obtain their BSN within four years of joining.

Nursing recruitment continues at Geisinger in FY 2018, with more than 280 RNs joining in the first quarter alone. Additionally, in the first quarter of FY 2018, there were more than 80 current employees who moved from a non-RN role to an RN role. Geisinger offers nurses a comprehensive benefits package, shared governance structure, tuition assistance, professional certification support, advancement opportunities and hiring incentives up to \$15,000.

“Patient care is the motivation behind every decision at Geisinger,” said Julene Campion, vice president of Talent Management. “Offering competitive salaries, benefits and educational opportunities to our employees allows us to build a team of highly qualified professionals for the benefit of the overall health of our communities.”

Geisinger launches Nursing Institute

As part of Geisinger’s commitment to outstanding patient care, overall nursing excellence and innovation in nursing practice, in 2017 we announced the creation of the Geisinger Nursing Institute.

The Nursing Institute will build on Geisinger’s foundation of excellence and innovation and ensure that nurses remain “the very heart of our commitment to patient care and medical excellence,” said Geisinger Chief Nursing and Patient Experience Officer and Executive Vice President Susan Robel, RN, BSN, MHA, who is leading the endeavor.

Geisinger employs nearly 6,000 nurses across the system and is recruiting to hire several hundred more. For nearly 10 years, its flagship hospital, Geisinger Medical Center in Danville, has been designated

a Magnet hospital, an award given to less than 9 percent of U.S. hospitals, based on strength and quality of their nursing programs.

“The new Geisinger Nursing Institute will build upon our existing benchmarks and investments,” said Ms. Robel, who is also the system’s chief patient experience officer. “By providing our nurses more support, tools and skills they need to do their jobs, we can enhance job satisfaction while improving patient outcomes, reducing healthcare costs and expanding the nursing profession to better serve our patients now and in the future.”

The institute will serve as a governing body with an advocacy component, overseeing the practice and education of nurses to ensure they are adequately represented across the organization and in leadership positions. It will align nursing practice, career advancement and education, clinical excellence and

recruitment and retention.

“We will continue to attract the best and brightest to become Geisinger nurses,” said Geisinger President and CEO David Feinberg, MD, MBA. “Geisinger nurses hold a very special distinction. They are recognized nationally for their experience, knowledge, professionalism and compassionate, high-quality care. The Geisinger Nursing Institute reinforces our prominent reputation and will serve as a beacon to attract new nurses to the Geisinger family.”

The implementation and evolution of the institute will include input and collaboration from nurses and nurse leaders from across Geisinger.

“We’re especially excited to hear from and work alongside our nurses. We are confident their ideas and experiences will provide a strong foundation for our efforts moving forward,” Ms. Robel said.

Our employees talk, Geisinger listens

A common business axiom, “Engaged employees are more productive employees,” takes on perhaps even more importance in healthcare. At Geisinger, we believe that employees who feel they are valued and that their contributions make a difference create a better patient experience. That is one of the reasons we conduct an annual employee survey, the answers to which are completely anonymous to encourage candor in responses.

Our 2017 employee engagement survey was designed to find out where gains have been made — and where improvements are needed to continue to make Geisinger a place where employees are confident that their efforts can directly affect their own careers as well as Geisinger’s success.

“We are so pleased that 87 percent of Geisinger’s employees responded to the survey this year,” said Brion Lieberman, vice president of Human Resources. “Their answers told us that we are making good strides, especially related to the patient experience, and that we know where we want to be as an organization. Their pride in working at Geisinger was evident.”

Mr. Lieberman said Geisinger’s leadership uses this employee feedback to put together department and system action plans for improvements. Areas of future focus, based on the 2017 survey results,

will include employee-to-employee connections as well as leadership-to-employee communications.

“The vast majority of our employees indicated that their immediate supervisors recognize their accomplishments and encourage their career growth,” said Mr. Lieberman. “They also agreed that other employees on their team are treated with dignity and respect. This feedback shows that Geisinger takes seriously our commitment to care for each other as well as we care for our patients.”

“Improving the engagement of each member of the Geisinger family is a top priority of our strategic plan,” Mr. Lieberman concluded. “The skill, competence and work ethic of our employees drives our ability to provide our patients with the best experience while they or a loved one is in our care.”

The GCMC Foodservice team achieved Best-in-Class status in Geisinger’s Employee Engagement Survey.



Employee feedback recognizes excellence



Geisinger’s employee engagement survey provided important, high-level insights, but it also allowed employees to offer feedback on concrete examples of how Geisinger is getting it right.

Allison Hess, associate vice president of Health and Wellness for Geisinger Health Plan, received one of the highest scores for managers from her employees on the 2017 survey. Her team’s feedback indicated that they felt engaged and challenged in their work.

“For any leader, receiving recognition like this is very humbling,” Ms. Hess said. “I work with an amazing team of people who are driven, dedicated and passionate about the work they do. A highly engaged team is a high-performing team, so regardless of the recognition, I have seen the positive impact of engaged employees. It’s important to me that the team knows how

much I value them, and that they have the opportunity and the support they need to be successful. While the survey might be a good evaluative tool to annually check progress, it shouldn’t be the only time we are getting feedback and having open discussions with our teams. It’s our responsibility to have ongoing dialogue, collect feedback and keep a pulse on the engagement of our teams regularly.”

Diversity and inclusion in action



Reproductive endocrinologist Willie Zoma, MD, counsels a patient.

Every day, Geisinger employees demonstrate their commitment to caring for our patients in hundreds of ways. In 2017, Geisinger took significant steps forward in directly involving employees in an effort to promote a caring, inclusive work environment.

During the past year, three Employee Resource Groups (ERGs), designed to promote inclusivity and understanding among all members of the Geisinger family, were established, and more are in the works. Beyond simply promoting discussion and education about diversity, ERGs give their members a clear voice within the organization and a way to help effect positive change.

“Each ERG has an executive-level sponsor who helps to ensure that the ERGs have the necessary resources,” said Arthur Breese, director of Diversity and Inclusion. “These are true working groups that set and help attain goals important to Geisinger.”

Meetings for ERGs are open to all employees, whether or not they identify as a member of the group represented by the ERG.

Mr. Breese said that the groups are designed to be interactive. “People don’t want to be lectured — they want to be involved. The ERGs help employees themselves set goals in a way that involves representation for all employees and their backgrounds, cultures and perspectives. We want to let Geisinger employees bring their ‘whole selves’ to work.”

“Each ERG has an executive-level sponsor who helps to ensure that the ERGs have the necessary resources. These are true working groups that set and help attain goals important to Geisinger.”

*– Arthur Breese
Director of Diversity and Inclusion*

Employee Resource Groups at Geisinger

Women LEAD

Women LEAD (Legacy, Empowerment, Advocacy and Development) seeks to enhance the recruitment, retention, promotion and professional development of women by implementing programs that foster greater interaction among peers and the broader community, while acting as a collective voice for raising women’s issues to leadership and enriching the Geisinger brand.

BOLD

Geisinger’s Black Outreach and Leadership Development (BOLD) ERG advises on key decisions relating to the minority black/African-American population and community. It focuses on education, mentorship, recruitment and retention, and enhanced resources for career development. In addition to its programs for Geisinger employees and potential employees, BOLD plans to host diversity and inclusion educational sessions for middle and high school students.

G-PRIDE

Geisinger People Ready for Inclusion, Diversity and Equality (G-PRIDE) provides support to lesbian, gay, bisexual, transgender and queer (LGBTQ) employees and works to raise consciousness of the importance of LGBTQ issues. It fosters a welcoming environment for Geisinger employees of all sexual orientations, gender identities and expressions. The group’s goals include a climate assessment, recruitment efforts and Safe Zone training for employees.

Unconscious bias training

Unconscious biases are social or other stereotypes that people form or inadvertently carry with them outside of their conscious awareness. These biases can be especially evident when multitasking or working under pressure, especially in an ever-more-diverse workforce. Geisinger is addressing the issue and promoting increased understanding of what constitutes an unconscious bias with a program that has trained more than 1,500 employees, including the executive council. Intensive, four-day “train the trainer” sessions teach Geisinger employees to train other employees in recognizing and addressing unconscious biases. Though it started as a management training program, Geisinger is currently undertaking an effort to deliver this important information to all employees.

Amy Brayford recognized for diversity and inclusion leadership



Amy Brayford, executive vice president, chief of staff and chief human resource officer, receives a diversity award at a Geisinger BOLD meeting.

“Amy’s leadership in diversity and inclusion initiatives has been unwavering and steadfast. It is a testament to the organization’s progress in this area.”

During the 2017 kickoff meeting for the BOLD Employee Resource Group, Amy Brayford, executive vice president, chief of staff and chief human resource officer, received the inaugural Abigail Geisinger Diversity Champion Leadership Award. The award recognizes an individual exhibiting extraordinary efforts or initiatives in facilitating professional opportunities for diverse professionals, contributing significantly to promoting diversity, inclusion and belongingness at Geisinger, and supporting the purpose and values of caring, kindness and excellence. Ms. Brayford has championed numerous diversity initiatives, including the implementation of domestic partner benefits and employee education programs, as well as recruitment and retention initiatives. She has also led the launch of three employee resource groups and the rollout of the Health Equality Index across Geisinger’s inpatient facilities. “Amy’s leadership in diversity and inclusion initiatives has been unwavering and steadfast,” said Arthur Breese, director of Diversity and Inclusion at Geisinger. “It is a testament to the organization’s progress in this area.”



Building a healthier community, in Scranton and beyond

“What if we make Scranton the healthiest place in America and then we give away the playbook to the rest of the country?”

That question, posed by Geisinger President and CEO David Feinberg, MD, MBA, is at the heart of an ambitious population health initiative begun in 2017, called Springboard Healthy Scranton.

Springboard Healthy Scranton is a Geisinger program that focuses on working with the local community to alleviate chronic medical conditions, eliminate preventable cancers and other diseases and address the overall socioeconomic health of the community. The program is designed to be replicable, so that it can be rolled out to other communities locally, nationally and even globally. Initial Geisinger-supported programs include the Fresh Food Farmacy, which provides free, healthy food and nutritional training to those in need and who are “food insecure” and the MyCode® Community Health Initiative, Geisinger’s expansive genomic study.

Brian Ebersole was named senior director for the new program in late 2017.

He said, “In the short time I’ve been in this position, I’m thrilled to see the energy that Springboard has created throughout the city of Scranton. Our next steps are to listen to the community, to ‘Scrantonize’ successful projects from other communities and to put together a winning playbook to improve the health of our city.”

