

TRANSFORMING HEALTHCARE THROUGH INNOVATION

2013 System Report

GEISINGER



GEISINGER IS TRANSFORMING HEALTHCARE



“We started our journey more than a decade ago with a single goal: Bring great value to the people in our community. Then we asked ourselves if what we learned here at Geisinger could be adapted or modified to work in other settings. The answer has become clear: Yes it can.”

– Glenn D. Steele Jr., MD, PhD





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## Our Mission

Enhancing quality of life through an integrated health service organization based on a balanced program of patient care, education, research, and community service.

## Our Vision

To be the health system of choice, advancing care through education and research. Our vision is focused on these strategic priorities:

- Quality and Innovation** ■ driving all our patient care decisions
- Market Leadership** ■ exporting Geisinger quality and innovation across the region and into new markets
- The Geisinger Family** ■ empowering personal and professional well-being



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## LEADERSHIP MESSAGE

Abigail Geisinger's vision in 1913 was to build the George F. Geisinger Memorial Hospital, a hospital grounded in the concepts of group practice and an interdisciplinary approach to patient care. From the very start, Mrs. Geisinger said: "Make my hospital right. Make it the best."

Since then, countless men and women have dedicated their lives to achieving Mrs. Geisinger's vision. In so doing, they have disseminated their knowledge, caring, and commitment to excellence across central and northeastern Pennsylvania and beyond.

Healthcare and government strategists, payers and employers, and hospital and health system leaders are looking to Geisinger because—working with our board, staff, physicians, researchers, and patients—we have assumed accountability for coordinating and organizing care in order to improve outcomes, reduce variability, align incentives, and decrease costs.

As the Geisinger family prepares to celebrate its centennial in 2015, we must rededicate ourselves to achieving Mrs. Geisinger's vision to "make it the best." At the same time, we can look to the future with confidence, knowing that what we do here, today and every day, is helping to mold our country's healthcare system for generations to come.



*Glenn D. Steele Jr., MD, PhD  
President and Chief Executive Officer*



*William H. Alexander  
Chairman of the Board*



THE GEISINGER JOURNEY:  
A STUDY IN TRANSFORMATION THROUGH INNOVATION

An interview with Glenn D. Steele Jr., MD, PhD, President and CEO, Geisinger Health System; Duane E. Davis, MD, President and CEO, Geisinger Health Plan; and Thomas R. Graf, MD, Chief Medical Officer, Population Health and Longitudinal Care Service Lines

Today Geisinger Health System has a national—even international—reputation for innovation. Reducing variability and readmissions. Engaging patients in their own care. Using the electronic health record to enhance quality and value. Hospital and health system leaders, policy makers, and employers all want to know: What is going on at Geisinger? What makes this century-old health system in rural Pennsylvania special and unique? How can my hospital/health system/company/employees benefit from Geisinger’s innovations?

The Geisinger team worked quietly, at first on a small and limited scale, according to Geisinger president and CEO Glenn D. Steele Jr., MD, PhD. They were blessed, in Steele’s words, with “the perfect laboratory.”

“We had people committed to creating a high-performing hospital and the components of a real system—physicians, hospitals, a powerful research capability, a health plan, and a defined community to serve.”

It was a journey. Clinicians, researchers, business leaders, and educators all collaborated to test ideas and protocols. Some didn’t work, said Steele, so they moved on to the next experiment. What did work was carefully tested again throughout the Geisinger system.

Then came the question: Can what we learned here at Geisinger be adapted or modified to work in other settings? “Yes,” Steele said, “we have come to believe that we might make a difference beyond our region.”



“Yes ... we have come to believe that we might make a difference beyond our region.”

– Glenn D. Steele Jr., MD, PhD



## The Time Is Right

Geisinger's ground-breaking work was almost perfectly synchronized with a gradual global realization that the transformation of how healthcare is provided and financed is inevitable. As Steele said, "The old models of clinical care and a failing payment system are threatening the future of accessible healthcare in many communities."

Geisinger's innovations address those challenges and help pave the way for transformation. He points to ProvenCare®—the pioneering and highly praised effort to address unjustified variation by affixing evidenced-based protocols to acute and chronic care episodes to ensure the same high quality care is delivered to every patient, every time.

Premised on the well-documented RAND Study that found as much as 30 percent of care many patients receive is unnecessary and even harmful, ProvenCare was designed to improve outcomes and reduce costs.

## A Road Map, Not A Rule Book

"We heard hospitals say ProvenCare was great," Steele said. "But then they'd say, 'We can't do it. Our doctors would be wary. We don't have the culture. We don't have the resources.'" How to overcome those roadblocks and carve a path for others to use what Geisinger had learned? The Geisinger team has realized that sharing didn't mean others should do what Geisinger was doing and expect the same results. It meant that others had to take their own journey to excellence using Geisinger as a road map.

"It became a process of scaling and generalizing," Steele said. "Scaling meant adjusting the scope of our model to fit the capabilities and resources of others. One size never fits all." And because few health systems have Geisinger's structure or history, "generalizing" helped adjust for differences in the culture and community. "We are learning as much from them as they are from us," he said.



Geisinger's ProvenHealth Navigator® (PHN) is another innovation rapidly gaining acceptance outside Geisinger. "The fact that we had our own health plan gave us the information and incentive to design and re-engineer the services we were providing to the people we covered," Steele said. "Our health plan was vital to quality improvement."

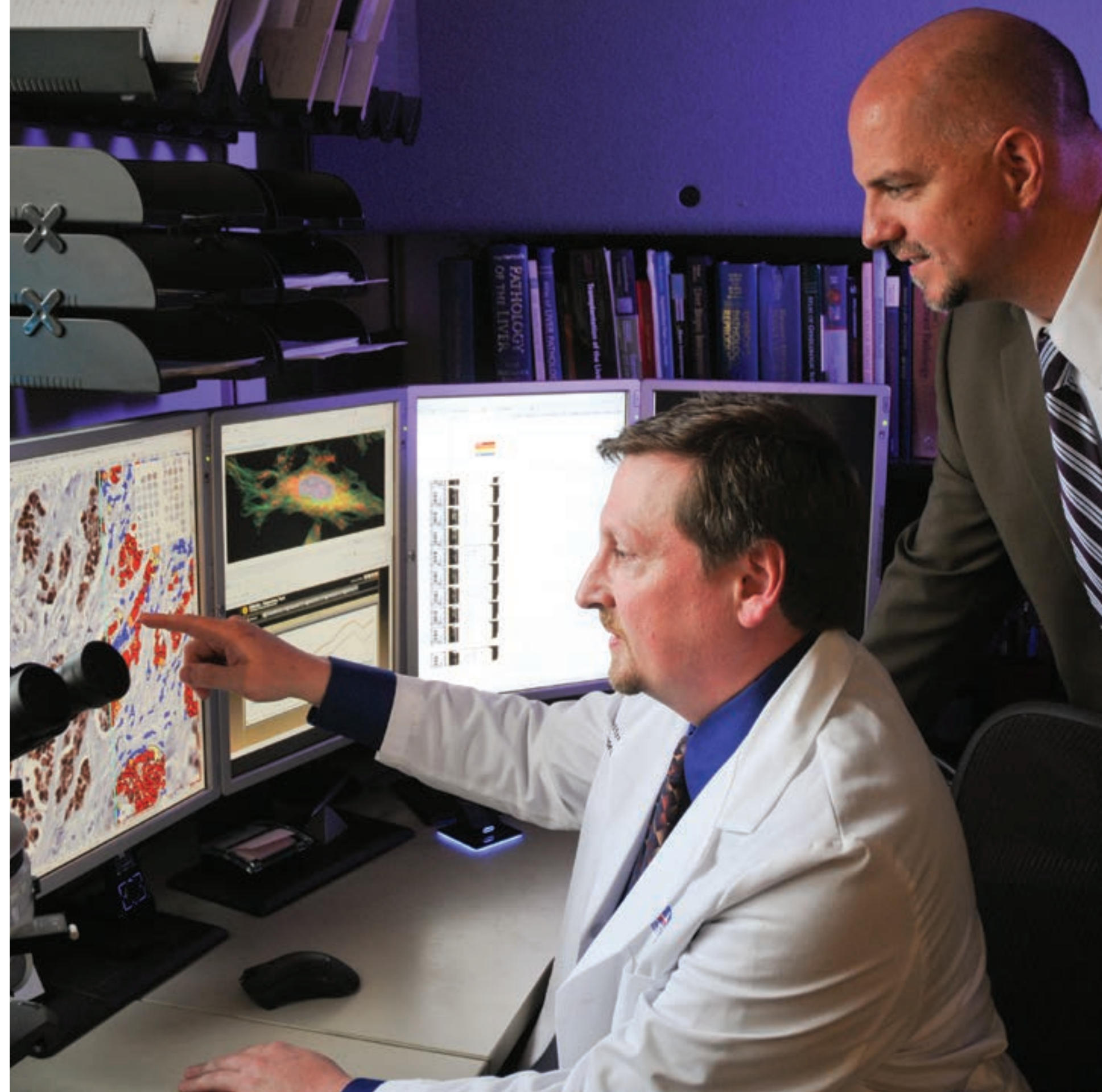
PHN is patient-centered primary care, creating a medical home and neighborhood that not only addresses episodes of illness, but also gives nurses and physicians the information and tools to manage the health of a population. That means treating debilitating chronic illnesses, such as diabetes, that can lead to serious complications and aggressive efforts at prevention.

Duane E. Davis, MD, president and CEO of Geisinger Health Plan, adds that the role of the Plan, not only as the insurer but as an engine for providing clinical information to providers, is a strong confidence-building element for others working to emulate Geisinger's successes. "Our experience shows them that transformation is not a 'light switch' event. It's different, a collaborative journey that takes time and commitment," he said.

Thomas R. Graf, MD, chief medical officer for Population Health and Longitudinal Care at Geisinger and a key leader in helping other systems adapt, describes it as a "Johnny Appleseed" approach. "We plant the seed and let it grow. We share a pathway to something better."

Glenn Steele believes the future of the nation's healthcare may rest on two of its greatest strengths: its people and the ultimate value of their work. "The men and women of Geisinger understand that the value of all they do goes back to the people getting the care—that every component of our system is aimed at that target," Steele said.

"With that in place, you can change what each professional does in relation to others and they begin to agree on best practices. It's not cookbook medicine; it's truly coordinated care. I think that's what's drawn other hospitals and health systems to look at our journey and join us."





# TRANSFORMING QUALITY AND INNOVATION

Geisinger’s commitment to quality and innovation continues to drive all patient care decisions and influence how care is financed in Pennsylvania and beyond. The talents and energy of the Geisinger family, cutting-edge research, and the use of data and metrics are all harnessed to improve clinical outcomes, develop new models of care, and base payment on value re-engineering.



## ProvenCare

In 2006, Geisinger started transforming care by testing and rewarding how elective cardiac surgery was performed. That marked the birth of ProvenCare®, what the *New York Times* called “the Warranty,” one of Geisinger’s earliest tests of how its integrated model, connectivity, and demography could benefit patients and bring value to payers.

ProvenCare relies on the latest patient data to evaluate what works and what doesn’t work for various medical conditions. Based on this information, physicians develop evidence-based, reliable protocols—all aimed at reducing mortality rates, improving outcomes and reducing costly readmissions.

“While ProvenCare aims to redesign complex clinical systems, the basic model can be applied to any acute episodic or chronic disease care,” says Geisinger president and CEO Glenn D. Steele Jr., MD, PhD. “We believe any provider can consistently raise quality and reduce costs by adhering to ProvenCare best practices.”





**ProvenCare Lung Cancer:** Geisinger’s ProvenCare model to provide surgical treatment for patients with non-small cell lung cancer continues to be implemented at hospitals across the country as part of The Commission on Cancer’s ProvenCare Lung Cancer Collaborative. As of 2012, the pilot project has been implemented at 12 hospitals of different sizes and models (see map).

The 38 elements cover everything from antibiotic administration and pain management to mediastinoscopy and lymph node sampling. In terms of quality and efficiency, ProvenCare looks to eliminate any unnecessary care steps, automate as much work as possible and actively engage patients in their own care.

Early results show compliance with the 38 elements rising to nearly 85 percent from below 40 percent when the study began. As of August 2013, the study had enrolled more than 1,100 patients. Investigators eventually hope to apply ProvenCare concepts to the total care of lung cancer, involving all stages of the disease.

The project—originated at Geisinger—is dedicated to improving outcomes and efficiency for lung resections by making sure that best practices are followed for every patient, every time. Participating hospitals use interdisciplinary teams to provide treatment according to a care pathway containing 38 standardized elements, from the preoperative to the postoperative period.

“We’re trying to develop a culture of quality and safety by eliminating unwarranted variation,” says Matthew A. Facktor, MD, FACS, Geisinger’s director of thoracic surgery. “We view compliance as ‘all or none’ and expect that only patients, not individual providers, should drive variation in protocols.”



**ProvenCare Perinatal:** The women’s health physician and leadership team has taken the core fundamentals of ProvenCare and applied them to perinatal care. John Nash, MD, chairman of the department of obstetrics and gynecology, says the physician team quickly moved to adopt procedures to avoid elective procedures prior to 39 weeks.

Hans P. Cassagnol, MD, associate chief quality officer and director of obstetrics and gynecology for Geisinger Northeast, says ProvenCare Perinatal is built around two primary tools. “We used evidence-based medicine and the electronic medical record to come up with a set of best practice measures,” he says.



In prenatal care, the best practices can sometimes be lab work, education, family history, social history, or radiology studies, Harry O. Mateer Jr., MD, director of obstetrics and gynecology at Geisinger Medical Center, says. What matters is that “all of those best practices are offered at the appropriate time for each and every individual, and that people don’t fall through the cracks because you think somebody else did it and you don’t have a good way of documenting and making sure it was done.”

Published in *The Journal of Nursing Administration* (2011 May; 4 (5): 226-230), ProvenCare Perinatal’s results show that the rate of C-sections at Geisinger Wyoming Valley Medical Center went from 36 percent down to 19 percent. In addition, ProvenCare Perinatal reduced the number of neonatal intensive care unit (NICU) admissions at Geisinger Medical Center by instituting key protocols such as smoking cessation education and intervention for pregnant women, and measures to identify gestational diabetes for appropriate treatment as early as possible.

Other results show that ProvenCare Perinatal reduced the average NICU length of stay by 1.5 days for babies of mothers who received care after the program’s implementation, allowing families to go home sooner.

“We continue to track outcomes and to modify the program to understand what really matters in the care of our mothers and newborns,” says Kerri Potsko, RN, BSN, associate vice president of women’s health. “Our results show that hospitals around the country can improve outcomes for moms and babies by taking these proven steps.”

The women’s health physician and leadership team presented ProvenCare Perinatal for a HealthLeaders webinar in September 2013.

**ProvenCare Lumbar Spine:** One of the newest additions to Geisinger’s ProvenCare model is ProvenCare Lumbar Spine, which is designed to re-engineer care delivery for elective lumbar spine fusion surgery. Healthcare experts believe lumbar spine fusion is one of the fastest growing inpatient procedures over the past 15 years, with upwards of 500,000 procedures being performed a year.

ProvenCare Lumbar Spine provides 38 best practice elements for patients undergoing one-level or two-level, lumbar-instrumented fusion with or without interbody fusion. The protocols start in the outpatient setting by making sure, for example, that patients are at a healthy weight for surgery. The model then extends through

perioperative care, wound care, and the post-discharge process.

The best practice elements were developed by a systemwide interdisciplinary team including neurosurgery, orthopaedics, internal medicine, pain management, GI nutrition, rheumatology, orthotics, physiatry, and pharmacology.

“As a tertiary care, multi-hospital system, we are in a unique position to perform broad care delivery re-engineering of all aspects of lumbar spine fusion surgery,” says Jonathan R. Slotkin, MD, director of spinal surgery, department of neurosurgery. “These process redesign efforts are labor intensive, but necessary to achieve reliable delivery of best practices.” Dr. Slotkin is also chairman of the operations committee of the National Neurosurgery Quality and Outcomes Database.

“As a multidisciplinary team, we’ve worked diligently to ensure every patient referred to us for lumbar spine fusion surgery receives the same evidence-based standardized best practice care protocols every time,” says Geisinger orthopaedic spine surgeon Michael Haak, MD, who also serves as president of the American Spinal Injury Association.



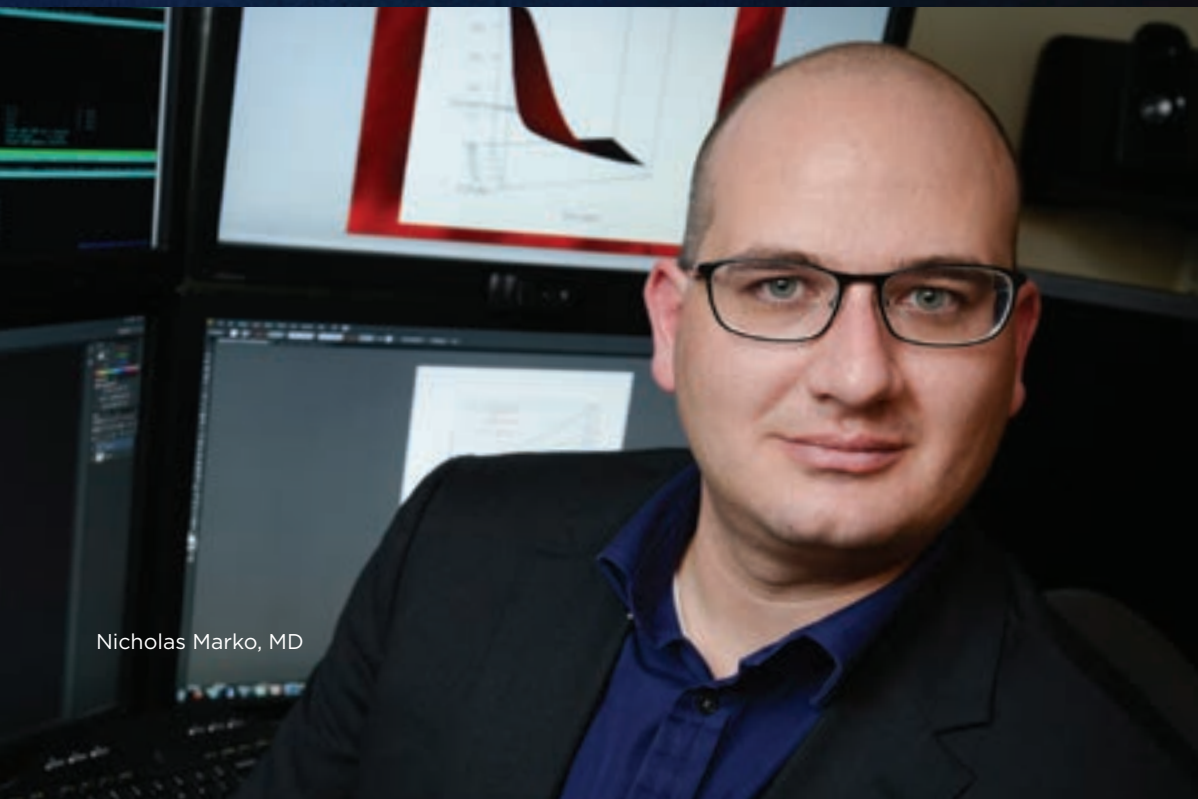
## Advancing Innovation through Big Computing

The new High-Performance Medical Computing Core facility within the Geisinger Institute for Advanced Application (GIAA) is leveraging the power of a parallel cluster computing environment to unearth novel answers to basic, translational, and clinical questions. The cluster allows researchers to complete computations in the period of several minutes or hours that would have taken a single computer one or two weeks to compute.

The Geisinger computational cluster, housed at the Sigfried and Janet Weis Center for Research, will significantly expand the scope of research that can be conducted in areas such as genome data analysis, image analysis, and clinical outcome and risk prediction.

“The cluster allows us to use complex mathematical and computational modeling strategies to provide novel answers to basic, translational, and clinical questions,” says Nicholas Marko, MD, director of neurosurgical oncology and co-director of the high-performance medical computing core facility.

For example, high-speed computing may allow scientists to compare the genome alignments of a patient with those of his or her parents. Researchers can then determine if the patient inherited a genetic variant or if the variant is unique to the child. If the variants are new, they are more likely to be contributing to or causing the disease.



Nicholas Marko, MD

## More Data, Better Care

Geisinger’s model as both a clinical enterprise and health insurance company have long enabled it to assemble and then apply data analytics to improve outcomes while reducing the cost of care in ProvenCare initiatives as well as other programs.

An example of Geisinger’s use of data analytics is the creation of dashboards found in nearly every Geisinger clinical department that create visual representations of large amounts of data pulled from the health system’s sophisticated electronic health records and billing system.

The goal of this data-driven approach is to use analytics to compare patient outcomes to historical data, as well as to predict how procedures will impact care quality and cost.

## Clinical Research

Clinical research is one of the foundations of Geisinger’s quality improvement efforts. In addition to Geisinger’s two dedicated research centers, clinicians throughout the health system are engaged in both investigator-initiated research and third-party trials. Geisinger researchers have set their sights on improving care in areas as diverse as autism spectrum disorders and total joint replacement. In 2013, there was a 26 percent increase in research funding (from 2012) to \$24.9 million, with investigators publishing 184 articles (up 10 percent from 2012).

“With state-of-the-art research tools and one of the nation’s most advanced and sophisticated electronic health records systems, Geisinger continues to attract top investigators who are looking for research opportunities they can’t find anywhere else,” says David H. Ledbetter, PhD, executive vice president and chief scientific officer.

Within Geisinger’s clinical departments, physicians and their teams are advancing patient care through translational research and

education. Many departments have embraced a partnership approach to research, working with institutions across the globe. Orthopaedics, for example, under the direction of Michael Suk, MD, JD, MPH, FACS, has been selected to participate in the Function and Outcomes Research for Comparative Effectiveness in Total Joint Replacement (FORCE-TJR) initiative, a nationwide, comprehensive database of total joint replacement and patient-reported outcomes. The FORCE-TJR research effort will collect data from 30,000 patients, develop tools with which to record the patients’ assessment of their surgery, and conduct research to guide both clinical care and healthcare policy.

Another example is the Cardiovascular Center for Clinical Research (CCCR), which is involved in more than 100 ongoing studies, including investigator-initiated, federally-funded studies and industry-sponsored studies, as well as biobanks and registries. Under the direction of Peter Berger, MD, the Center’s director and Geisinger’s chairman of cardiology, the CCCR promotes and supports clinical provider expertise in identifying, implementing and conducting randomized trials and other clinical research by managing relationships with industry sponsors and governmental agencies.

Ongoing clinical trials range from those investigating safety and effectiveness of new coronary and aortic stent technology to drug therapy for obesity as well as new cholesterol lowering drugs for patients at high risk of heart attack and stroke.

## Expanding Genomic Research

The Genomic Medicine Institute at Geisinger’s Sigfried and Janet Weis Center for Research has continued to make strides toward fulfilling the promise of targeted disease prevention and treatment via genetic screening. With a stable population and a reach of more than 2.6 million residents, Geisinger is in a unique position to study how disease impacts families.