The program’s first goal was to convene the conversation. Now the focus is to achieve measurable gains in the overall health and well-being of Scranton residents — both physical and socioeconomic. Sophisticated analysis of project data will identify how progress is measured and achieved, identify “hot spots” in need of attention, and make it possible to replicate successful efforts elsewhere.

Though Scranton is the launch site for this innovative approach to community health and will incubate new ideas, Geisinger is engaging with a network of local, national and international partners. By developing, testing and implementing facets of the program in one community, Geisinger

seeks to help many other communities coordinate existing resources to eliminate hunger and combat chronic and preventable diseases. The overall goal of the program is to transform healthcare at its core by focusing on preventive care, behavioral health and economic growth. The aspiration is to build a program that will help create healthier families, stronger neighborhoods and more resilient communities across the United States.

“Of course, Geisinger exists to care for patients and their families. Now, with programs like Springboard Healthy Scranton, we are taking the next step by looking at the community as a whole using the broadest definition of health to see what it needs, what the roadblocks are — and then figure out how to how to accelerate programs that will help residents long-term and before they ever become patients,” said Mr. Ebersole. “We are working every day with local agencies as well as big businesses and small companies, not only in Scranton, but all over the country. There is a lot we can accomplish, and we have only just begun.”

Geisinger and Highmark Inc. sign letter of intent

In May 2017, Geisinger and Highmark Inc. announced the signing of a letter of intent to create a clinical joint venture to provide high-value, high-quality community-based care and greater patient choice for healthcare consumers and businesses.

The letter of intent enables Geisinger and Highmark to explore the joint venture in greater detail. The emphasis will be in north-central Pennsylvania, where the two organizations will explore creating a clinical network that is patient-focused, physician-oriented and community-based, with comprehensive access for Highmark and Geisinger Health Plan members, including those in Medicare Advantage Plans.

“Highmark and Geisinger are recognized and trusted names in healthcare, and we have long collaborated to provide our members with access to the high-quality care provided by Geisinger’s hospitals and physicians,” said Deborah Rice-Johnson, president of Highmark Health Plan. “Our joint experience in care delivery and care management can help to advance value and affordability. Working more closely together, we can bring innovative, consumer-centered care models to the community.”

“We have been a trusted partner providing healthcare services to this region for decades,” said David Feinberg, MD, MBA, Geisinger president and chief executive officer. “Everything we do is about caring — for our patients, our members, our Geisinger physicians and employees, and our communities. What sets us apart is that we value kindness, excellence, learning and innovation. We are excited about this opportunity to work closely with Highmark to create superior value, enhance health and always put patients first.”

The initial focus of the joint venture will include the development of an innovative, high-quality, affordable model of care featuring a network of community-based sites, including a comprehensive health campus in the Montoursville area.

“The goal of this new facility will be to deliver important medical services and clinical capabilities in the local community that are complementary to the advanced tertiary services available at Geisinger Medical Center,”

said Lynn Miller, Geisinger executive vice president and chief administrative officer of the clinical enterprise. “We are currently assessing community needs and levels of appropriate investment to meet those needs.”

“We are taking well-planned and appropriate action such as this letter of intent with Geisinger to help ensure that Highmark members and patients in the community continue to have access to high-quality, affordable care,” said Ms. Rice-Johnson. “We are working with independent physician groups and community-based hospitals to ensure that consumers will maintain access to care in light of large provider system mergers.”

Geisinger locations in north-central Pennsylvania include physician practice sites offering both primary care and subspecialty outreach services in Montoursville and Lock Haven, a Careworks urgent care facility in Williamsport, a pediatric specialty services practice in South Williamsport, a Life Flight® helicopter base in Montoursville and the new Geisinger Gastroenterology and Geisinger Endoscopy sites in Montoursville.

“We are excited about this opportunity to work closely with Highmark to create superior value, enhance health and always put patients first.”

— David Feinberg, MD, MBA, Geisinger President and CEO



At a Springboard Healthy Scranton meeting on the Danville Geisinger Medical Center in November 2017, Bruce D. Greenstein, chief technology officer at the U.S. Department of Health and Human Services, delivered an update on national healthcare issues.

Geisinger symposium addresses the future of healthcare

“We invited the greatest minds in a range of fields to participate in a powerful conversation about the future of health in America.”

– David Feinberg, MD, MBA, Geisinger president and CEO

From Nov. 8 through 10, 2017, Geisinger hosted “From Crisis To Cure: Revitalizing America’s Healthcare System” at the Geisinger Medical Center campus in Danville. The event brought together a panel of the nation’s leading healthcare experts on policy, patient experience, wellness and technology, with Hillary Clinton serving as keynote speaker. “We invited the greatest minds in a range of fields to participate in a powerful conversation about the future of health in America,” said David Feinberg, MD, MBA, Geisinger president and CEO. “Geisinger’s history of innovation and our commitment to improving the patient experience served as the impetus for hosting this symposium.”

In addition to the former first lady, U.S. Senator and Secretary of State; opening remarks from Pennsylvania Governor Tom Wolf; and a video message from U.S. Senator Pat Toomey, symposium speakers and their topics included:

- **Current State of Healthcare: Gail R. Wilensky, PhD,** an American health economist, a former White House healthcare adviser to George H. Bush and a senior fellow at Project HOPE, an international health foundation
- **America’s Healthcare Crisis: Ezekiel J. Emanuel, MD, PhD,** a former White House healthcare adviser to President Barack Obama, a key architect of the Affordable Care Act, an oncologist and bioethicist, and a senior fellow at the Center for American Progress
- **Transformative Power of Lifestyle Medicine: Dean Ornish, MD,** a physician, an author, and the founder and president of the nonprofit Preventive Medicine Research Institute
- **Positive Impact of the Private Sector in Healthcare: Howard Dean, MD,** former Vermont governor and former chairman of the Democratic National Committee who ran for the party’s presidential nomination in 2004
- **Transparency and Patient Experience: Thomas H. Lee, MD,** the chief medical officer at Press Ganey, which partners with national healthcare organizations to improve the safety, quality and experience of patient care
- **Transformative Power of Technology: Judy Faulkner,** the founder and CEO of Epic, the leading electronic health record software company in the United States



Empowering patients to eat better, get healthier

In a world where fast food is cheaper than fruits and vegetables, patients with chronic illnesses like diabetes may find it nearly impossible to afford the healthy foods recommended by their doctors. Geisinger's innovative food prescription program, the Fresh Food Pharmacy™, is striving to be part of the solution. The program began in Shamokin and will soon expand to Scranton and Lewistown.

Although "food as medicine" is a growing trend among physicians who understand the connection between poor diet and obesity-related illnesses like diabetes, getting patients to follow through with lifestyle changes is a feat of its own. While a low-sugar, low-fat diet that includes fruits, vegetables, whole grains and lean meats has been proven to lower blood

sugar, reduce obesity and improve heart health, often these fresh foods are financially out of reach for many Pennsylvania residents.

After receiving a prescription for healthy food to treat Type 2 diabetes, patients pick up their groceries every week at the Geisinger Shamokin Area Community Hospital* Fresh Food Pharmacy. Geisinger partners with the Central Pennsylvania Food Bank to provide 80 percent of the healthy food options. Fresh Food Pharmacy gives selected patients the power to bring home foods that will boost their health while also teaching positive eating habits. To educate those unaccustomed to preparing the prescribed foods, a Fresh Food Pharmacy registered dietitian provides patients with meal plans and simple recipes. Tools such as measuring cups, spoons and portion plates to measure servings send the message that quantity can be as important as quality. A RN health manager follows up with patients periodically to address their questions and concerns. Patients also receive services from a community health worker and participate in group classes, led by a health coach, to help manage their condition. The care team's services and the prescribed food are both essential for positive outcomes.



Members of the Fresh Food Pharmacy team Eileen Burke, Maria Welch, Michele Chapman, RN, Anna Ziegler, RDN, Andrea Feinberg, MD, Michelle Passaretti and Allison Hess



Life-changing results for Shamokin residents

Fresh Food Pharmacy began as a pilot program in Shamokin, where 20 percent of residents live below the poverty line and more than 14 percent of families are "food insecure," or lacking reliable access to affordable, nutritious food. Twelve percent of Shamokin adults are diabetic, with an additional 41 percent at risk for diabetes, placing Shamokin above regional, state and national averages.

To date, Fresh Food Pharmacy has positively affected the lives of more than 250 residents and their families in Northumberland County.

"Many of the program's participants have seen dramatic improvements in their blood sugar control, and some have even been able to reduce or eliminate medications



previously needed to treat their condition," said Allison Hess, associate vice president of Health and Wellness.

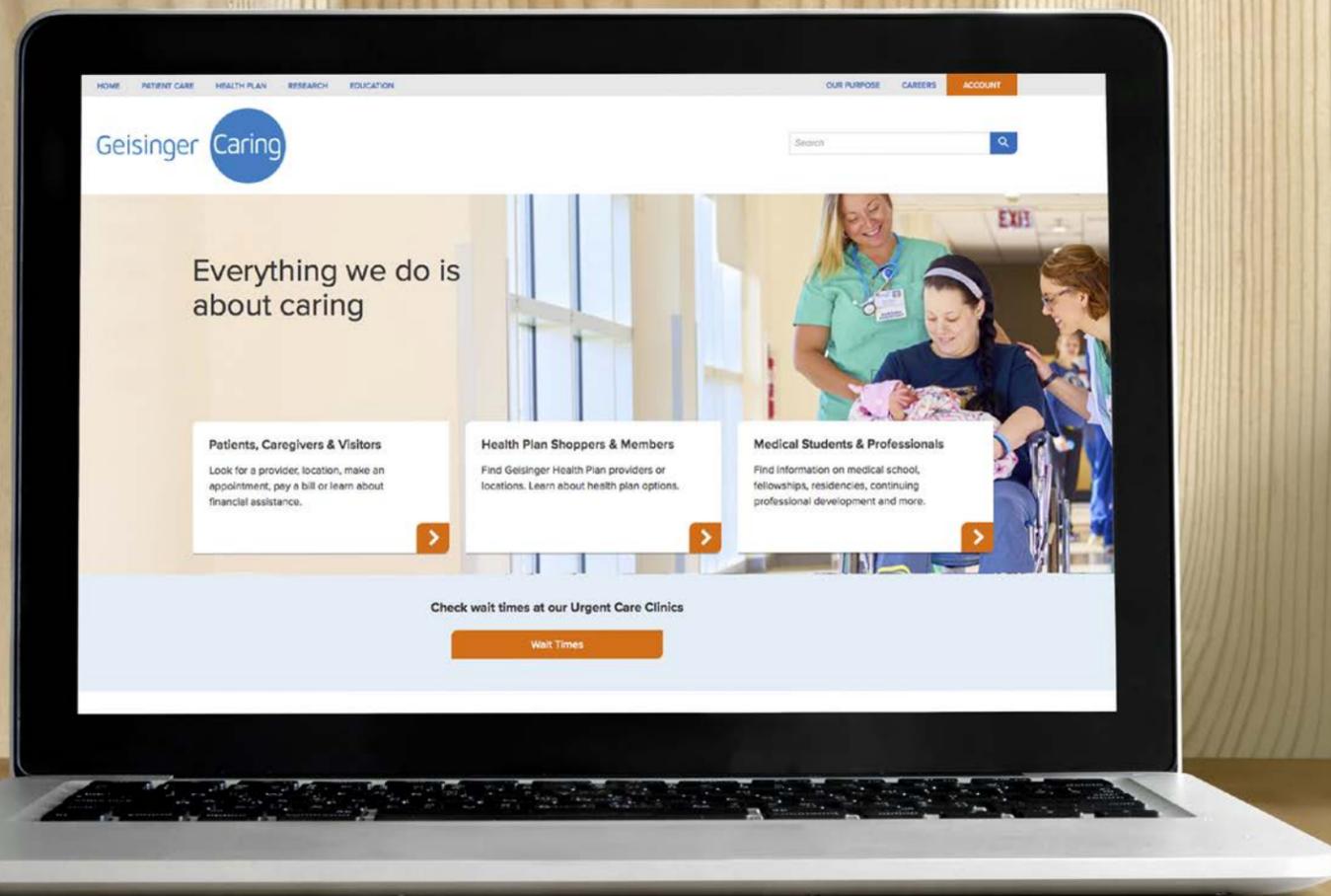
Based on these results, Geisinger plans to expand the program to communities with similar demographics in Northumberland, Juniata and Mifflin counties in 2018.