“We believe that a new type of genomic test report, tailored for patient as well as clinician use, promotes shared decision making and trust.”

– Marc S. Williams, MD  
Director of Geisinger’s Genomic Medicine Institute



In 2013, the Institute launched an awareness campaign funded by an educational grant from Weis Markets: “Do you know about your family’s health history?” The program shows individuals how to collect their family health history and work with their physicians to develop a prevention plan to reduce the risk of disease.

Similarly, Geisinger was awarded in September 2013 a \$1.4 million research award from the Patient-Centered Outcomes Research Institute (PCORI) to study how best to share genomic lab results with patients. The project, which includes researchers from the Pennsylvania State

University and Virginia Polytechnic Institute and State University (Blacksburg, VA), is led by Marc S. Williams, MD, director of Geisinger’s Genomic Medicine Institute.

“We believe that a new type of genomic test report, tailored for patient as well as clinician use, promotes shared decision making and trust,” Dr. Williams says. “It also allows patients to be more involved in the management of their disorders and to make more informed decisions about their health and healthcare in conjunction with their clinicians.”



## Integrating Bioethics into Patient Care and Research

Dan Davis, PhD leads *Integrating Bioethics @ Geisinger*, a multifaceted initiative that focuses on improving the ethics quality of patient care and research. Dr. Davis works with clinicians at the bedside and with investigators, especially in the field of genomics. He will soon be working with professionals—clinicians and investigators who are affiliated with non-Geisinger organizations—who are committed to exploring the ethical dimensions of their work and to reflecting that commitment in daily practice.



Dan Davis, PhD

According to Dr. Davis, ethics quality covers ideals and norms that clinicians and researchers should achieve in patient care and research. These include:

- Providing treatment and interventions that are appropriate and effective, based on sound clinical and scientific evidence, and consistent with the patient's wishes and with the integrity of clinical judgment
- Ensuring that patients and their families are well informed about their options for the team-based multidisciplinary nature of contemporary healthcare
- Striving to communicate effectively and developing and sustaining effective collaborative relationships with members of the healthcare team
- Promoting research honesty and integrity, excellence, and accountability, along with respect for human participants

In addition, Dr. Davis is developing a Center for Rural Bioethics, designed to contribute, in measurable ways, to the advancement of education, research, and patient care at Geisinger. When fully staffed, the Center will be committed to ethics education, service-related functions, and ethics research and scholarship.

## Clinical Genome Project

Four Geisinger Health System researchers have taken center stage nationally in genomics thanks to new funding from the National Institutes of Health, which recently awarded Geisinger \$25 million as part of the Clinical Genome (ClinGen) Project. Building on genetic mapping of human DNA completed by the Human Genome Project in 2003, the ClinGen Project will harness data from hundreds of thousands of clinical genetics tests and determine which variants are most relevant to improving patient care.

The principal investigator for these grants is David H. Ledbetter, PhD, executive vice president and chief scientific officer of Geisinger Health System. Other key contributors to the ClinGen efforts are Christa Martin, PhD, director of the Geisinger Autism & Developmental Medicine Institute; Andy Faucett, MS, CGC, director of policy and education, Geisinger Genomic Medicine Institute; and Marc S. Williams, MD, director of Geisinger's Genomic Medicine Institute.

Because of this grant award, Geisinger patients will now be among the first in the nation to benefit from advances in personalized medicine.

"Technological advances are quickly allowing genome-wide analysis to become commonplace in the care of patients. However, the ability to detect DNA variants has greatly surpassed the ability to interpret their clinical impact, which has thus far limited the benefit of these technologies," says Dr. Ledbetter. "Improving genomic interpretation will require a coordinated effort from both the clinical and research communities."

In addition to providing key leadership in the ClinGen Project, Geisinger Health System will take the lead in developing a unique, patient-centered registry. This registry will serve not only as a community resource for individuals undergoing genetic testing, but as an innovative resource essential in the interpretation of genomic variants.

## MyCode Expands and Updates

The ability to study families is an extremely powerful tool for identifying disease-related genes and ultimately for providing personalized and preventive healthcare. As a result, Geisinger expanded its MyCode® project to include pediatric participants. MyCode involves collecting blood samples and health information from thousands of people for use in future research studies.

This expansion of MyCode allows researchers to investigate the genetic basis of disease in children and to follow participating children through adolescence and into adulthood. When both parents and their children are enrolled into the program, parents can give permission to link their samples and associated data for research studies. All Geisinger patients are invited to participate in MyCode, and more than 27,000 of them have given their consent.

Over the past year, MyCode updated the consent process to prepare for whole genome and exome sequencing of participants. Also, after holding focus groups with current participants, the protocol and consent were updated to include return of medically actionable results in EPIC.

## Geisinger Institute for Advanced Application

Geisinger's unique culture of innovation led to the September 2013 launch of the Geisinger Institute for Advanced Application (GIAA). The Institute will leverage Geisinger's cross-disciplinary expertise to make tangible contributions to improving healthcare quality and value-driven outcomes for patients, providers, payers and employers.

Designed to redefine conventional thinking regarding the use of new technologies and innovative approaches, GIAA will engage experts from Geisinger and other organizations who will be tasked with designing, evaluating, and operationalizing new models, applications, and technologies.

Led by Gregory Moore, MD, PhD, director, GIAA and chief, Emerging Technology and Informatics, Geisinger Health System, the GIAA will initially include three centers: the Center for Healthcare Re-engineering, co-directed by Kenneth Wood, DO and Pascale Carayon, PhD; the Center for Emerging Technology and Informatics, directed by Dr. Moore; and the Center for Clinical Innovation, directed by Jonathan Darer, MD, MPH.

## More OpenNotes for Patients

To better engage patients in taking control of their own care, Geisinger is granting patients access to their doctors' notes through their secure MyGeisinger online patient portal. MyGeisinger is regularly used by more than 240,000 patients to complete such tasks as messaging their healthcare team, looking at medication risks, and scheduling appointments.

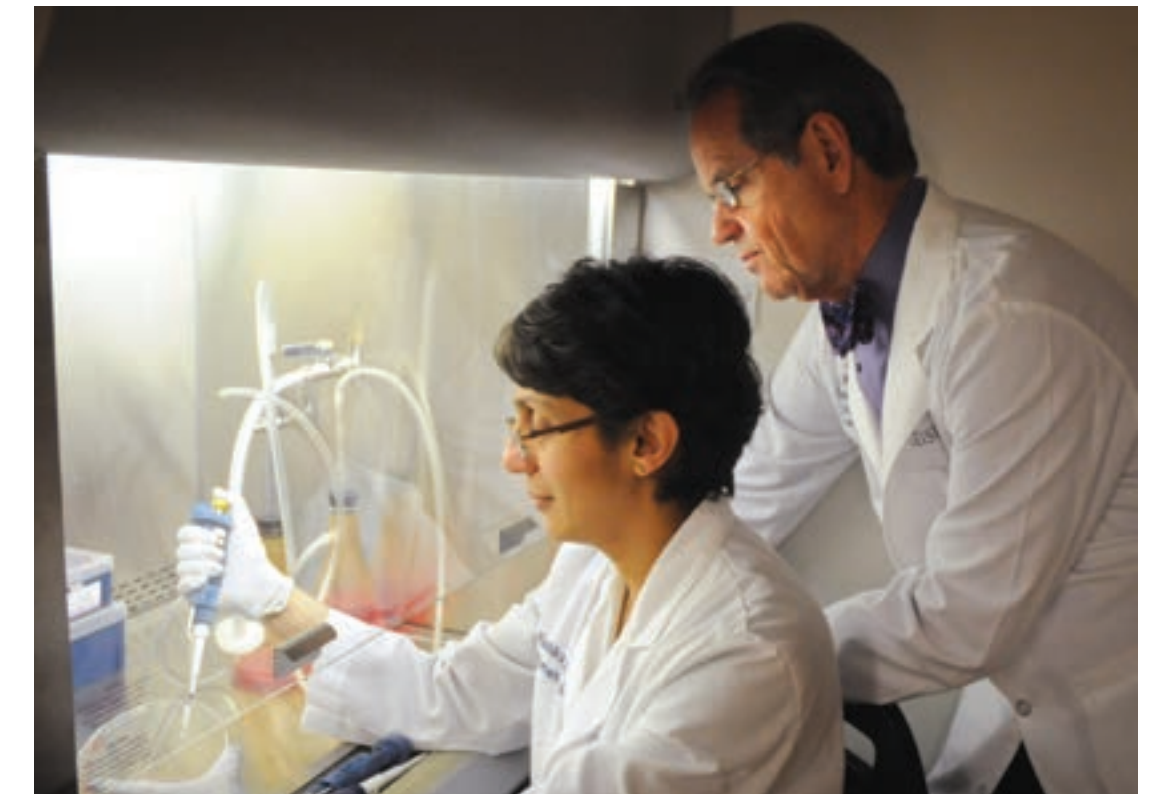
A note contains a detailed account of the visit, including the history, exam, relevant lab or study findings, and the clinician's assessment and plan of care. Currently

limited to outpatient visits and utilized

by more than 160,000 patients, the program is expected to expand to inpatient stays in 2014.



The expansion of OpenNotes® is the result of the 12-month OpenNotes pilot project funded by a \$1.4 million grant from the Robert Wood Johnson Foundation. "The study showed that patients who read their notes felt more engaged," says Jonathan Darer, MD, MPH, Geisinger's chief innovation officer for the division of clinical innovation and the Center for Clinical Innovation.





## TRANSFORMING MARKET LEADERSHIP

Whether focused on improving the health status of the residents of the Commonwealth through partnerships or telemedicine; collaborating with out-of-state health systems; or helping redesign how care is delivered and financed in Singapore, Geisinger remains dedicated to capitalizing on the “sweet spot” between its Clinical Enterprise and Health Plan to scale and generalize Geisinger innovations.

### Research

Geisinger Research, a component of Geisinger Clinic, works to transform healthcare and improve patient outcomes through discovery, validation, and implementation of new knowledge to ultimately provide better care for Geisinger’s patients. Through a broad research agenda undertaken across Geisinger Health System, researchers work to generate new knowledge that can be applied locally while having national and international implications.

Geisinger’s research program spans a broad range of topics from discovery of the underlying causes and mechanisms of disease to translation of these discoveries into improved patient care models. It



drives new models of healthcare service and delivery that will improve quality of care while enhancing access and affordability and seeks ways to achieve personalized healthcare for patients while increasing their satisfaction and engagement. And, most importantly, it leverages Geisinger’s integrated healthcare delivery system; large, stable patient population; advanced electronic health record; and clinical data warehouse to address the needs of patients in Pennsylvania and beyond.

The dedicated research buildings—including the Sigfried and Janet Weis Center for Research and the Henry Hood Center for Health Research on the

*(Continued on page 20)*

**From basic science research to epidemiologic research, research in our clinics systemwide, and clinical trials, Geisinger’s research programs concentrate on what can be uniquely done at Geisinger.**

- The **Sigfried and Janet Weis Center for Research** focuses on laboratory-based research on the molecular and cellular basis of diseases and on translational research, in particular genomic medicine.
- The **Geisinger Center for Health Research**, housed in the Henry Hood Center for Health Research, advances outcomes and population-based research and devises new models of care to improve the efficiency and quality of care to patients.
- The **Autism and Developmental Medicine Institute (ADMI)** is dedicated to clinical care, research, and education that will improve and expedite the diagnosis, treatment, and care of children with autism spectrum disorders and other developmental disorders.
- The **Genomic Medicine Institute** combines research, education and clinical care innovation in genomic medicine to develop innovative treatment strategies and to lead in the integration of genomics into integrated healthcare systems.
- The **Center for Re-engineering Healthcare Delivery** seeks to improve healthcare delivery by applying the principles of engineering to healthcare. The Center for Re-Engineering Healthcare Delivery is one of three centers under the Institute for Advanced Applications. The other two centers are the Center for Emerging Technology and Informatics and Center for Clinical Innovation.
- The **Geisinger Obesity Institute** addresses the challenges of obesity and obesity-related diseases in adults and children.
- The **Environmental Health Institute** works to understand links between land use, ecosystem health, community health, and human health, and to translate knowledge into changes that promote sustainable, healthy communities.
- Disease-focused research in **Cardiovascular Sciences, Neuroscience, Orthopaedics, Oncology, Nephrology and many other clinical departments** includes clinical trials as well as health services, outcomes, and laboratory-based approaches.



(Continued from page 19)

Danville campus and the Geisinger-Bucknell Autism and Developmental Medicine Center in Lewisburg—are home to some of Geisinger’s research centers and institutes. In addition, research takes place in numerous multidisciplinary institutes and clinical departments across the Geisinger service area.

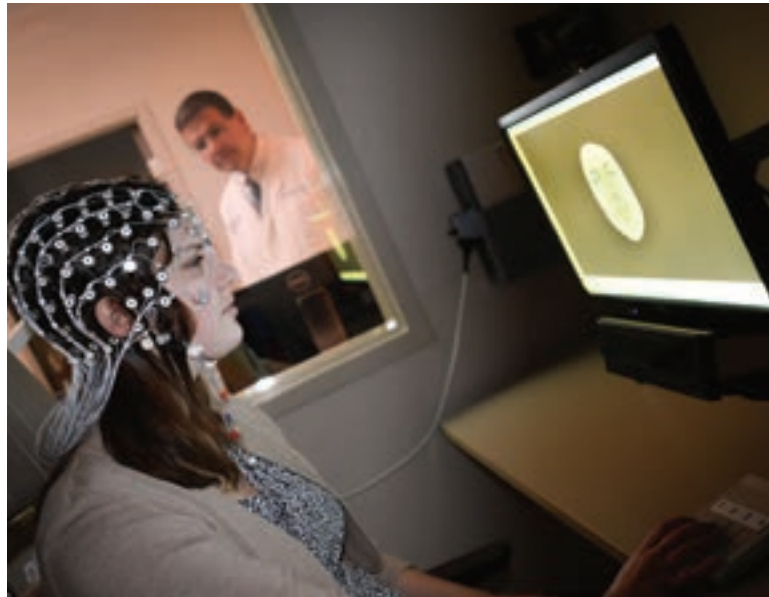
**Research Partnerships:** Geisinger continues to partner with hospitals and health systems, insurers—such as Highmark Blue Cross—academic and research centers, businesses, and communities to share innovations, ensure access to care, and extend its knowledge and technology. The result is a vast network of experts from organizations such as Bucknell University, Johns Hopkins University, Mayo Clinic, and Vanderbilt University connecting to share a wealth of knowledge, data, and resources that benefit Geisinger patients and Geisinger Health Plan members as well as families across the United States.

**Bucknell-Geisinger Research Initiative (BGRI):** In its second year of funding in 2013, a collaborative research program between Geisinger and Bucknell University (Lewisburg, PA) that focuses on research in the areas of medical devices and processes, neuroscience, operations research, bioinformatics and biostatistics, and community and regional health issues began publishing its findings.

In addition, the following second-round projects have received funding:

- Biomechanics of Genetic-Morphogenetic-Hemodynamic Feedback Loop in Heart and Vascular Development
- The Development of Methods to Improve the Operations and Performance Measurements of the Emergency Department

- Face Perception, Social Cognition and the Autism Spectrum: A Functional Magnetic Resonance Imaging Study in Children
- Exploring Packaging Platforms for Reducing Medication Errors
- Genetic Variation in CNTNAP2 and Correlation with Multisensory Integration in the Broader Autism Phenotype
- Methodology for Determining the Relationship between Surgical Drill Parameters and Bone Temperature
- Non-Environmental Health Impacts of Marcellus Shale Development



**Autism:** The Autism and Developmental Medicine Institute, a systemwide initiative designed to care for patients with autism spectrum and other developmental disorders, opened its headquarters and first location in Lewisburg, PA in 2013. The Geisinger-Bucknell Autism and Developmental Medicine Center seamlessly integrates clinical services, clinical research, training, and education through a multidisciplinary team of providers and researchers.

In addition to offering patients multidisciplinary care designed to improve how autism is treated, the Institute tests and refines clinical processes;

uses the genomics of developmental disorders for diagnosis and for developing individualized treatment plans; and encourages each patient and his/her siblings and parents to participate in research. Institute staff also work with area colleges and universities to develop new training programs and provide job opportunities for students in proven behavioral treatments.

“We believe Geisinger is the right place to develop a national model for integrating early and accurate diagnosis of developmental disorders; medical and behavioral treatments; and parent, sibling, and teacher training and support with a broad program of research and training,” says David H. Ledbetter, PhD, executive vice president and chief scientific officer.

**eMERGE:** Geisinger is among nine centers nationwide, including Mayo Clinic (Rochester, MN) and Vanderbilt University (Nashville, TN), participating in the Electronic Medical Records and Genomics (eMERGE) Network. The network is a consortium organized by the National Human Genome Research Institute (NHGRI) to develop, disseminate, and apply approaches to research combining genetics and patient data in the electronic health record.

Each member site is using electronic records linked to genetic samples for large-scale, high-throughput genetic research. The research is aimed at determining how genetic make-up gives some people a greater chance of developing chronic health conditions such as diabetes, Alzheimer’s, or heart disease.

The samples are obtained, with a patient’s consent, through past studies, biobanks, or residual blood and tissue samples. As part of eMERGE, Geisinger agreed in October 2013 to develop methods to return clinically-confirmed research results to research participants.

## Telemedicine

Geisinger’s telemedicine services provide community hospitals—many of which are in rural areas—with confidential, convenient, and cost-saving access to advanced specialty services so their patients can receive quality care close to where they live and work. The Geisinger Telemedicine Program connects patients who live in areas that do not typically have access to specialists through two types of telemedicine:

- Live, two-way audio/video consultations between patients and physicians
- Store-and-forward exams in which photographic and exam data is captured at the patient site and forwarded to a specialist at another location for review and interpretation

Examples of telemedicine services include:

**eICU:** Geisinger Health System’s eICU® connects remote intensive care units (ICUs) to a team of critical care specialists—including board-certified critical care intensivists and critical care nurses—who provide monitoring of patients’ vital information and real-time clinical status.

Based at Geisinger Medical Center, the eICU connects to other hospital ICUs at:

- Geisinger-Community Medical Center
- Geisinger-Lewistown Hospital
- Geisinger Wyoming Valley Medical Center

Evangelical Community Hospital in Lewisburg, PA and Schuylkill Health System in Pottsville, PA also participate with Geisinger’s eICU program, helping remote ICU staff monitor performance against quarterly best-practice reports on metrics important to critical care.

**Telestroke/eNeuro:** For patients who may have suffered a stroke, time is of the essence. Many communities do not have adequate neurological expertise, however. As a certified stroke center and the only neurovascular intervention center in the region, Geisinger Medical Center employs board-certified stroke specialists who use audio/video consultation

and remote review of radiology exams to help physicians diagnose and treat patients with clot-busting thrombolytic medications, 24 hours a day, seven days a week. Geisinger monitors the following facilities:

- Geisinger-Community Medical Center
- Geisinger-Lewistown Hospital
- Geisinger-Shamokin Area Community Hospital
- Geisinger Wyoming Valley Medical Center
- Evangelical Community Hospital
- Schuylkill Health System
- Wayne Memorial Hospital (coverage commencing in 2014)
- Windber Medical Center

In addition to stroke, many patients require neurologic care for a variety of other conditions, including headaches and seizures. Geisinger’s eNeuro program provides telemedicine-based neurology consult services for any type of neurologic evaluation.

**Pediatric Cardiology:** For every 1,000 children born, nine have heart conditions ranging from mild heart murmurs to those that require surgery. Geisinger’s pediatric cardiologists provide expert interpretations of echocardiograms, electrocardiograms, and Holter monitoring exams for regional hospitals and providers. The Geisinger Pediatric TeleEcho Service allows remote caregivers to transmit studies to Geisinger specialists for interpretation, facilitating timely, accurate diagnosis and treatment planning.

**Tele-Rheumatology:** Patients can undergo a rheumatology consult at a variety of Geisinger community practice offices with the help of a telemedicine-trained nurse using audio/video technology. Using telemedicine, Geisinger rheumatologists are able to perform a “virtual joint exam” to assess for joint pain, joint swelling, and range of motion; correctly diagnose the patient’s condition; recommend treatment; and perform follow-up exams.

## Telemedicine services and outpatient locations\*

- **Adult Psychiatry:** Lycoming (Montoursville)
- **Adult Psychiatry-Bariatrics:** Scenery Park
- **Adult Psychiatry-Pain:** Geisinger South Wilkes-Barre, Pain Clinic
- **Behavioral Psychiatry:** Geisinger South Wilkes-Barre, Sleep Clinic
- **Dermatology:** Frackville, Geisinger Specialty Care-Shamokin, Lock Haven, Philipsburg, Scenery Park, Berwick
- **Geriatric Psychiatry:** LIFE Geisinger-Kulpmont, LIFE Geisinger-Scranton
- **Maternal-Fetal Medicine:** Gray’s Woods, Lewistown, Tunkhannock
- **Pediatric Psychiatry:** Pottsville
- **Pulmonology:** Frackville, Gray’s Woods, Lycoming (Montoursville), Mount Pocono, Philipsburg (Moshanon Valley)
- **Rheumatology:** Frackville, Lycoming (Montoursville), Mount Pocono, Philipsburg (Moshanon Valley)
- **Virtual Sleep:** Lake Scranton, Mount Pocono, Selinsgrove-Susquehanna University, Tunkhannock

*\*All locations refer to Geisinger Community Practice offices unless otherwise noted.*



## Population Health

For more than a decade, Geisinger has been focused on population health: delivering value-based care across a continuum of care—from the healthy to the critically ill. Geisinger's model and its sophisticated electronic health record have enabled Geisinger to use best practices, predictive analytics, and electronic tools to manage specific patient populations.

ProvenHealth Navigator® (PHN), Geisinger's advanced medical home, is a collaborative effort between Geisinger Health Plan (GHP) and Geisinger Clinic. PHN is designed to drive sustained changes in healthcare quality and value by providing physician-directed, team-delivered care. The model works to improve the quality of care provided through the implementation of a series of patient-centered, integrated, and evidence-based clinical protocols that support sustainable systems of care. At the model's core is the application of population management capabilities, including moving nurse case managers into Geisinger and non-Geisinger practice sites supported by near-real time data analytics.

"To manage outside the office, it really takes a team," says Frederick Bloom, MD, chief of Geisinger's care continuum. According to Dr. Bloom, PHN is focused on covering all the necessary ground in "taking care of a population of patients."

"The goal of ProvenHealth Navigator is to support the directive of the Institute for Healthcare Improvement's Triple Aim," says Janet Tomcavage, RN, MSN, chief administrative officer of Geisinger Health Plan. The Triple Aim identifies three objectives for new healthcare designs: improve population health, enhance the patient experience, and reduce per capita costs. "We wanted to improve quality, but there also needed to be a business case. The care delivery model needed to reduce total cost of care, and it has."