*a campus of Geisinger Medical Center

New “digital front door” opened at Geisinger

This past spring, Geisinger launched a new website that made it easier for patients, families, health plan members and visitors to find information on all of our services and interact with any of our campuses, physicians and facilities. The new site features enhanced functionality, such as a search function, and gives visitors the ability to see providers’ office schedules and make appointments online through Geisinger’s myDocFinder. There is even a provision for patients to get a diagnosis or prescription online from a board-certified healthcare provider through Geisinger’s myeVisits. Patients can also search urgent care wait times, access their own health information or view and pay bills from their personal computer, tablet or

smartphone. Website pages have been streamlined and consolidated so all things Geisinger are now on one site. Alistair Erskine, MD, chief informatics officer for Geisinger, said, “Our commitment to caring has been extended to our online services. This comprehensive redesign of the site is just another way to make sure that we are helping patients, families, visitors or Geisinger Health Plan members get the answers they need. We will continue to add or enhance additional features. The goal is to make every interaction with Geisinger — whether as a patient, a health plan member, a visitor or a business partner — faster, easier and more convenient.”



At Geisinger, miracles happen every day

Whether it’s providing specialized lifesaving equipment, such as bedside ultrasound machines and ventilators; medical necessities like pediatric monitors and bedwarmers; everyday items, including child-size tables and baby scales; or funding educational programs and community outreach efforts, Children’s Miracle Network at Geisinger raises millions of dollars to support the health of local children year after year. At Geisinger Janet Weis Children’s Hospital and throughout Geisinger, donations help provide state-of-the-art facilities, equipment, programs and services, along with compassionate and innovative pediatric care to kids and their families. This year, during the yearlong campaign, with the support from media partners and national partners, local corporate donors, individuals, Geisinger employees and community groups, Children’s Miracle Network at Geisinger raised more than \$2.6 million.



Paul Bellino, MD, pediatric hospitalist, accepts a check from a live auction held to benefit the effort.



MyCode surpasses original goal and still growing

As of late 2017, Geisinger’s landmark effort to use DNA sequencing data to inform and guide healthcare, known as the MyCode® Community Health Initiative, had signed up more than 173,000 participants. Launched in 2007 and expanded in 2014 in collaboration with the Regeneron Genetics Center, the community-based genomics program originally set out to recruit 100,000 new study participants. Each consenting Geisinger patient allowed a small amount of blood, often taken during a routine blood draw, to be dedicated to the MyCode biobank for study.

Part of the program’s 2017 growth was due to its expanded reach from Pennsylvania into New Jersey at AtlantiCare, a member

of Geisinger, where, as of fall 2017, more than 13,000 research volunteers had consented.

MyCode is the linchpin of precision health, an approach to provide healthcare to a population of individuals which explores how individual genetic variation is linked to disease and studies the associations between genes and health. The goal is to use data from large numbers of people to discover new ways to identify risks and to predict, prevent and manage diseases for individual patients. With this information, healthcare professionals can develop new strategies based on people’s genetic makeup, lifestyle, environment and other factors.

The next consenting participant goal is set at 250,000. “Each milestone we reach is important — and it’s only the beginning,” said David H. Ledbetter, PhD, Geisinger executive vice president and chief scientific officer. “Every new participant allows us to perform research that will help us find new ways to anticipate or identify sometimes life-threatening medical conditions early and greatly improve health outcomes for individuals and their families. We see a day when all Geisinger patients, not just 100,000 or even 250,000, will benefit from genomics and precision health as part of their routine clinical care.”

Population health – one patient at a time

Geisinger is one of only a few organizations using a genomics approach to release actionable results to patients through their doctors. Already, Geisinger patients have had cancers detected earlier and heart disease predisposition identified before any clinical symptoms appeared. Families are discovering possible explanations for medical events in their family histories and are learning to take proactive measures for themselves and their children.

Patients and their families are not the only ones taking notice of MyCode. Scientific studies resulting from work on MyCode data have been published in major national journals, including *Science* and *The New England*

Journal of Medicine (NEJM). A study published in *Science* focused on the underdiagnosis of familial hypercholesterolemia. The NEJM study found that people with certain gene mutations associated with cholesterol levels are up to 41 percent less likely to get coronary artery disease, a discovery that may lead to lifesaving new drugs that mimic the effect of the mutations.

High cholesterol is just one of dozens of conditions and diseases about which Geisinger is informing MyCode participants. Others include breast cancer and Lynch syndrome, which may cause early colon cancer, as well as genetic conditions leading to significant risk of autism and other neuropsychiatric disorders.



Ruth Richards, who is turning 102 in 2018, is one of the longest-lived participants in the MyCode Community Health Initiative.



“Eventually it’s something that, through research, we can get answers – maybe not for me, but for my grandchildren – and give them a better quality of life.”

— Ivi



“I felt so strongly that I had an obligation as a parent to say, ‘Wow, there’s something so incredible in the future of medicine that I can do this now for my child, my family.’”

— Cheryl and Loudon



“Not only could you find out if you had problems, but you could do something for someone else... Down the road, you could make life better for another family.”

— Ginny

Detecting cancer earlier could save lives



Ann Marie Birmer and Jeanne Sunday are lifelong friends who are participating in the DETECT study.

A new study at Geisinger aims to help answer the question of whether cancer could be detected earlier through a simple blood draw.

The DETECT study — a collaboration with Johns Hopkins University — is the first study of its kind. This test could bring a new cancer screening method into everyday healthcare.

“If this blood test works, which DETECT and future studies will help us determine, it could provide earlier identification of cancer that would revolutionize the detection, prevention and treatment of cancer. Such a test could find cancer before any symptoms develop and faster than it can be detected by existing screening tests, such as mammograms, colonoscopy, PSA tests and chest CT scans,” said Adam Buchanan, MPH, assistant professor in Geisinger’s Genomic Medicine Institute.

The test is based on the fact that cancer tumors release tiny fragments of DNA into the bloodstream. The technology to hunt for and detect such mutant DNA molecules has been developed and proven, in principle, by the study collaborators, who are world-renowned cancer specialists at Johns Hopkins Medicine.

Future comparisons of the test to standard cancer screening tests will help determine whether it should receive regulatory approvals for everyday use in the clinic.

Ten thousand female volunteers between the ages of 65 and 75 who have never had cancer are needed for the first phase of this 5-year, \$50 million effort. If Phase 1, which is expected to last 18 months, is successful, 40,000 more volunteers will need to be recruited in Phase 2. Women who register can choose one of three locations in which to participate: Danville, Bloomsburg or Forty Fort. An additional site in State College is expected to be added in 2018.

Space at Geisinger Bloomsburg Hospital has been converted into a Precision Health Research Center, and includes a waiting room, two offices, three clinic rooms and lab space. Here, prospective local and regional DETECT study enrollees can sign up, have their blood drawn and participate in the study. The center will also be used by the MyCode® Community Health Initiative and other genomic and precision health studies in the future.

The spiritual side of healing

For many people, prayer can be a positive, healthy and inspirational force, promoting strength and healing during difficult times. Through the generosity of an anonymous donor, Geisinger has redesigned and relaunched PrayerNet, a nondenominational online prayer community, to meet the spiritual needs of all Geisinger patients. As a result, PrayerNet is now available to patients through the in-room interactive patient system at Geisinger Medical Center, and to patients systemwide on computers and mobile devices. Through the easy-to-use, secure website, patients and their families can share their medical stories, pray for others in the hospital — or anywhere — and receive prayers in return.



AtlantiCare Health Park, Manahawkin Campus – designed for patient experience

“You can tell they have a caring attitude, to make sure you’re comfortable coming there whether you’re a new or old patient.”



A new AtlantiCare outpatient facility, which opened in June, takes patient comfort and convenience to a new level. AtlantiCare, a Member of Geisinger, designed its new Manahawkin, N.J., location to deliver a better experience, both aesthetically and functionally. Technology is part of it: A fingerprint scanner speeds check-in and eliminates the need for clipboards and repetitive forms. A thoughtful human touch helps too: Phones are answered in a back office so staff in the welcome area can focus on the people in front of them.

Patient-centered design throughout Geisinger is creating healthcare settings that have taken lessons from customer-focused retail industries. The concept is changing everything from outpatient clinics to rehabilitation spaces to hospitals. Building designs are more open and simpler to navigate. Floor plans foster

easier communication among patients, physicians and other staff. Paperwork and processes are streamlined. Above all, patients are treated as customers.

Bill Wohrob, 81, a retiree who lives in Barnegat, N.J., said, “You can tell they have a caring attitude, to make sure you’re comfortable coming there whether you’re a new or old patient.” He said that the front desk staff helped him register for the electronic check-in system at his first visit. “I thought that was great!”