### ProvenHealth Navigator Outcomes (2007–2012)\*

- 27.5% reduction in acute care admissions
- 34% reduction in all cause 30 day readmissions
- 72% of patients thought that quality of care improved when they worked with a ProvenHealth Navigator case manager
- ED visits remain flat for ProvenHealth Navigator while ED visits have increased significantly for unmanaged patients
- Demonstrated improvement in the risk of heart attack, stroke, and retinopathy in individuals with diabetes

*\*Outcomes represent the period 2007–2012 and over 80,000 Geisinger Health Plan members in Geisinger Health System practices.*

## Transitions of Care

"Transitions of care" refers to the patient care journey—where care shifts from one care setting to another, such as from a hospital to a skilled nursing facility, to home, and sometimes back to the hospital. Geisinger has earned national accolades for its innovative care transitions model which leverages technology and a case manager's experience and skill to target high-risk patients in a patient-centered strategy that works between Geisinger and non-Geisinger facilities.

Geisinger's ProvenHealth Navigator (PHN) case managers focus on these care transitions. They are notified about every admission, and, in turn, contact the hospital discharge planner to gauge progress and anticipate home care needs. "Transitions of care was a very thoughtful and strategic approach when we started medical home," says Janet Tomcavage, RN, MSN, chief administrative officer of Geisinger Health Plan.

"All of these transitions need to be actively managed to prevent unnecessary admissions or readmissions," says Frederick Bloom, MD, chief of Geisinger's care continuum. The most important part of the transition is medication reconciliation. The result is improved quality, reduced cost, and high patient and provider satisfaction scores.

Diabetes, hypertension, coronary artery disease, and cholesterol HEDIS scores are all better, according to Duane E. Davis, MD, president and CEO of Geisinger Health Plan. "Our savings more than cover the additional expense of the nurse and it has demonstrated a positive impact. We've seen a more than 30 percent reduction in readmissions."

## Mobile Apps

Mobile technology is an important tool used to help manage chronic conditions like asthma. One of Geisinger's key mobile health projects is the electronic capture of patient-reported data. Geisinger uses an electronic survey that gathers information from patients with asthma

about how effectively they are managing their condition. Patients answer the five to seven questions via computer or smart phone. Patients with a poor asthma control test score, indicating that their asthma may not be under control, receive an intervention call from a nurse, who will help them better manage their condition.

"The electronic survey makes it possible to catch problems before the patient ends up in the emergency department," explains Jonathan Darer, MD, MPH, chief innovation officer, division of clinical innovation. "With this technology we are able to check in more often with the patient."

## Care Connectivity Consortium

A network of high-performing health systems—Geisinger, Intermountain Healthcare, Kaiser Permanente, and Mayo Clinic—have formed a nationwide secure and reliable electronic health information exchange.

"The Care Connectivity Consortium founders share a common mission to use the health information exchange to support patient-centered, high-value care for the citizens of this nation. The consortium is utilizing standards-based health information technology to share data about patients electronically," says Glenn D. Steele Jr., MD, PhD, Geisinger president and CEO. "The goal of the consortium is to provide patients—no matter where they are—better and safer care through accessible data."

Frank Richards, Geisinger's chief information officer, says, "Care Connectivity Consortium members share a clear vision that the access to full medical information that exists in each of the systems should be extended to all patients by connecting all communities and the nation in order to improve healthcare for all Americans."

This connectivity is enabled by Healthways, a collaboration leveraging the consortium's advanced patient-centered care technology with a robust network.

## Clinical Partnerships

The full merger and integration of Lewistown Hospital into Geisinger Health System became effective November 1, 2013. "This is tremendous news for Lewistown Hospital, our patients, staff, and area residents," says Kay A. Hamilton, Geisinger-Lewistown Hospital chief administrative officer. "This merger with Geisinger ensures that a strong, not-for-profit healthcare system focused on patients remains in Lewistown."

"We welcome the Lewistown Hospital team into the Geisinger family, and look forward to building programs, growing services, improving outcomes, and demonstrating value to the people of the Juniata Valley," says Glenn D. Steele Jr., MD, PhD, Geisinger's president and CEO.

Geisinger has also signed letters of intent with Holy Spirit Hospital (Camp Hill, PA) and AtlantiCare Health System (Atlantic City, NJ) to explore new ways to improve care and serve their respective communities. The signing of the letters of intent enables each organization to investigate in greater detail the opportunities to affiliate. The due diligence and approval process is expected to take six to nine months.

Says Dr. Steele, "We are proud to partner with organizations that share our culture of quality and innovation and are committed to enhancing population health. We are pleased to look at ways we can further our missions together."







### KeyHIE Transform Expands Connectivity

A new, low-cost software tool, developed by Geisinger Health System and powered by BridgeGate International called KeyHIE Transform™, allows nursing homes and home health agencies—with or without an electronic health record—to contribute patient assessment information to KeyHIE.

This low cost, easy to implement innovation, which meets national HL7 standards for interoperability, is linking providers and health exchanges locally, regionally, and nationally to better coordinate care and ultimately to improve care value.

### Keystone Health Information Exchange

One of the nation's largest and most advanced health information exchanges, the Geisinger-led Keystone Health Information Exchange (KeyHIE®), now links hospitals, long-term care facilities, community health clinics, and other healthcare professionals in more than 53 Pennsylvania counties to ensure health information follows patients, regardless of where they receive care.

Access to KeyHIE provides:

- Emergency departments, care managers and home health nurses the ability to access critical information, including medical histories, allergies and a variety of test results, including results from ECGs, Holter monitoring, and stress tests

- Physicians with their patients' hospital discharge summaries
- Hospitals with patient information when a patient is admitted or treated in an outpatient setting
- Patients with the ability to interact with all their KeyHIE-participating doctors and nurses, regardless of facility affiliation, and view their clinical information from participating healthcare organizations through the KeyHIE patient portal, MyKeyCare

MyKeyCare also functions as a personal health record that allows nearly 3,000 active users to upload health information from non-participating healthcare providers and keep track of all their healthcare information in one place.

### KeyHIE Connections\*

22 participating hospitals

175 physician practices

28 home health locations

70 long-term care facilities

749 Bucknell University students who utilize MyKeyCare to access their Student Health Center

(\*as of 12.5.13)

### Keystone Accountable Care Organization

The Keystone Accountable Care Organization (ACO) is a network of regional doctors, hospitals and other healthcare providers who have agreed to work together to provide coordinated care and chronic disease management for their Medicare patients. This network provides patients with increased access to the expertise, staff, and technology needed to coordinate care across all the places where service is provided.

The Keystone ACO is among a select group of ACOs nationally that have been selected to participate in the Medicare shared-savings program.

Participating Keystone ACO hospitals:

- Evangelical Community Hospital, Lewisburg, PA
- Geisinger-Bloomsburg Hospital, Bloomsburg, PA
- Geisinger-Community Medical Center, Scranton, PA
- Geisinger Medical Center, Danville, PA
- Geisinger Wyoming Valley Medical Center, Wilkes-Barre, PA
- Wayne Memorial Hospital, Honesdale, PA

Participating Keystone ACO physician groups:

- Evangelical Medical Services Organizations, Lewisburg, PA and surrounding communities
- Highland Physicians, Ltd., Honesdale, PA
- Wayne Memorial Community Health Centers, Honesdale, PA and surrounding communities

### Retail/Urgent Care Clinics

Geisinger's community-based Careworks and Urgent Care centers provide convenient access to treatment for minor illnesses and common minor medical problems/injuries, and preventive care and screenings. To ensure seamless communication between healthcare providers, visits are documented in patients' electronic health records.

"By eliminating unnecessary emergency department visits, the model has been effective at improving quality, patient satisfaction, and controlling costs," explains Kenneth Berndt, CEO of Careworks.

The two venues are:

- **Careworks Convenient Healthcare** offers

convenient, affordable healthcare provided by Geisinger nurse practitioners and physician assistants. Services include diagnosing, treating and writing prescriptions for common medical problems, including cold and flu symptoms, allergies, insect bites, earaches and sinus infections. Also provided are immunizations, screenings and various wellness services. Careworks currently operates 11 walk-in and after-hours clinics, with plans to open at least 13 more clinics in 2014.

- **Urgent Care** provides more extensive services to treat acute illnesses and minor injuries, helping patients avoid unnecessary emergency room visits. These sites, located at Geisinger South Wilkes-Barre and Geisinger Wyoming Valley, include X-ray, EKG, IV hydration, and phlebotomy. There is also a pediatric urgent care center located in Selinsgrove at Susquehanna University.

In addition, Careworks provides tailored consulting to help hospitals and health systems across the country implement and operationalize convenient care clinics into their local system of care.



### Keystone Beacon Community

Meeting or exceeding its care coordination, communication, and connectivity goals, the three-year federally funded Keystone Beacon Community formally concluded in fiscal year 2013. The care coordination progress in Keystone Beacon's geographic footprint (Columbia, Montour, Northumberland, Snyder, and Union counties), however, is serving as scaffolding for Geisinger's next round of clinical and payment initiatives.

Keystone Beacon was the first of the 17 Beacon communities in the United States to translate its experiences and lessons learned about notifications through the electronic health record into actionable information that can be adapted for use by other communities. These notifications improve patient transitions and reduce unnecessary readmission rates by using admission, discharge, and transfer-based notification through electronic health records.

### Patient Portal goes Mobile

Geisinger's electronic health portal—MyGeisinger—is now available on mobile devices, including smart phones. Used by more than 240,000 Geisinger patients, this secure web portal to the EPIC-based electronic health record is accessible anywhere internet is available. MyGeisinger provides a secure, confidential, and efficient way to view health information, make appointments, message healthcare providers, pay bills, and track personal health and wellness goals.



## Geisinger Blood Center

To ensure that blood products are readily available for Geisinger patients in central and northeastern Pennsylvania, Geisinger established its own Blood Center in 2012.

Mike Quint, the center’s director, says that, as a result of the acute nature of the illnesses and injuries Geisinger treats every day, the demand for blood and blood products is great. “Every unit of blood that’s donated in this community supports life in this community,” he says.

Geisinger Medical Center alone uses more than 70 units of blood a day or approximately 25,000 units of blood a year. Cancer patients, surgical patients, premature infants, people being treated for accidents and trauma, recipients of bone marrow and organ transplants, and patients with chronic diseases, such as hemophilia, all depend on donated blood as part of their care.

Geisinger’s blood center follows transfusion medicine’s best practices to collect exactly the amount of blood that is needed to efficiently and effectively care for its patients in the service area.

The Geisinger Blood Center is a partnership with the Institute for Transfusion Medicine (ITxM), an organization that specializes in transfusion and related services.

## Geisinger Health Plan

“Geisinger Health Plan has been offering quality insurance products to Pennsylvania residents for more than 25 years,” says Duane E. Davis, MD, president and CEO of Geisinger Health Plan. “By leveraging the ‘sweet spot’ between the Clinical Enterprise and Geisinger Health Plan we are able to scale and generalize the innovative programs that focus on improving health while containing costs that have placed us in the national spotlight,” he says. “We are happy to bring our programs and expertise to thousands of additional families through Pennsylvania’s HealthChoices program and partnerships with a variety of systems that share our commitment to quality and value.”

**HealthChoices:** Individuals and families eligible for Pennsylvania Medical Assistance (HealthChoices) can now choose Geisinger Health Plan for their medical assistance (MA) plan in 22 counties of central and northeastern Pennsylvania. The managed care program is designed to improve access to and quality of care for MA consumers throughout Pennsylvania. The plan will be offered under the name Geisinger Health Plan (GHP) Family.

GHP Family covers doctor’s office visits; emergency care; preventive services including immunizations and cancer screenings; diabetes care; well woman and maternity care; dental and vision services; and prescription drugs. In addition, members have access to unique GHP Family benefits including the Extra Eye Care benefit, ProvenHealth Navigator “Right from the Start” maternity program, a nurse hotline, health and wellness information and reminders, as well as health coaches.