AtlantiCare’s Manahawkin planning team asked local residents and patients, as well as providers and staff, what they’d like to see in the new facility. That helped shape some of the building’s key features, from open social areas to the ability to allow staff to complete a blood draw and the checkout process right in the exam room.

“It’s a privilege to deliver care to this community,” says Melissa Achey, Manahawkin site director. “The people who live and work here and visit this region deserve something wonderful.”

Once a supermarket, the building was gutted and thoroughly reimaged. Visitors enter through a spacious area crowned with a baffle ceiling that gives the feeling of ocean waves. Blues and grays on walls and furniture echo the seaside region. Paintings, photographs and sculptures from AtlantiCare’s Healing Arts Program decorate the natural-light-filled space. A café and an outdoor garden area add comfort and convenience for patients and visitors.

Patients who need to see multiple providers can access them in one place. The building brings together a wide range of services, including primary care, cardiology and cardiac diagnostics, general and bariatric surgery, obstetrics and gynecology, and other specialties, as well as laboratory services and a community pharmacy. AtlantiCare’s clinical partner, Rothman Institute Orthopaedics, opened in a suite in the building in October. Its medical imaging partner, Atlantic Medical Imaging, will open soon. The main building also has a 2,200-square-foot meeting room for health education events and use by community groups. A new urgent care center, open seven days a week, is located in a nearby building.

“The whole project has been designed around what the community needs,” says Jatin Motiwal, vice president of AtlantiCare Physician Group and Regional Network. “We focused on how we make patients feel when they come to seek care.”

Maternity Center at GBH now larger, more like home

Geisinger Bloomsburg Hospital (GBH) updated and expanded its Maternity Center in 2017 to create a family-friendly space for expectant mothers, babies and their families. Some of the upgrade ideas came from a group of mothers who gave birth at GBH and participated in a “Mommy Council” to make suggestions on what would enhance the patient and family experience.

The center more than doubled its space, with a new 6,385-square-foot postpartum unit that includes 8 large rooms, expanded bathrooms and an updated nursery. There are now couches that convert into “dad beds” and special bassinets that can roll right up to a new mom’s bedside.

The Maternity Center is a low-risk, low-intervention option for women who want a family-friendly birth experience with the comfort of having a highly specialized medical center and the Neonatal Intensive Care Unit nearby in Danville.

“We provide a warm, homelike environment,” explained Sandra Culbertson, chair of Women’s Health for Geisinger. “Our goal is to have babies spend 23 hours a day in the same room as their mother and encourage family members to spend time there to help the family bond.”

Giving families more choice

The Maternity Center is staffed by an all-female team of OB/GYN doctors, certified nurse-midwives and a dedicated support staff of registered nurses and licensed practical nurses. The Bloomsburg campus also houses Geisinger’s midwifery program, which offers the only hospital-based program of its kind in central Pennsylvania.

“The goal is to have our labor and delivery unit meet or exceed the standards of what moms and families expect when they give birth,” says Lissa Bryan-Smith, chief administrative officer at GBH.

“We want to continue the reputation that the Bloomsburg Hospital has always had as ‘the baby hospital,’” said Ms. Bryan-Smith.

Patient satisfaction, personified

The reputation of GBH’s midwives and support provided by the center’s care team made a big difference to Lauren Conston, a Drums resident who delivered her second baby at GBH, 20 months after giving birth to her first child in GBH’s old maternity center.

“I chose this location because I wanted to have a small group of caregivers around me when I gave birth,” said Ms. Conston. “The second time around [in the new center], we had much more space, which made it easier to keep my family comfortable and close by.”

“I was also happy to see some familiar faces,” she added. “A few of the midwives and nurses were students during my first visit, and this time they were full-time employees. The OB team and midwives went above and beyond to make my stay a very personable experience. Everyone seems to love what they do here, and it shows.”

“We already have an amazing team that cares for our moms, babies and families — and now we have the facility to complement the staff,” says Dr. Culbertson.

Lauren Conston gave birth twice at GBH — once before its Maternity Center renovation and once after.



Geisinger Commonwealth School of Medicine named diversity Center of Excellence

“See one, do one, teach one,” a revered axiom in medicine, is the mentoring philosophy behind a program at Geisinger Commonwealth School of Medicine (GCSOM) that helps students from underrepresented-in-medicine groups see themselves as healthcare professionals. In 2017, GCSOM was awarded a 5-year, \$3.4 million federal grant to form a diversity Center of Excellence. At present, it’s the only medical school in Pennsylvania to have that designation.

Obtaining the grant meant succeeding in a highly competitive application process, wherein candidates had to show a track record of — and commitment to — diversity programming. The Health Resources and Services Administration (HRSA), an agency of the U.S. Department of Health and Human Services funds the program. HRSA is the primary federal agency for improving healthcare to people who are geographically isolated and/or economically or medically vulnerable.

Ida L. Castro, JD, vice president for Community Engagement and chief diversity officer for GCSOM, said the program raises awareness of healthcare opportunities and creates real-world, replicable pathways to becoming physicians for minority students.

“We are addressing the physician gap in underrepresented communities by exposing students to healthcare careers long before they ever apply for medical school or even health-related college programs,” she said. “Our program

supports students from middle school through college and beyond, into undergraduate medical education, to help them see what they can achieve. Some of the communities these students come from can be nearly invisible to institutions such as medical schools. This grant will help us end that.”

Besides being a boon to younger students, who participate in a wide range of activities at the school, Ms. Castro said the program also helps college students considering medical school and those already accepted to medical school to receive mentoring and learn to be mentors to those who follow them. A Health Equity Group will bring underrepresented-minority-in-medicine physicians together to coach medical students, conduct scholarly work with the students and perhaps become preceptors or faculty at the medical school. The long-term results, she said, will be good for both Geisinger and the medical school, resulting in population health improvement. “We are working to create a ‘leakless pipeline’ to connect

students to the medical profession. Future students and people in underrepresented communities will begin to see faculty, mentors and providers who connect with them culturally, linguistically and in many other ways.”

The grant restores a 10-day residential summer program for ninth-grade students, as well as programs for high school, college and “pre-matriculate” medical students that immerse these students in medicine and science and provide a sense of belonging in this environment. Students will also be encouraged to volunteer at Geisinger Community Medical Center and other clinical settings, and to look for other ways to contribute to the well-being of their communities.

“When a student comes to us and works alongside medical students and faculty with whom they can identify, you can almost see the ‘Aha!’ moment,” Ms. Castro said. “It’s the best feeling in the world when one of them says, ‘I’m coming back here!’ and means it.”



This project is/was supported by the Health Resources and Services Administration (HRSA) of the U.S. Department of Health and Human Services (HHS) under grant number D34HP31025, Center of Excellence, for \$3.4 million. This information or content and conclusions are those of the author and should not be construed as the official position or policy of, nor should any endorsements be inferred by HRSA, HHS or the U.S. government.

Helping cancer patients in Lackawanna County and beyond

In October 2017, the GCMC Cancer Center marked its first anniversary of providing compassionate, comprehensive cancer care to patients in northeast Pennsylvania. One of them was Stephanie Roman, a 33-year-old quality reviewer for an insurance company.

Ms. Roman was at work last January when she received devastating news from her primary care physician. A grape-size lump in her breast was not just malignant — it was a rare and aggressive type of breast cancer: triple-negative invasive ductal carcinoma.

“I felt like I was underwater,” she said of that day. “I just couldn’t take it in.”

Although breast cancer most often strikes older women, about 5 percent of the more than 200,000 American women diagnosed

Stephanie Roman with her fiancé, Mark Stanchak



“They make me feel like I’m their only patient.”

– Stephanie Roman

each year are under the age of 40, according to Ms. Roman’s oncologist, Namita Sharma, MD, of Geisinger Community Medical Center’s Cancer Center. In its first year of operation, providers at the Cancer Center saw more than 100 local breast cancer patients.

A caring and competent staff

For Ms. Roman, Dr. Sharma and her team were able to turn a frightening experience into a manageable one through kindness and a calm, positive approach.

“Dr. Sharma is very reassuring. She’s completely up-to-date on the latest oncology research and trends,” said Ms. Roman, who recently completed her last chemo treatment. “She’s incredibly smart, and yet no question is too small for her to answer. I never feel rushed. And she laughs at all of my jokes.”

The same caring and competent feeling extends to the center’s nursing and support staff, some of whom are cancer survivors themselves.

“They make me feel like I’m their only patient,” Ms. Roman said.

“Each of our patients has a unique situation, mentally, physically and in terms of family support, so we connect with each one as an individual,” said Dr. Sharma, who is fellowship-trained in hematology-oncology. “This means getting to know not only the patient, but her family members as well.”

Plans for the future

With chemotherapy behind her, Ms. Roman’s next step is surgery, followed by radiation therapy. Afterward, she looks forward to planning her wedding to her fiancé, Mark Stanchak, a supervisor for a dental distribution company. The couple met while they were students at Luzerne Community College.

Until then, she is grateful that Dr. Sharma and her staff will be at her side. She will continue to rely on their knowledge, skill and compassion: “The entire team is amazing, and I know I’m in good hands.”

Oh baby! Maternity services returning to GCMC

Soon, families in northeast Pennsylvania will again be turning to Geisinger Community Medical Center (GCMC) as the place to deliver their babies. In 2017, Geisinger announced that it will build a new \$15 million maternity center, expected to open in 2019. The new center, part of Geisinger’s Women and Children’s Institute, will feature 7 fully equipped delivery rooms and 11 postpartum suites designed for homelike comfort and convenience. It will be located on the third floor of GCMC, in space that is now occupied by pediatrics, specialty units and offices.

It’s been 10 years since GCMC last offered maternity services. The former owners of GCMC stopped delivering babies in 2007 because of insurance costs. When Geisinger took over the hospital in 2012, it began a wide range of upgrades and construction projects that significantly increased the size and capacity of the hospital, making it the most advanced healthcare facility in northeast Pennsylvania. Now with this investment in the return of maternity services, GCMC once again reaffirms its dedication to the lifelong health and well-being of the citizens of Scranton, Lackawanna County and the surrounding areas.



“Care for mothers and babies is an important part of serving our community in a complete and holistic way, and we want to bring that back,”

said Anthony Aquilina, DO, regional president of Geisinger Northeast.

Listening and responding

Currently, there is only one Scranton health center to offer obstetrics. Residents of Lackawanna County have been requesting the return of a Geisinger maternity center for years, said Dr. Aquilina.