Dudley Gerow, GHP’s chief government programs officer, says, “It is important for

us to have an option to fit every need in the community. For example, we now cover more than 9,000 children in the Children’s Health Insurance Program (CHIP). We are happy to partner again with the Commonwealth of Pennsylvania.”

**GHP Partnerships:** Geisinger Health Plan (GHP) is partnering with a number of progressive health systems that are focused on improving quality and outcomes, and fundamentally changing the way healthcare is delivered and financed.

In 2012, GHP expanded its reach outside of Pennsylvania when it began providing coverage to West Virginia United Health System’s Morgantown-based employees and their dependents. In addition, GHP is working with Meridian Health System (central and southern New Jersey) to offer Geisinger Gold Medicare Advantage plans to individuals in New Jersey’s Ocean and Monmouth counties. In 2013, GHP began a third-party administrator relationship with EMHS (Eastern Maine Health System,

Brewer, ME) offering coverage to EMHS employees and their dependents. GHP also began offering pharmacy benefit services to Christiana Care Health System, Wilmington, DE employees in July.

## Office of Strategic Industry Partnerships and Negotiations

The Office of Strategic Industry Partnerships and Negotiations is charged with identifying, structuring, and developing key partnerships with top-tier global companies that, like Geisinger, seek to transform the way in which healthcare is provided and paid for nationally. The primary intent of these select strategic partnerships is to leverage the aligned interests and complementary assets of Geisinger and its partners in order to develop, test, and deliver innovations that increase quality and reduce total cost of care in the United States.

## Partnering with Employers: Destination Care

With more employers and insurers offering incentives like reduced out-of-pocket costs to encourage employees to travel for their care to designated high-quality health systems, Geisinger launched its Destination Care program.

Employers say they can save money, in part, by working with health systems that specialize in high-acuity programs by negotiating a single rate that includes the fees for surgeons, anesthesiologists, and all medical care for 90 days following the procedure. By leveraging its internationally recognized ProvenCare® program, Geisinger is well positioned to attract high-margin procedures that are reimbursed at commercial rates.



Walmart, the nation’s largest employer, named Geisinger as one of six health systems<sup>1</sup> nationally where its employees and dependents who need cardiac surgery can receive care with no out-of-pocket expenses or travel costs. Covered cardiac surgeries include coronary artery bypass grafts, heart valve replacement/repair, closures of heart defects, thoracic and aortic aneurysm repair, and other complex cardiac surgeries.

Since Walmart kicked off its Centers of Excellence program, Geisinger’s cardiac team has cared for a number of Walmart employees who have specified that Geisinger is the health system where they wished to receive their cardiac surgery.

“Geisinger’s Destination Care program provides an array of surgical procedures for patients who are willing to travel for care beyond their local provider markets, and for companies that are interested in developing new benefit programs to include employee travel for specific, non-emergent procedures,” says Joanne Wade, Geisinger’s executive vice president, Strategic Program Development.

<sup>1</sup> The six designated healthcare organizations include Cleveland Clinic in Cleveland, Ohio; Geisinger Medical Center in Danville, Pa.; Mayo Clinic sites in Rochester, Minn., Scottsdale/Phoenix, Ariz., and Jacksonville, Fla.; Mercy Hospital Springfield in Springfield, Mo; Scott & White Memorial Hospital in Temple, Texas; and Virginia Mason Medical Center in Seattle, Wash.





*Geisinger-Dallas features family medicine, pediatrics, women's health, lab, radiology, and specialty outreach services. The 17,000 square-foot facility also includes a CareSite Pharmacy and Careworks After Hours clinic.*

## Greening Geisinger's Footprint

Energy conservation initiatives across the Geisinger system have netted more than \$7 million in annual energy savings. These measures include achieving efficiencies in water chillers, boilers, and lighting.

"Reducing energy consumption lowers pollution," says Alan Neuner, vice president of facility operations at Geisinger, "so we track energy saved and quantify the impact on the health of the more than 2.6 million people we serve."

Sustainability initiatives were first implemented in 2006 during construction of the Henry Hood Center for Health Research, now a Leadership in Energy & Environmental Design (LEED) Silver building. Today, Geisinger has eight LEED-certified buildings. In addition, the Laboratory Medicine Building on the Geisinger Medical Center campus—scheduled to open in April 2015—is also designed to be LEED-certified.

"Being sustainable is the right thing to do for our community and our health system," says William J. Gladish, Geisinger's director of construction. "We are so committed to the environment that all of our new buildings are designed to be LEED-certified buildings."

Geisinger's LEED-certified buildings include:

- Buckhorn Office Building, Bloomsburg, PA
- Geisinger-Dallas Clinic, Dallas, PA
- Geisinger-Gray's Woods, State College, PA
- Geisinger-Orwigsburg, Orwigsburg, PA
- Geisinger Wyoming Valley Critical Care Building, Wilkes-Barre, PA
- Henry Cancer Center, Wilkes-Barre, PA
- Henry Hood Center for Health Research, Danville, PA
- Hospital for Advanced Medicine, Danville, PA
- Justin Drive Office Building, Danville, PA

## Knowledge Dissemination

Healthcare strategists, government leaders, and healthcare executives from around the world look to Geisinger because the health system has assumed accountability for coordinating and organizing care in order to reduce variability, improve outcomes, and decrease costs. Geisinger accomplishes this goal in a variety of ways, including offering a robust continuing education program, encouraging employees to publish outcomes and present findings at key conferences, publications, and through the launch of xG Health Solutions™.

xG Health Solutions was created in 2013 to bring Geisinger expertise in healthcare delivery to organizations nationwide. xG Health, supported in part by a \$40 million investment by Oak Investment Partners, is the primary provider of Geisinger's Healthcare Performance Improvement Intellectual Property (IP).

xG Health provides experienced professionals to partner in developing and implementing strategies focused on improving quality and reducing cost of care over the long haul. "We have roots in one of America's most innovative and successful health systems," says Earl

Steinberg, MD, MPP, xG's chief executive officer who also serves as executive vice president, Innovation & Dissemination, Geisinger Health System. "Our clinician-led management team has had multi-dimensional experience at Geisinger and other leading institutions. Our methods have been proven to improve quality of care while reducing cost of care not only at Geisinger, but also at several other health systems," he says.

The main goal of client engagements is to help those organizations transform to value-oriented care delivery, while improving quality, clinical outcomes, patient and provider satisfaction, and reducing cost. xG Health has already partnered with more than a dozen organizations from West Virginia to Maine, Georgia to Washington State.

xG Health offers a variety of products and services, including volume-to-value roadmap, care design and delivery, population health analytics, and financial best practices. These offerings are powered by Geisinger Health System's methods that have been proven to achieve best-in-class outcomes.



*On June 3, 2013, Geisinger-Community Medical Center (G-CMC) broke ground on a \$97.1 million expansion project. Scheduled to be completed in the summer of 2015, the expansion will include a 14-room operating suite, a new intensive care unit with eICU capabilities, an enhanced lobby that will extend to Mulberry Street and additional clinical and physician office space. The G-CMC expansion is part of the \$158.6 million investment Geisinger Health System committed to Scranton and its surrounding communities.*



## TRANSFORMING THE GEISINGER FAMILY

Geisinger's heritage of excellence and tradition of service is grounded in and contingent upon the personal and professional well-being of the Geisinger family. Geisinger will secure its legacy by providing its people with opportunities for learning and knowledge sharing; recruiting and retaining the best and brightest professionals; and developing and sustaining world-class formal education programs that strive for academic excellence and distinction.

### Employee Health and Wellness

Geisinger began cultivating a culture of wellness in 2006 with the implementation of Geisinger Wellness, a program designed to motivate Geisinger family members to be active partners in achieving healthy lifestyles. The Geisinger Wellness mission is accomplished through the identification, development, and promotion of interactive educational opportunities focused on healthy behaviors, as well as risk factors associated with chronic disease. The program includes weight-loss and weight-maintenance challenges; resources and tips on diet, exercise, stress management, tobacco cessation, and work/life balance; and tools including exercise planners, food and strength logs, and step and weight trackers. In addition, employees can use Geisinger's internal social collaboration website to participate in wellness discussions and support groups, and to share tips, ideas, and recipes.

Over the past five years, Geisinger has increased its portfolio of programs designed to improve the health and wellness of its employees and their families with the addition of MyHealth Rewards, an incentive-based program offered to employees who are also Geisinger Health Plan (GHP) members.

Launched in 2012, MyHealth Rewards is designed to help employees achieve and maintain personal wellness goals through education, awareness, and health/wellness coaching, while rewarding those who achieve their goals with a reduction in the contributions they make to their healthcare premiums.



"Employers across the country—including Geisinger—are looking for ways to improve the health of their employees, decrease absenteeism, and control costs," says Janet Tomcavage, RN, MSN, chief administrative officer of Geisinger Health Plan. "MyHealth Rewards is, at its core, a population health management program that focuses on overall health and wellness, including obesity and chronic illness, both of which are pervasive in our society."

MyHealth Rewards 2012 results included:

- Approximately 15,000 pounds were lost by employees; on average, each participant lost 10 pounds
- 246 employees quit smoking
- Nearly 100 participants are being treated for medical conditions that they didn't know they had
- 73 percent of more than 14,000 benefits-eligible employees participated in the program
- More than 17,000 health screenings were provided

Geisinger was one of the first health systems in the country to require all job applicants to be nicotine-free.

Geisinger was one of 65 companies nationwide to be named a Best Employer for Healthy Lifestyles by the National Business Group on Health in 2013.

In 2012 and 2013 Geisinger earned the American Heart Association's Gold Certification as a Start! Fit-Friendly Company.

### Bringing Farm Freshness to the Workplace

The inaugural 2013 Get Fresh Market was held weekly at Geisinger Medical Center. Featured dishes were also available at Geisinger Wyoming Valley Medical Center and Geisinger-Community Medical Center. In 2014, the Get Fresh Market will have a presence on all Geisinger campuses.



## Geisinger PRIDE

Hundreds of Geisinger family members are involved in Geisinger's Proven Innovation Drive for Excellence (PRIDE) initiative. PRIDE engages employees in dozens of project teams dedicated to re-engineering and improving the system's processes, workflow, and reliability; enhancing patient care; and reducing costs and increasing value. Project teams set their goals according to PRIDE's guiding principles, focusing on:



- Patients and their families
- Innovation
- Continuous improvement tracked by measurable data
- Best practices and transparency
- Optimum productivity, deployment, and cycle time

PRIDE project teams are targeting a variety of mission-related initiatives, including community-based care, pain management, coding, clinical and non-clinical supplies, and emergency medicine.

## Education

Geisinger has a long-standing commitment to medical education and takes seriously its responsibility to train physicians, nurses, and other healthcare professionals. Embracing its legacy of patient-centered care and academic excellence, Geisinger's educational programs provide students with an understanding

of how quality, value, patient safety, and team skills are integrated into the delivery of modern medicine. At Geisinger, students and residents receive real-life experience working in an integrated health system at hospitals and clinics, as well as training in how to apply the advanced electronic health record, technology, and innovative solutions directly to patient care.

Geisinger serves as the clinical campus of Temple University School of Medicine, Philadelphia College of Osteopathic Medicine and The Commonwealth Medical College. Each year, more than 270 medical students from these and other top educational institutions complete their training at Geisinger. The system offers programs that spotlight Geisinger's unique and visionary attributes as an integrated delivery system, as well as health information technology, innovation, and education in medical specialties and clinical electives.

In addition, Geisinger trains approximately 400 residents and fellows at Geisinger Medical Center, Geisinger Wyoming Valley (GWV) Medical Center, and Geisinger-Community Medical Center.