“We listened to the Lackawanna County community, which told us that people want to turn to Geisinger for their maternity services,” Dr. Aquilina said. “We are excited to provide the same kind of excellent, innovative obstetric care that Geisinger has been providing at many campuses across the system for more than 100 years.”

Part of that innovative care will be hospital-based midwife services, which have not been available to residents of the Scranton area until now. Certified nurse-midwives will offer alternative care to women through stages like planning a family, pregnancy, delivery and postnatal care, breast health and menopause. Midwifery is one of a broad range of specialty services, including nutrition and specialized breast cancer treatment, that Geisinger plans to offer to improve women’s health in the region.

The reinstatement of labor and delivery services at GCMC is part of a comprehensive plan for women’s and children’s specialties in the Northeast Region with the addition of new providers in obstetrics, gynecology, pediatrics and pediatric subspecialties. Currently, the following pediatric care subspecialties for infants through young adults are offered: allergy/immunology, cardiology, endocrinology, gastroenterology, hematology-oncology, infectious diseases, nephrology, neurology, pulmonology and surgery, as well as a highly successful pediatric urgent care.

Addressing the opioid crisis at the community level



Perry Meadows, MD, medical director of Government Programs for Geisinger Health Plan

The statistics are grim: In the United States, an opioid-related death occurs every 10 minutes. In Pennsylvania alone, 14 such deaths occur every day. Overprescribed, leftover or illegal opioids have found their way into our communities, creating a devastating epidemic — and addiction treatment centers just can’t keep up with patient need.

It’s time for change, says Geisinger, which has teamed with Geisinger Health Plan (GHP) to form a coalition that is targeting the crisis on multiple fronts: expanding access to treatment, preventing further abuse and educating local communities.

Community involvement is critical, according to Perry Meadows, MD, a family practice physician and medical director of Government Programs for GHP. “A program of this scale cannot succeed without community partners,” he said.

More than just talk

Geisinger is hiring more addiction coordinators and social workers, working with agencies to help recovering addicts get back on their feet and using data to identify and track at-risk community members. The health plan is also redesigning benefits to better meet the needs of chronic pain sufferers and working with Geisinger Interventional Pain Department to look at alternative methods of treating pain in the population we serve.

Dr. Meadows believes that together, Geisinger and GHP can slow — and eventually stop — the growth of the epidemic. “We’re doing more than talking,” he said. “We are going out into our communities and getting involved, and we’re going to stay there until things change.”

Targeted, innovative programs

Geisinger’s internal coalition involves more than 50 Geisinger and GHP employees, divided into 10 teams, each focused on a specific program area. Programs include Medication Assisted Treatment (MAT) clinics, now open in Bloomsburg and Wilkes-Barre, which pair drugs that lessen the symptoms of opioid withdrawal with counseling and support. Successful patients gradually kick their opioid habits while re-entering the worlds of family and work.

In addition, a medication takeback program, with disposal boxes at 21 locations in central and northeast Pennsylvania, helps keep opioids out of the hands of people who don’t hold the prescription. Geisinger’s Controlled Substance Dashboard tracks the prescribing patterns of providers to identify patients abusing opioids, while other programs explore opioid-free ways to manage pain.

GHP’s contribution to the coalition includes #HadEnough, a community awareness program that serves as a call to action to join the fight. The program has created educational materials for parents and teenagers, including presentations for middle school and high school students and community discussion panels featuring local experts. Social media campaigns are also planned.

Communication among people of all ages is vital to fighting the epidemic, said Dr. Meadows: “We can learn so much from talking to kids about what’s going on in schools and on the streets.”

Enlisting kids to help their peers fight opioid abuse is also a powerful tool. GHP, in conjunction with the Northumberland County Opioid Coalition Youth Committee, trains students to give presentations to their classmates because “kids listen to kids,” he said. “We are also addressing more than just opioids because substances such as pot, spice — a synthetic cannabinoid — and anabolic steroids are also issues that communities across the state and, really, the country are facing.”

Finding hope and healing at Geisinger Holy Spirit

Throughout her 35-year career in nursing, Barbara McCutcheon put her heart and soul into caring for others. She worked primarily in home health and long-term care and also volunteered as a massage therapist for Hospice of Central Pennsylvania (HCP). That volunteer work led to her last career move, as a full-time massage therapist for HCP, easing the pain of patients near life's end.

Last fall, Ms. McCutcheon was the one who needed care.

"I had had a biopsy in the past and the area was checked in my mammograms," she explains. "This time, I knew when I saw it — how it had changed — I knew it was cancer."

Ms. McCutcheon describes the experience of learning she had breast cancer as "surreal."

"It knocks you off your feet," she says. "I kept thinking, 'This is not happening to me.' But then I realized that I know many fine people who have died from breast cancer, so why not me?"

Finding excellent care, close to home

Ms. McCutcheon, 68, says she considered traveling to a well-known cancer center out of the area, but eventually learned that "one of the best-rated breast surgeons" was right there

in Mechanicsburg. From her first appointment with Angela Soto Hamlin, MD, at the Geisinger Holy Spirit Breast Care Center, she felt confident about her care.

Dr. Soto Hamlin explained McCutcheon's options for treatment. The final plan included a lumpectomy followed by brachytherapy with a SAVI® device. The device delivers targeted radiation directly to the lumpectomy site and is an alternative to externally delivered radiation.

"I was a good candidate," she says. "I didn't have an aggressive cancer. It was Stage 1. Because I was still working at the time, I really liked that the radiation treatment was only five days. Also, I knew the side effects of external radiation, and there was none of that with my treatment. I had some fatigue, which I knew to expect, but I had no discomfort from my treatment."

As Ms. McCutcheon and her family worked their way through her cancer diagnosis and treatment, she gives credit to the staff of the Breast Care Center for their support. "They did a very good job of explaining everything to me," she says. "Everyone was so nice. The whole radiology team alleviated all my fears. They cared and were concerned for me. They even asked my husband Ken if he was okay."

Sharing her story may help others

Ms. McCutcheon says that her diagnosis, surgery and follow-up treatment all happened so fast — and at times, she still feels as if it all happened to someone else.

"I was still trying to wrap my head around the fact that I had breast cancer, and before you know it, I had surgery and the SAVI treatment and then it was done," she says. "Now I take a chemo pill daily and I will do that for next years as a preventive measure.

"Yes, it's always in the back of my mind," she adds. "But I have faith and I feel good right now."

Barbara McCutcheon was successfully treated for breast cancer at Geisinger Holy Spirit.

Geisinger Holy Spirit achieves Level II trauma center accreditation

Effective Sept. 1, 2017, the Pennsylvania Trauma Systems Foundation accredited Geisinger Holy Spirit (GHS) as a Level II trauma center, bringing much-needed emergency medical services to the region and the communities that Geisinger serves.

Trauma centers provide around-the-clock complex critical care for patients suffering from life-threatening injuries, such as those resulting from motor vehicle accidents, falls and acts of violence. Accredited trauma centers must be continuously prepared to treat the most serious and disabling injuries.

The GHS trauma team includes a trauma/critical care physician, an emergency medicine physician, neurosurgeons and orthopaedic traumatologists who are supported by surgical and nonsurgical specialists and staff from anesthesia, radiology and interventional radiology.

"The Trauma Center at Geisinger Holy Spirit will save critical minutes for area patients suffering from severe, life-threatening injuries," said Kyle Snyder, chief administrative officer. "Everything we do at Geisinger Holy Spirit is about caring, and this program will bring trauma care closer to home for about 500,000 residents of Western Cumberland, Perry, Northern York, Franklin and Adams counties."

Level I and Level II trauma centers must provide the same level of medical care and expertise. The only differentiators are that a Level I is required to perform research, have a surgical residency program and serve an annual volume of 600 major trauma patients. A Level II trauma center must have an annual major trauma patient volume of 350, which GHS far exceeded in 2017.

Geisinger Holy Spirit provides more than surgical and medical care to area residents. "Our physicians and staff also provide community education programs, trauma prevention programs, follow-up to hospitals that transfer patients and outreach to outside facilities to improve trauma care in the community," said Paige Jordan, BSN, trauma operations manager at GHS.

Geisinger Holy Spirit is the fifth Geisinger facility to receive adult trauma designation.



Trauma team members work on a patient in the newly renovated Geisinger Holy Spirit Level II trauma center.

Investing in the communities it serves

GHS prepared for the accreditation with a \$32 million construction project. The John R. Dietz Emergency Center at Geisinger Holy Spirit opened in the spring of 2017 with expanded capacity for treatment and a new dedicated unit for trauma patients. A new rooftop helipad on the two-story addition gives rapid access to emergency care for severely injured patients transported by air to the hospital.

The emergency center is staffed by specially trained doctors, nurses, technicians and unit clerks and is equipped to treat patients who have experienced cardiac arrest, stroke, sexual assault, head injury, orthopaedic injury, sepsis and other acute conditions.

In addition to the construction and renovation work that was necessary for the Level II trauma center, the features of the renovation and expansion project also include 3 new triage rooms, 2 new seclusion rooms, a new waiting room and registration area, 31 new and renovated patient rooms, a dedicated trauma services elevator, a trauma services office suite, a 30-person conference room and 3 on-call rooms.



Jersey Shore Hospital joins Geisinger

At a July 10 reception in Jersey Shore Hospital's main lobby, Sean M. Simcox, Jersey Shore Hospital board chair, and Geisinger President and CEO David Feinberg, MD, MBA, celebrated the integration of Jersey Shore Hospital and Foundation into Geisinger. "We're excited to welcome Jersey Shore into the Geisinger family," said Dr. Feinberg. "Both organizations have a long history of caring for patients in north-central Pennsylvania, and this new synergy will benefit those we are privileged to serve." Designated as a Critical Access Hospital by Pennsylvania and Medicare, Jersey Shore Hospital provides inpatient acute, emergency, outpatient and sub-acute care. For the past five years, the hospital's Urgent Care at McElhattan has seen tremendous increases in patient volumes. In 2017, Jersey Shore Hospital was recognized by the Pennsylvania Office of Rural Health for excellence in patient satisfaction and outcomes, and was voted Best Hospital by the readers of *The (Lock Haven) Express*.

Duane Tull, MD, a general surgeon at Geisinger Jersey Shore Hospital, visits with a patient.



Nursing school ranked tops in state again

For the second time, the Geisinger Lewistown Hospital School of Nursing's Registered Nurse Program has been ranked as the top nursing school in Pennsylvania. The ranking, from a national organization that evaluates nursing schools across the country, is based on several factors, including how effectively a program helps students toward becoming licensed and how well it supports them beyond that point.

Maryann Brown, MSN, director of the school, said that the program's high admission standards and the dedication of its faculty, staff and students has resulted in regularly high scoring on the National Council Licensure Exam (NCLEX). The NCLEX is the certification test each student must take to become a registered nurse (RN).

The school once again attained a pass rate of 100 percent on the NCLEX in 2017, a milestone that has been achieved for 5 of the last 6 years.

"Very few schools have a NCLEX pass rate of 100 percent," said Ms. Brown.

The school's two-year program allows students to become RNs before completing general studies to achieve a bachelor's degree if they choose to do so. The school also gives licensed practical nurses, or LPNs, a path to becoming an RN.

Ms. Brown said the admission process is very selective and that one of the reasons for the success of the registered nurse program is that the school keeps its student-to-faculty ratio low. "Faculty is there to mentor throughout the program," Brown said. "They are advisors to and advocates for the students."

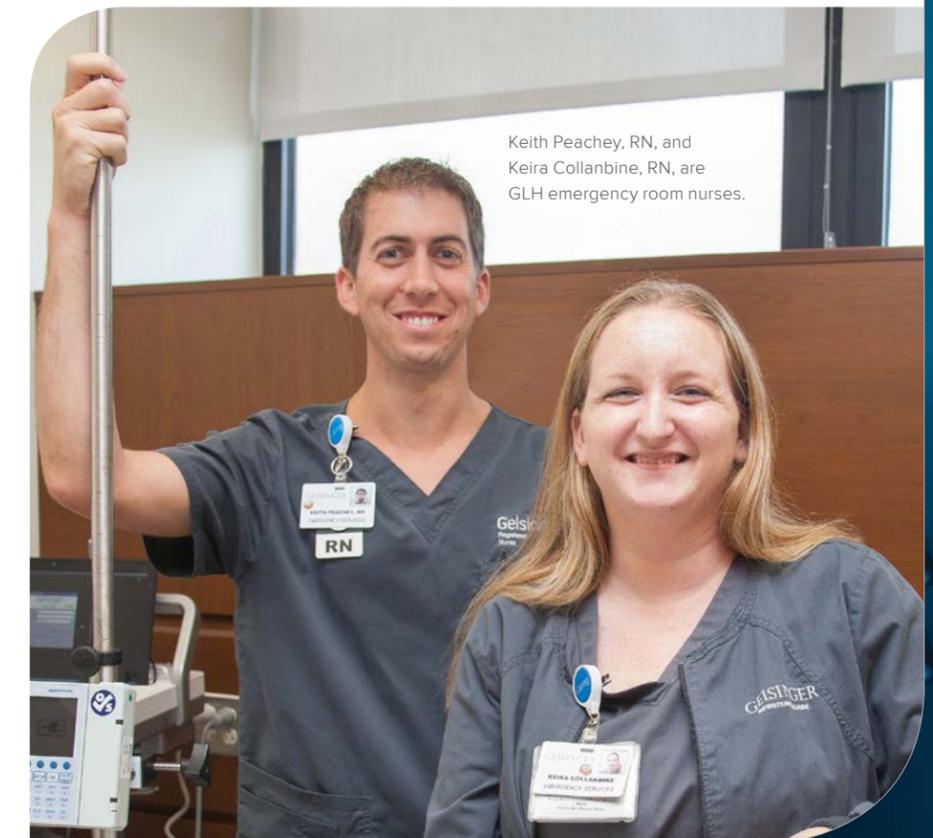
Students find success

Because there is a continuing demand for nurses with a quality education, most graduates are able to find a job as soon as they complete the program. Many of those students stay in Pennsylvania and begin caring for patients at Geisinger.

"The healthcare industry is always in need of well-educated nurses," said Kirk Thomas, chief administrative officer at Geisinger Lewistown Hospital (GLH). "The School of Nursing here in Lewistown is an excellent source of quality nursing staff, which allows us to provide our patients with the best care possible."

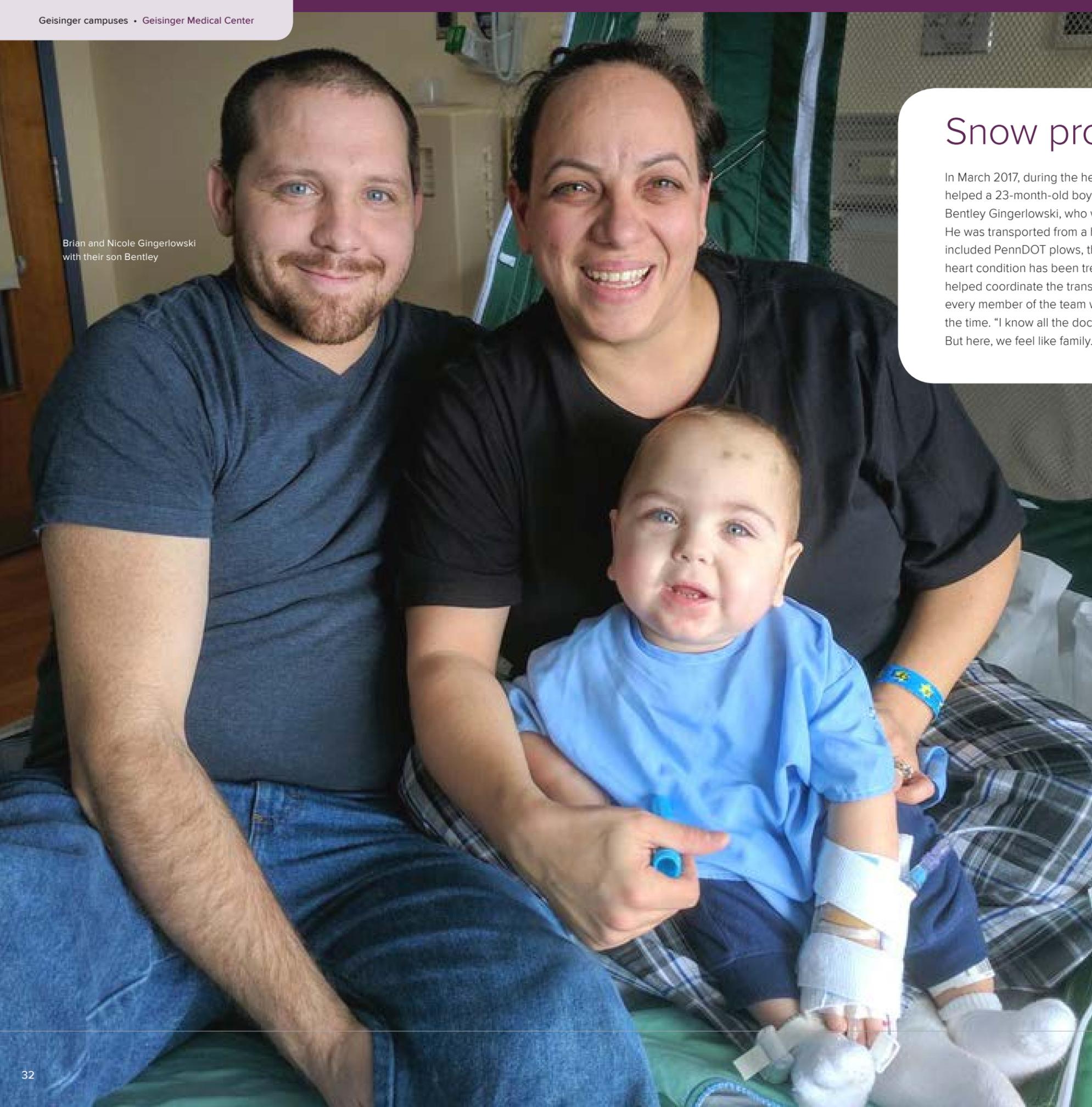
Nursing students who graduated from the program agree. "I really enjoyed the amount of time I got to spend in a variety of clinical experiences while at Geisinger Lewistown Hospital School of Nursing," said Julie Maidens, a 2010 graduate who works as a heart failure nurse navigator at GLH. "Nursing is a great career with lots of opportunities for growth."

"The small class environment gave me lots of one-on-one time with instructors, who always provided great feedback," said Keith Peachey, a 2016 graduate and staff nurse who works in GLH's Emergency Department. "I worked here in the Emergency Department as a tech during my studies and found good potential for the progression of my career."



Keith Peachey, RN, and Keira Collanbaine, RN, are GLH emergency room nurses.

Brian and Nicole Gingerlowski with their son Bentley



Snow problem is no problem

In March 2017, during the height of a record-setting blizzard, Geisinger care providers, along with state and local authorities, helped a 23-month-old boy and his family make an emergency, 80-mile trek to Geisinger Janet Weis Children's Hospital. Bentley Gingerlowski, who was born with a rare congenital heart defect, was having bleeding due to a low platelet condition. He was transported from a hospital in the northeast part of the state to the Danville campus by an emergency convoy that included PennDOT plows, the Pennsylvania National Guard, the Pennsylvania State Police and Suburban EMS. Bentley's heart condition has been treated by Geisinger specialists in Danville since he was born there. Geisinger medical personnel helped coordinate the transport as the storm dropped more than 2 feet of snow along the route. "We're very grateful for every member of the team who provided service to get our son here safely," said Bentley's mother, Nicole Gingerlowski, at the time. "I know all the doctors here, and I know that they care for my son. At other hospitals, it feels like Bentley is a patient. But here, we feel like family. The care he gets here is outstanding."

A place of respite for families in need

The new Ronald McDonald Family Room at Geisinger Janet Weis Children's Hospital gives family members a private, comfortable place to go, without taking more than a few steps from their child. The 1,200-square-foot room is situated just steps from the Pediatric Intensive Care Unit and above the Neonatal Intensive Care Unit. Staffed by volunteers, it offers a quiet space for families of the most critically ill and injured children to relax for a moment, gather their thoughts or grab much-needed rest or a snack. The space includes a kitchenette, two sleeping rooms, a bathroom with shower facilities, a living room with a napping area and a quiet room. The family room went from concept to reality in just a little over a year, with much of the \$880,000 cost raised through donations from individuals, businesses and Geisinger employees. "Your life stops when your child gets sick," said Kevin Lanciotti, Geisinger Medical Center chief financial officer as well as president and chairman of the board of the Ronald McDonald House of Danville. "All you care about is your child getting well. The family room gives parents and family members a place to take a break without having to leave the hospital."



Many services, one roof

Several years of construction activity were completed in 2017, resulting in a significant expansion of the Geisinger Woodbine Lane Outpatient Clinic. A 135,000-square-foot addition doubled the amount of usable space and allowed the addition of more than 100 jobs. After the \$54 million investment, nearly 500 employees will eventually care for patients across a dozen or more specialties.