The health system's patient-centered, interprofessional model focuses on evidence-based decision making that helps to prepare students for the future of healthcare. According to Linda M. Famiglio, MD, Geisinger's chief academic officer and a pediatric neurologist, "We have a powerful ability to train physicians and keep them here. About one-third of our trainees stay and practice in Pennsylvania."

## Educational Leadership

**Linda M. Famiglio, MD, FAAP**  
*Chief Academic Officer*

**Joseph J. Stella, DO, FACOS**  
*Associate Chief Academic Officer for Osteopathic Medical Education*

**Douglas F. Kupas, MD, FACEP**  
*Associate Chief Academic Officer for Simulation and Medical Education*

**Michelle Thompson, MD**  
*Associate Chief Academic Officer for Inter-professional Education and Quality*

### Advanced Practice Council Leadership

Ronald Byerly, PA-C  
Allison Mowery, CRNP  
Jay Thomas, CRNA



## Graduate Medical Education Programs

### Residencies

Anesthesiology  
Clinical Psychology  
Dermatology  
Emergency Medicine  
Family Medicine – GWV  
General Surgery  
Internal Medicine  
Medicine – Pediatrics  
Neurology  
Neurosurgery  
Obstetrics/Gynecology  
Ophthalmology  
Oral & Maxillofacial Surgery  
Orthopedic Surgery  
Osteopathic Surgery – GWV  
Otolaryngology  
Pediatrics  
Pediatric Dentistry  
Radiology  
Urology

### Fellowships

Cardiovascular Medicine  
Clinical Cardiology Electrophysiology  
Critical Care Medicine  
Cytopathology  
Dermatopathology  
EMS  
Gastroenterology & Nutrition  
Interventional Cardiology  
Maternal Fetal Medicine  
Medical Physics  
Nephrology  
Palliative Medicine  
Procedural Dermatology  
Pulmonary/Critical Care  
Rheumatology  
Sports Medicine – GWV  
Vascular Surgery

### Program Director

Michael Entrup, MD  
Christine Chew, PhD  
Michele Maroon, MD  
Robert Strony, DO  
Steve Evans, DO; APD and AOA PD  
Mohsen Shabahang, MD  
Mary Harris, MD  
Michelle Thompson, MD  
Jonathan Hosey, MD  
Shelly Timmons, MD, PhD  
P. Joseph Swanson, MD  
Vincent Baldassano, MD  
Robert Pellechia, DDS  
Gerry Cush, MD  
Joseph J. Stella, DO  
J. Scott Greene, MD  
Paul Bellino, MD  
Karen Uston, DDS  
Anne Dunne, MD  
Joel Sumfest, MD

### Program Director

Terry Bauch, MD  
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Karen Korzick, MD  
Haiyan Liu, MD  
Tammie Ferringer, MD  
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Robert Smith, MD  
Thomas Scott, DO  
Michael Joseph Paglia, MD, PhD  
Andrew J. Jones, PhD  
William Difilippo, MD  
Neil Ellison, MD  
Michael Ramsey, MD  
Paul Simonelli, MD, PhD  
Alfred Denio, MD  
David Ross, MD  
James Elmore, MD

## Family Practice Residency

Geisinger expanded its GWV-based Family Practice residency to address the massive shortage of family medicine doctors in northeast Pennsylvania. "The Dr. David Kistler Family Medicine Residency Program is charged with repopulating the area with family medicine-trained physicians in the tradition of the late Dr. Kistler, the founder of family medicine training in northeast Pennsylvania more than 25 years ago," says Dr. Famiglio.



## Geisinger Physician Assistant Residency Program

### Residency Program

General Surgery  
Internal Medicine  
Neonatology  
Neuroscience

### Program Director

Nevin Gorki, PA-C  
Esther Klinger, PA-C  
Ray Hayes, MD  
Wayne Rodrigues, PA-C

### Non-standard Fellowship Programs Program Director

Addiction Medicine  
Advanced Endoscopy  
Minimally Invasive Surgery  
Neuropsychology  
Obesity Medicine/Nutrition Support  
Orthopedic Trauma Research  
Pediatrics Hospitalist  
Psychology Fellows

David Withers, MD, PD  
David Diehl, MD (Fellowship)  
Anthony Petrick, MD  
Brad Wilson, PhD  
Christopher Still, DO (Nutrition)  
Daniel Horwitz, MD  
Paul Bellino, MD  
Christina Chew, PhD (Child Psych)  
Charlotte Collins, PhD (Adult Psych)





**Nursing Education:** Geisinger is the region's primary provider of nursing education, says Sue Hallick, RN, BSN, MHA NEA-BC, executive vice president and system chief nursing officer.

"We recognize the importance of educating nursing students and providing continuing education for nursing professionals," Hallick says. Geisinger partners with Bloomsburg University for on-site classes for those who are in pursuit of BSN, MSN, CRNA, and nurse practitioner degree programs.

Geisinger also offers employees the option of pursuing nursing education online with three educational programs at the following universities: Drexel University, American Sentinel University, and Ohio University.

**Professional Education:** The health system is committed to Interprofessional Allied Health programs and continuing educational opportunities for a wide range of healthcare professionals, including pharmacy, neuropsychology, medical physics, dentistry, and podiatry.

In response to increasing demands facing the healthcare workforce, Geisinger offers the following advanced health profession programs:

- Pharmacy Residency
- Administrative Fellowship
- School of Cardiovascular Technology
- Dietetic Internship Program
- School of Spiritual Care
- Physician Assistant Education
- School of Radiologic Technology
- School of Phlebotomy

Geisinger's Center for Continued Professional Development optimizes Geisinger's integrated and multidisciplinary environment by facilitating for-credit courses that are taught by Geisinger teams to other Geisinger teams. These teams include doctors, nurses, pharmacists, social workers, imaging technologists, physician assistants, nurse practitioners, dietitians, athletic trainers, counselors, psychologists, and occupational therapists.

### Nonclinical Internships Now Available

Geisinger offers undergraduate and graduate-level placements for students in nonclinical areas. Offering both paid internships and unpaid externships for credit, students benefit from the experience of hundreds of professionals in dozens of specialties as they learn about an occupation or career field. Internships provide an excellent opportunity for students to apply what they have learned in the classroom and gain real-world experience while sharpening their skills.

In addition, Geisinger Health System is approved to offer continuing medical education credits by the following accrediting bodies:

- Pennsylvania Medical Society (PMS)
- Pennsylvania State Nurses Association (PSNA)
- American Council on Pharmaceutical Education (ACPE)
- The Commission on Dietetic Registration (CDE)
- National Board for Certified Counselors (NBCC)
- American Society of Radiologic Technologists (ASRT)
- The American Occupational Therapy Association (AOTA)
- National Athletic Trainers Association Board of Certification (BOC)
- American Psychological Association (APA)
- American Osteopathic Association (AOA)
- American Nurses Credentialing Center (ANCC)
- Accreditation Council for Continuing Medical Education (ACCME)

### Magnet Redesignation for Geisinger Medical Center

The American Nurses Credentialing Center (ANCC) recently announced that Geisinger Medical Center (GMC) has earned redesignation as a Magnet Hospital. GMC is one of 24 Pennsylvania hospitals and 395 hospitals in the United States that have achieved Magnet status.

"It's an honor to receive this redesignation," says Sue Hallick, RN, BSN, MHA NEA-BC, executive vice president and system chief nursing officer. "This honor is a testament to the hard work and dedication of GMC's high-performing nursing and patient care teams who make a difference in our patients' lives each and every day."

Hospitals earn Magnet designation for a four-year period, during which the ANCC conducts annual reviews requesting updated documentation. At the end of four years, the hospital will go through the entire Magnet redesignation process once again.

Magnet hospitals are known as places where nurses deliver excellent patient care and have a high level of job satisfaction. They also encourage open communication between nurses and members of the healthcare team and provide nurse involvement in decision making about patient care.

"Magnet redesignation continues to reaffirm what we already know—that our nurses are among the best in the nation," says Hallick. "Magnet is an affirmation of Geisinger nurses' long-standing tradition of teamwork and exceptional patient care."





## COMMUNITY BENEFIT

For nearly a century, Geisinger Health System has focused on the health and well-being of northeastern and central Pennsylvania through the provision of high-quality, compassionate care to all who need it. With healthcare as its first priority, Geisinger is also deeply invested in related community partnerships, charity, job creation, support for local governments, and helping where it can. As a community-based, not-for-profit organization, Geisinger continues to invest in understanding and meeting the diverse health needs of the region.

The health system's \$336.6 million in community support during fiscal year 2013 represents approximately 14.9% of Geisinger's operating expenses, nearly three times what is required to meet Pennsylvania's standards as a charitable mission. Over the past 10 years, Geisinger has invested more than \$2 billion in community benefit, resulting in a significant positive impact on the health of the people throughout the area.

Geisinger's community support includes the provision of free, uncompensated care to patients who could not afford to pay; care to the elderly and the poor not paid by Medicare or Medicaid; allied health, medical residency, and fellowship educational programs to train physicians and other healthcare professionals; healthcare research; and community health, education and outreach programs.

The largest non-government employer in central and northeastern Pennsylvania, Geisinger has an annual positive economic impact of approximately \$6.1 billion throughout the state. As a major employer of more than 20,000 people, and through the ripple effect utilization of Pennsylvania suppliers and other businesses, the health system supports more than 30,280 jobs in the Commonwealth. Recognizing that employees drive everything it does, Geisinger invests nearly \$1.4 billion annually in employee salaries, benefits, training, and education.

As part of the commitment to patient care, education, and community service, Geisinger is proud to support and participate in regular community health needs assessments in conjunction with other area organizations. These assessments obtain statistically valid information on the health status and socioeconomic and environmental factors related to the health of area residents, and lead to the development of action plans to better meet community need. Among the community needs identified are improved access to healthcare for underinsured and uninsured residents, increased healthy behaviors, and community development of multilingual healthcare services.

Geisinger's response to these needs includes:

- Supporting free healthcare clinics, such as the Leahy Clinic for the Uninsured and Scranton Primary Health Care Center in Scranton, the McAuley Clinic and Volunteers in Medicine in Wilkes-Barre, Columbia County Volunteers in Medicine in Mifflinville, and A Community Clinic in Sunbury
- Improving quality of life for seniors at LIFE Geisinger Centers in Kulpmont and Scranton
- Protecting residents and the environment through a Medication Disposal Project
- Removing language barriers for better care through real time, trusted interpreter services
- Providing medication therapy management, health screenings, and other community programs

Long ago, the health system's founder Abigail Geisinger set a high standard by stating, "Make my hospital right. Make it the best." Her words continue to guide Geisinger, not only throughout the health system, but also throughout the community.

### Trusted Advisor

Geisinger's Trusted Advisor program is a resource designed to help educate community members about sweeping changes associated with health reform and the Affordable Care Act (ACA).

Through the Trusted Advisor website ([www.geisinger.org/reform](http://www.geisinger.org/reform)) community members are able to learn what the ACA is, how it will affect them and what they need to consider when reviewing marketplace plans. The website also provides links to other useful resources, including [www.HealthCare.gov](http://www.HealthCare.gov), where Pennsylvania residents shop for their new health insurance.

"It is natural that people have questions about what the changes mean to them and their families," said Geisinger president and CEO Glenn D. Steele Jr., MD, PhD. "We are committed at Geisinger to sharing information to help everyone make the ACA work to their benefit."

A toll-free phone line that connects callers with trained counselors who provide real-time answers to ACA-related questions is also available. Callers can also learn about Pennsylvania health insurers—including Geisinger Health Plan—that are participating in the Marketplace Exchange.