“The expansion at Woodbine Lane represents an approach that we are taking throughout Geisinger,” said Lissa Bryan-Smith, vice president of operations for Geisinger Woodbine Lane. “The focus is improving our patients’ experience by making it more convenient for them to get to their doctors and access a wide range of healthcare services.”

The expansion will help Geisinger clinicians and other healthcare professionals deliver the right care at the right place and the right time. Consolidating ambulatory services in one place, such as the Woodbine location, makes being a patient or caregiver a little easier. The Woodbine expansion is an example of the overall Geisinger approach to patient service: looking at what they need and how they interact with the Geisinger, and then making the most effective use of all the campuses.



New space allows more services

The Woodbine clinic building opened in 2005. As the number of services offered to area residents grew, space became tight. Construction of a three-story addition and other improvements began in 2015. Today, services offered at Woodbine include aesthetics and cosmetic surgery and other outpatient surgery; dermatology; an interventional pain center; rehabilitation; podiatry; sports medicine; family medicine; pediatrics, ophthalmology; lab services; and a CareSite pharmacy. More are being added as newly constructed areas become fully operational. Many services that patients once had to go to Geisinger Medical Center (GMC) for are now housed at Woodbine Lane. The third floor of the new building has space that will allow for future growth. Amenities such as the café at the clinic are being renovated, enlarged and improved.

“Moving more and more to Woodbine Lane means that people who need outpatient services such as same-day surgery, dermatology, radiology, lab services and others can navigate our healthcare system faster,” said Rosemary Leeming, MD, chief medical officer for GMC.

Making things easier for patients

The clinic features plenty of surface parking, and a new 325-space garage that make getting to appointments much more convenient, especially in bad weather. Most patients will be able to get in and out faster than if they had to go to the main hospital in Danville for all their appointments. There is also concierge service to help patients find their way once they’re in the building.

“There are many examples of how this physical expansion and the relocation of services to Woodbine will make things more convenient for patients,” said Tom Sokola, chief administrative officer for the Central Region. “Ophthalmology, for example, sees over 200 patients a day. Many patients now only have to drive into Woodbine Lane, walk in to their appointment and then head home.”



Rapid response and transport

In 2017, Geisinger Medical Center's award-winning, internationally recognized Life Flight® celebrated 36 years of operation. In that time, crews have cared for more than 60,000 patients. Now, more than 100 team members save lives throughout Pennsylvania around the clock. With five helicopters, based in Danville, State College, Williamsport, Minersville and at the Wilkes-Barre/Scranton airport, as well as a ground ambulance based in Danville, Life Flight provides safe, rapid transport from accident scenes and between hospitals. Paramedics and flight nurses go through specialized training and certification programs in critical care, transport-based care, advanced life support, cardiac care and trauma care. Many of the team's highly skilled mechanics and pilots have military backgrounds. Life Flight flies twin-engine, single-pilot, instrument-rated helicopters, allowing it to operate even when weather conditions are not ideal. Onboard patient care equipment includes state-of-the-art cardiac and hemodynamic monitoring, ventilators and IV infusion pumps. Life Flight is multimodal intensive care on the road and in the air.

Jerry Splitt, Life Flight's program director, said, "We work and communicate as a cohesive team to get patients from the point of the injury or illness to the trauma center as quickly and safely as possible, while treating them like they are members of our own family."



A patient is transported off the Life Flight helicopter at Geisinger Medical Center.

Biocontainment unit among many changes at GSACH

At Geisinger Shamokin Area Community Hospital* (GSACH) the year 2017 brought a number of changes that will help it provide regional patients with better, more convenient and specialized healthcare services.

One of the significant additions this year was the certification and opening of a new biocontainment unit that will function as a treatment area for patients with highly infectious diseases. The new 2,000-square-foot area was opened in response to a request by the Commonwealth of Pennsylvania for Geisinger to be 1 of 8 hospitals across the state to build such a unit. The approximately \$3 million cost of the unit was supported by a state grant.

The ultra-secure unit has a dedicated high-filtration HVAC unit, treated sanitary lines and laboratory facilities that are separate

from the rest of the hospital. It is staffed by a highly trained team, including physicians, nurses and respiratory therapists, among others. The entire team adheres to strict guidelines to ensure that patients receive the highest level of care possible in the safest environment.

Mark Williams, director of Nursing and manager of the biocontainment unit, leads a regular meeting of the biocontainment team that includes more than 50 healthcare and other professionals from across Geisinger. Every possible scenario is discussed and planned for, protocols are established and reviewed and drills conducted to rehearse every activity both inside the unit and out — such as transport between a transferring facility and GSACH.

ED upgrades and a new post-surgery unit

Other upgrades at GSACH include the planned expansion of the Emergency Department (ED) that will improve efficiency and reduce waiting time, while providing patients with more comfort and privacy.

A rapid evaluation unit will allow patients with less severe issues that don't require monitoring, such as a sprain or minor cuts and injuries, to be treated in comfortable recliner chairs rather than on beds. Most of these patients will be released in less than an hour.

The ED will undergo an extensive renovation designed to "right-size" the space to keep pace with current and future usage. This will include updating rooms, adding amenities and making the entire space more pleasant, efficient and comfortable. In all, the renovated ED, which should be completed in 2019, will have 26 patient beds, more than twice its current number. The space overall will nearly triple in size.

Another underutilized area will also be converted in 2018 into a private, modern postsurgical unit in which patients who have had orthopaedic surgeries, hernia repairs, gynecologic procedures or other surgeries can recuperate in comfort and safety.



Kimberly Pesarchick, PA-C, in emergency medicine at GSACH

*a campus of Geisinger Medical Center

Geisinger Marworth: 35 years of addiction recovery



A calming, welcoming environment

"Patients often remark that they feel like they're home and part of a family," said Dominic Vangarelli, who has been with Geisinger Marworth since 1994 and was appointed vice president in August 2016. "That's a great reflection of our values of caring, compassion and engagement. There's no stigma here. We don't look at patients as having a moral, ethical or value-based deficit, and we treat everyone at all times with kindness."

Twenty-seven-year-old Ashley Blewett of Susquehanna, Pa., wasn't born when Geisinger Marworth Alcohol and Chemical Dependency Treatment Center welcomed its first patients in August 1982. But the recovering addict counts those early patients among her "family," a common refrain from many treated there over the past 35 years.

Ms. Blewett started smoking marijuana and taking pills at 20 to cope with the overdose of a friend. She turned to heroin two years later. Two unsuccessful attempts at other rehab programs resulted in relapses, until she found Geisinger Marworth.

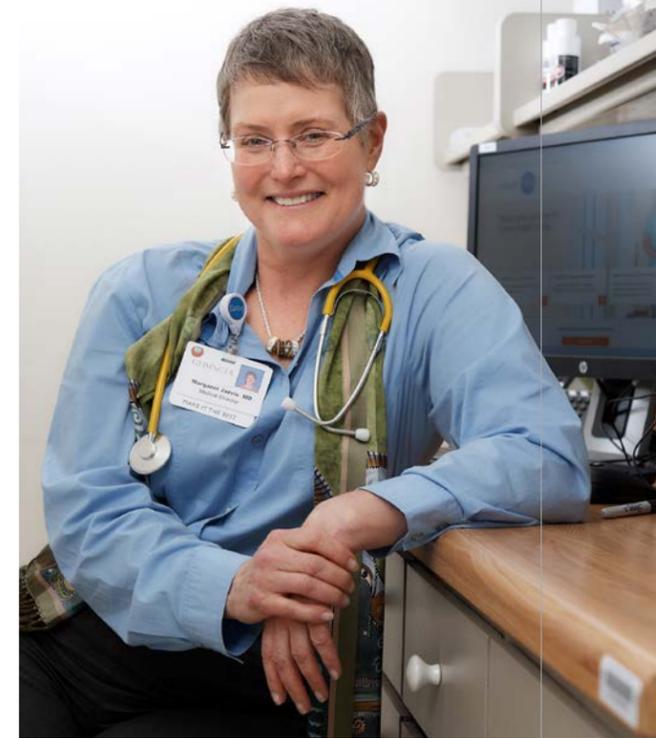
"I was finally ready for help," Ms. Blewett said of her decision to enter Geisinger Marworth as an inpatient. "The structure and schedule were perfect. I attended individual counseling sessions, daily lectures, cognitive and behavioral therapy sessions, mindfulness and meditation practices, and even received acupuncture. Group sessions helped me see addiction from different perspectives."



Treating the illness, not just the symptoms

Addiction is a chronic physiological and spiritual disease that can be fatal if not treated. The key, Mr. Vangarelli said, is to deal with the overarching illness and not just treat the symptoms of addiction to a particular substance. Programs at Geisinger Marworth are individualized; there are no cookie-cutter approaches.

"There are many ways of putting this disease into remission," he said. "We help our patients understand how to look at their lives, build their self-esteem and develop skills to manage related mood, anxiety and trauma disorders. We're here to guide them. The ultimate goal is for our patients to learn how to take care of themselves so they achieve and maintain complete abstinence from mind-altering substances."



Marworth medical director honored

Margaret Jarvis, MD, has served as medical director of Geisinger Marworth since 1999. In 2017, Dr. Jarvis was elected vice president of the board of the American Society of Addiction Medicine. The organization is dedicated to increasing access and improving the quality of addiction treatment, educating physicians and the public, supporting research and prevention, and promoting the appropriate role of physicians in the care of patients with addiction.

"I am honored to help lead an organization that advocates for the continued advancement of this important field, especially now, as addiction medicine emerges at the front lines of treating our nation's largest public health crisis," said Dr. Jarvis.



GWV adds services, improves care

For Geisinger Wyoming Valley Medical Center (GWV) and Geisinger South Wilkes-Barre* (GSWB), 2017 brought renovations, upgrades and expansions to benefit patients and better serve our communities.

New at GWV

- A \$2.9 million 10-bay observation unit at GWV provides a specialized, private area to monitor patients who are undergoing testing or short-term treatments. The purpose of an observation stay is to determine whether a patient's condition warrants hospital admission or discharge. The 3,900-square-foot unit offers comfortable rooms with full-size hospital beds. "The new unit lets us provide observation-status patients with expedited treatment and priority access to procedures in a comfortable environment," said Karlyn Paglia, MD, chief medical officer at GWV.
- In February/March 2018, GWV will offer a brand-new Varian TrueBeam® linear accelerator — a \$4.6 million cutting-edge tool to treat cancer with radiation therapy. The TrueBeam delivers effective, safe radiation treatments that accurately target cancerous tissue while preserving normal tissue. Treatments using TrueBeam may enhance patient comfort through a reduced treatment time, which decreases the likelihood for tumor motion during treatment and offers even greater precision to irradiate aggressive tumors. The TrueBeam can perform stereotactic radiosurgery, considered the most precise method of delivering a high dose of radiation into the body.
- GWV's MRI suite was renovated to offer the first and only 3T MRI unit in northeast Pennsylvania. The \$5.5 million renovation to the 2,800-square-foot space included the installation of a new \$1.9 million Skyra imaging system that offers radiologists cleaner, crisper images in less time. "This new MRI machine is like going from a 1-megapixel camera to a 40-megapixel camera," said Michel Lacroix, MD, director of Neurosurgery and Neurosurgical Oncology at Geisinger.
- GWV has also completed a \$2.7 million expansion that increased its overall number of beds, including two new inpatient rooms on the fifth floor and seven on the sixth floor. These upgraded private rooms have a more homelike design for patient comfort.
- GWV has begun construction on an \$18 million central utility plant designed to improve energy efficiency. The plant is expected to be operational in late 2018 and will help GWV reduce energy consumption while saving nearly \$1.5 million a year. The project is part of an ongoing systemwide conservation effort that is estimated to save Geisinger \$15 million annually.

The project is not just about saving money, said Ron Beer, chief administrative officer for Geisinger Northeast: "As we use less energy, we burn less fuel. As we burn less fuel, we minimize pollution, create healthier communities and save lives."

*a campus of Geisinger Wyoming Valley Medical Center

Emergency Department returns to GSWB

In the near future, GSWB will once again function as an acute inpatient facility with a comprehensive Emergency Department (ED). The \$5 million expansion will help meet an increased demand for acute care and emergency services in Wilkes-Barre and greater Luzerne County. Before its closure in 2009, GSWB's ED saw over 20,000 patients per year.

The hospital's new ED will offer a full range of emergency services. As part of this project, a new medical-surgical unit will be added with 13 private patient rooms, and the facility's laboratory and radiology services will be expanded.



Helping worldwide healthcare organizations perform better

With roots in Geisinger, xG Health Solutions® Inc. enables healthcare organizations to optimize clinical and value-based performance through proven care redesign and management, actionable analytics and industry-leading content.

The xG Health Solutions team and its solutions accelerate and sustain value transformation through:

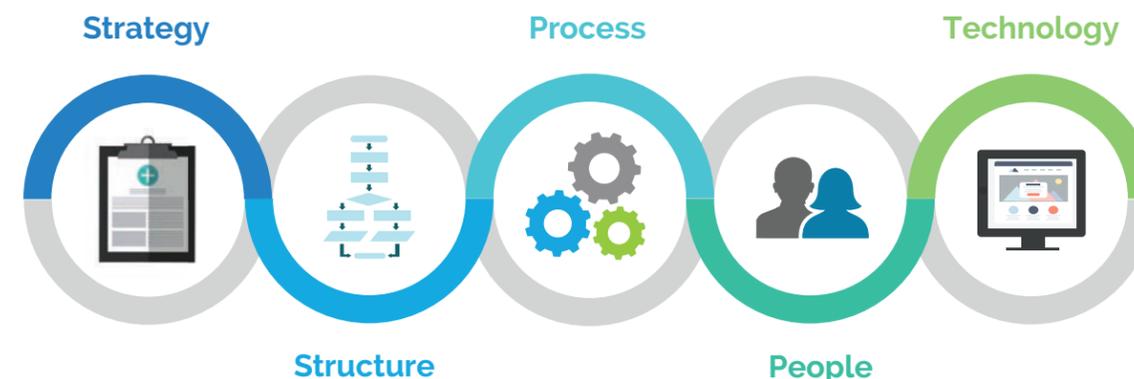
- **Care redesign and workflow optimization:** Improve outpatient, inpatient and transition of care through care designs and workflows that have been successful at Geisinger and other high-functioning organizations.
- **Care management:** Organizational structures, policies, procedures, clinical protocols, workflows, training via xG Learn™ and supervision so providers can implement effective care management programs.
- **Actionable data analytics:** Data analytic expertise and clinical and financial management experience to help organizations identify and prioritize opportunities to improve quality of care and reduce cost.
- **xG Intelligent Care Management™:** Adult and pediatric care management assessments automatically suggest patient-specific care plans for Medicare, Medicaid and commercial patients based on evidence-based guidelines and social determinants of health.



The team at xG Health Solutions works with leading healthcare organizations from Maine to Singapore. Clients and partners include:

- **Providers**, such as hospitals, health systems and physician groups, who are currently taking or planning to take financial risk
- **Health insurers** who work collaboratively with providers to achieve success in value-based payment arrangements.
- **Employers** seeking to work with health providers and insurers in a fundamentally different way to achieve better outcomes and value.
- **Electronic health record and health information technology vendors**, who incorporate xG's intellectual property into their products.

As a leader in optimizing care delivery and care management, xG Health Solutions is driving the behavioral change necessary to reliably achieve and sustain value transformation.



Geisinger at a glance

FY2017 statistics

Employees	30,609
Staffed beds*	2,005

Admissions*

Geisinger Medical Center	28,710
Geisinger Shamokin Area Community Hospital, a campus of Geisinger Medical Center	1,781
Geisinger Bloomsburg Hospital	2,371
Geisinger Lewistown Hospital	4,779
Geisinger Wyoming Valley Medical Center	16,663
Geisinger Community Medical Center	12,605
Geisinger Holy Spirit Hospital	10,784
AtlantiCare Regional Medical Center, A member of Geisinger	28,312
Total	106,005

Occupancy

Geisinger Medical Center	79.6%
Geisinger Shamokin Area Community Hospital	38.3%
Geisinger Bloomsburg Hospital	34.4%
Geisinger Lewistown Hospital	42.5%
Geisinger Wyoming Valley Medical Center	74.1%
Geisinger Community Medical Center	55.0%
Geisinger Holy Spirit Hospital	47.8%
AtlantiCare Regional Medical Center	58.0%
Total	60.7%

Length of stay

Geisinger Medical Center	5.0
Geisinger Shamokin Area Community Hospital	3.7
Geisinger Bloomsburg Hospital	3.8
Geisinger Lewistown Hospital	4.0
Geisinger Wyoming Valley Medical Center	4.5
Geisinger Community Medical Center	4.7
Geisinger Holy Spirit Hospital	4.8
AtlantiCare Regional Medical Center	4.4
Total	4.6 days

Outpatient visits

Geisinger Medical Center	898,273
Geisinger Shamokin Area Community Hospital	70,222
Geisinger Bloomsburg Hospital	30,954
Geisinger Lewistown Hospital	178,963
Geisinger Wyoming Valley Medical Center	816,949
Geisinger Community Medical Center	148,986
Geisinger Holy Spirit Hospital	227,721
AtlantiCare Regional Medical Center	335,128
Geisinger outpatient clinics	3,574,730
Geisinger Home Health	76,823
Total	6,358,749

ED visits

Geisinger Medical Center	28,063
Geisinger Shamokin Area Community Hospital	23,411
Geisinger Bloomsburg Hospital	17,943
Geisinger Lewistown Hospital	29,357
Geisinger Wyoming Valley Medical Center	64,142
Geisinger Community Medical Center	48,240
Geisinger Holy Spirit Hospital	29,643
AtlantiCare Regional Medical Center	105,706
Total	346,505

Surgeries

Geisinger Medical Center (including Woodbine Outpatient Surgery Center)	26,087
Geisinger Shamokin Area Community Hospital	1,736
Geisinger Bloomsburg Hospital	3,391
Geisinger Lewistown Hospital	5,769
Geisinger Wyoming Valley Medical Center (including Geisinger South Wilkes-Barre)	12,929
Geisinger Community Medical Center	8,423
Northeast Surgery Center Geisinger Community Medical Center Joint Venture)	6,296
Geisinger Holy Spirit Hospital	8,434
Geisinger Clinic (Gray's Woods, Lewistown and Montoursville)	13,636
AtlantiCare Regional Medical Center and AtlantiCare Surgery Centers	33,165
Total	119,866

Births

Geisinger Medical Center	1,857
Geisinger Shamokin Area Community Hospital	n/a
Geisinger Bloomsburg Hospital	295
Geisinger Lewistown Hospital	502
Geisinger Wyoming Valley Medical Center	1,580
Geisinger Community Medical Center	n/a
Geisinger Holy Spirit Hospital	1,138
AtlantiCare Regional Medical Center	1,998
Total	7,370

Employees

Total population managed 1,407,624 (1,425,089 in 2016)

Finances

Revenue \$6.3 billion
Capital expenditures \$330 million (\$284 million in 2016)

Life Flight®

Air transports	2,192
Flights	2,726 (2,224 in 2016)
Ground transports	534

*Excludes nursery and skilled nursing

GHP

Geisinger Health Plan (GHP) membership: 583,524

Commercial	145,375
TPA**	147,527
CHIP	13,428
Medicaid (including Healthy PA)	185,482
Geisinger Gold and Medicare Advantage	91,712

GHP retention rates

- Medicare members 82%
- Pennsylvania Medicare members 88%
- Employer groups member retention 93.52%

GHP disease and case management programs

- Worked with over 69,030 members
- Completed 251,968 phone calls with members in that same group
- Closed over 67,550 care gaps

GHP employer-based programs

- Served over 74,327 in wellness intervention with employer groups
- Served another 18,390 non-GHP participants as part of our employer-based activity

GHP community events

- Held more than 2,200 community events in the last year, impacting approximately 460,000 community members
- 1,756 flu shots administered in 2017

**Members whose coverage is self-funded through their employer

Financial overview

Geisinger Commonwealth School of Medicine

Report on Philanthropy

Campaign for Scholarships and Innovation

(since Jan. 1, 2013)

Scholarships	\$10,816,097
Other	\$12,454,442
Total	\$23,270,539

FY17 Fundraising

(July 1, 2016 – June 30, 2017)

Scholarships	\$1,682,258
Other	\$1,576,989
Total	\$3,259,247

Admission statistics

Doctor of Medicine

Applications	6,591
Enrolled	108

Master of Biomedical Sciences

Applications	841
Enrolled	87

Financial aid statistics

MD scholarships*	65 students
MD diversity awards	12 students
MD institutional financial awards	127 students
MD travel grants	21 students

*scholarships through philanthropy — does not include scholarships through institutional funding



Geisinger

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