**GEISINGER**  
TRUSTED★ADVISOR



## THE GEISINGER SYSTEM

Serving more than 2.6 million residents in 44 counties as a not-for-profit, fully integrated health service organization, Geisinger Health System is dedicated to excellence in care, education, research, and service. The physician-led health system represents a fundamentally different way of caring for patients. Its multidisciplinary group practice with system-aligned goals is based on successful clinical programs, an advanced information technology platform, a robust research program, and an insurance partner—Geisinger Health Plan.

### Geisinger-Bloomsburg Hospital

**(G-BH)**, Bloomsburg, PA, is an acute/psychiatric care hospital (52 acute beds and 20 psychiatric beds). G-BH complements GMC by offering a wide variety of quality programs and services, including inpatient surgery and hospitalization; 24-hour hospitalist services; same day surgery; cardiology and cardiac rehabilitation; full maternity services and education classes; and pediatric care, physical therapy, orthopaedics, respiratory, and psychiatric services.

### Geisinger-Bucknell Autism and Developmental Medicine Center

opened in Lewisburg, PA in April 2013. This collaborative effort brings together neurodevelopmental pediatrics, psychiatry, radiology, and genomic medicine departments and Bucknell University's academic programs in neuroscience, psychology, education, mathematics, and computer science to enhance the understanding of autism and neurodevelopmental disorders and ensure the development of more effective treatment plans that are highly individualized and tailored to each child's unique needs.

**Geisinger Clinic** serves as a national model of a successful multispecialty physician group medical practice and is one of the largest ambulatory care programs in Pennsylvania. As of June 30, 2013, 1,055 employed physicians practiced in 78 medical group locations (primary care and specialty outreach) within the system's service area. Members of the group practice admit to 15 Geisinger and non-Geisinger hospitals and nursing homes within the Geisinger service area.



**Geisinger Community Health Services (GCHS)** is a not-for-profit organization that annually provides healthcare services to nearly 60,000 individuals close to where they live and work. GCHS complements and expands the care provided by Geisinger Health System. GCHS programs include:

- Careworks, which provides basic health services in retail or work site settings
- Health Care Quality Unit nurses who educate community members and caregivers of intellectually disabled individuals
- LIFE Geisinger, which provides a comprehensive program of health and social services to the frail elderly
- Geisinger HomeCare & Hospice, which provides 24-hour-a-day home health services to patients in central and northeastern Pennsylvania
- VITALine, which provides comprehensive high-tech infusion therapies in a home setting

**Geisinger Health Plan (GHP)** is the not-for-profit health insurance component of Geisinger Health System. GHP, one of the nation's largest rural HMOs, provides high quality, affordable healthcare benefits for businesses of all sizes, individuals, families, and Medicare beneficiaries. Preferred Provider Organization (PPO) and high deductible plans are sold through Geisinger Quality Options, Inc. Self-funded plans are sold through Geisinger Indemnity Insurance Company. Based in Danville, PA, GHP serves 429,135 members\* in Pennsylvania, West Virginia, Delaware, and New Jersey.

*\*GHP membership as of June 30, 2013*



**Geisinger-Community Medical Center (G-CMC)**, Scranton, PA, is an acute care, 297-bed hospital housing Lackawanna County's only Level II Trauma Center and adult in-patient behavioral health unit. Accredited as a Chest Pain Center and a certified primary stroke care center, G-CMC is home to an expansive range of clinical and surgical services, including cardiac care, orthopaedics, neurosurgery/neurology and general surgery.

In June, 2013, G-CMC broke ground on a \$97.1 million expansion project. Scheduled to be completed in the summer of 2015, the expansion will include a 14-room operating suite, a new, 19-bed intensive care/critical care unit, an enhanced lobby and additional clinical and physician office space. The G-CMC expansion is part of the \$158.6 million investment Geisinger Health System committed to enhance clinical programs, increase physician recruitment, expand and improve facilities and implement new information systems in Scranton and its surrounding communities.

A \$20 million project to upgrade G-CMC's technology infrastructure, including integration into Geisinger's electronic health record system, was completed in 2012.

**Geisinger Medical Center (GMC)**, Danville, PA, is the largest regional-referral, tertiary/quaternary-care teaching hospital in the region. Designated as a Magnet hospital, GMC maintains the region's only Level 1 Regional Resource Trauma Center with additional qualifications in pediatrics. GMC offers an array of highly specialized services including neurosciences, cardiovascular, transplantation, women's health (in the Women's Pavilion), oncology and orthopaedics.

- The Janet Weis Children's Hospital includes 89 pediatric beds and offers more than 100 pediatric specialists in over 40 medical fields, including oncology, neurosurgery neonatology, cardiology, and cardiovascular surgery.

- The Hospital for Advanced Medicine (HfAM) serves as an integrated "hospital within a hospital" for the most critically ill patients. Outpatient services are available on- and off-campus.
- Geisinger-Knapper Clinic, an outpatient clinic located on the GMC campus, houses Geisinger's Cancer Institute and is also home to family medicine, general pediatrics, and specialty care in endocrinology and metabolism and psychology. On-site services like X-ray, lab, and pharmacy make it especially convenient for patients.



- Geisinger Woodbine Lane in Danville, PA houses many outpatient services, including same-day surgery, dermatology, and MOHS skin cancer surgery; an interventional pain center; and rehabilitation and sports medicine.
- Geisinger-Shamokin Area Community Hospital (G-SACH), Shamokin, PA, is a campus of Geisinger Medical Center. G-SACH provides a 55-bed medical/surgical acute care unit serving the primary and secondary needs of Northumberland County and also includes a 24-hour emergency department, related diagnostic services, and outpatient surgeries. Additionally, a 15-bed short stay skilled nursing unit is available for post-acute care needs.

**Geisinger Medical Groups (GMG)** bring Geisinger expertise and advanced services to communities throughout central and northeastern Pennsylvania through a network of 40 physician office locations. In addition to providing primary and specialty care, the medical groups offer patients the opportunity to participate in clinical trials and research initiatives in collaboration with Geisinger's research centers, creating evidence that is both timely and directly relevant to clinical care. In conjunction with Geisinger Health Plan, the medical groups also offer their own unique model of medical home, called ProvenHealth Navigator®—a program that embeds nurse care managers in medical group offices with the goal of advancing chronic disease prevention and care management.

**Geisinger Wyoming Valley (GWV) Medical Center**, located in Plains Township near Wilkes-Barre, PA (approximately 60 miles north of Danville, PA), is an acute/tertiary hospital and regional referral center serving the healthcare needs of northeastern Pennsylvania. GWV houses the only Level II trauma center in Luzerne County. The campus includes the Frank M. and Dorothea Henry Center, the Richard and Marion Pearsall Heart Hospital, the Janet Weis Children's Hospital Pediatric Unit including the Tambur Neonatal Intensive Care Unit, a transplant program, and the Brain and Spine Tumor Institute.

- Geisinger South Wilkes-Barre (GSWB) is GWV's ambulatory campus. Located in Wilkes-Barre, PA, GSWB offers a multispecialty same day surgery center, pre-surgery center, a fully accredited sleep disorders center, adult and pediatric Urgent Care Centers, and more. GSWB also houses an unaffiliated non-profit organization's 10-bed hospice unit.

**Henry Hood Center for Health Research** is a 63,000 square-foot facility located on the GMC campus. Hood Center research programs are committed to discovering and validating efficient, accessible, and effective means of improving and protecting health, focusing on outcomes research, rural health policy, environmental health, EHR safety, and genomics. Located within the Hood Center, the Center for Health Research brings together the clinical and research capabilities of pediatrics, neurodevelopment, and pediatric psychiatry.

**Lewistown Hospital** merged into Geisinger Health System on November 1, 2013. Located In Lewistown, about 60 miles southwest of Danville, PA, the newly branded Geisinger-Lewistown Hospital provides inpatient, outpatient, wellness, and community services ranging from family medicine, internal medicine, and cardiology to infectious disease and general/cardiovascular surgery.

**Life Flight®**, an air ambulance medical service, provides Geisinger staff trained in advanced life support that supplements the trauma program and the neonatal intensive care unit (NICU). During fiscal year 2013, Life Flight performed 2,352 flights resulting in 1,963 patients being

transported to a Geisinger facility. Geisinger's Life Flight operates five base locations: Geisinger Medical Center, Danville; Wilkes-Barre Scranton International Airport, Avoca; University Park Airport, State College; Williamsport Regional Airport, Williamsport; and Good Will Fire Department, Minersville.

**Marworth**, Waverly, PA, is recognized as a national leader in alcohol and chemical dependency treatment with highly-specialized addiction treatment programs that address a person's unique medical circumstances. This 91-bed facility offers three levels of treatment: outpatient, intensive outpatient with partial hospitalization, and inpatient detoxification and rehabilitation.

**Sigfried and Janet Weis Center for Research** is a state-of-the-art basic science laboratory facility on the GMC campus whose primary mission is to conduct original and innovative research focusing on laboratory research and research training and supporting the clinical staff in their research programs. Staff and senior scientists, research scientists, and support personnel investigate a range of topics in cardiovascular biology, genomics, cancer and developmental biology, with a focus mainly

on molecular and cellular mechanisms. The Weis Center also provides training in laboratory research to postdoctoral and clinical fellows, residents, and students.

## Geisinger Affiliated Entities

### Community Medical Care, Inc. (CMCI)

A 501(c)(3) not-for-profit corporation that employs and engages physicians and other healthcare professionals who provide professional services.

### Community Medical Center Healthcare System (CMCHS)

A 501(c)(3) not-for-profit corporation that was the former parent entity that functioned as a holding company for the corporate affiliates of GCMC.

### Geisinger Assurance Company, LTD (GAC)

A wholly owned for-profit subsidiary of the Foundation domiciled in the Cayman Islands which provides reinsurance against liability arising out of System activities, including professional and general liability. GAC provides all of the reinsurance for the System's primary professional liability coverage.





**Geisinger-Bloomsburg Health Care Center**

A 501(c)(3) not-for-profit corporation operating a 149-bed long-term care nursing home in Bloomsburg, PA.

**Geisinger-Bloomsburg Hospital (G-BH)**

A 501(c)(3) not-for-profit corporation owning and operating a 72-bed hospital in Bloomsburg, PA.

**Geisinger Clinic (Clinic)**

A 501(c)(3) not-for-profit corporation operating a multispecialty group medical practice providing physician staff for patient care, education, and clinical research, and CareSite pharmacies.

**Geisinger-Columbia Montour Home Health Services**

A 501(c)(3) not-for-profit corporation that provides comprehensive home health services.

**Geisinger-Community Medical Center (G-CMC)**

A 501(c)(3) not-for-profit corporation owning and operating a 297-bed acute care hospital in Scranton, PA.

**Geisinger Community Health Services (GCHS)**

A 501(c)(3) not-for-profit corporation designed to conduct charitable, scientific, and educational activities for the citizens of the communities served by the System including the operation of a Medicare-certified home health agency providing healthcare services in a patient's place of residence.

**Geisinger Health System Foundation (Foundation)**

A 501(c)(3) not-for-profit corporation that serves as corporate parent which coordinates and supervises the activities of all of the System's affiliated entities. The Foundation is not a licensed healthcare provider, nor does it provide healthcare services to patients. It serves to ensure the System's affiliated entities have adequate financial resources



to fulfill their missions and to initiate and administer grant and philanthropic support programs for all Geisinger entities.

**Geisinger Health Plan (GHP)**

A 501(c)(4) not-for-profit health maintenance organization operating health insurance product lines.

**Geisinger Indemnity Insurance Company (GIIC)**

A wholly owned for-profit subsidiary of the Foundation providing indemnity health insurance.

**Geisinger Insurance Corporation, Risk Retention Group (GIC-RRG)**

A 501(c)(3) not-for-profit corporation domiciled in the state of Vermont and registered by the Pennsylvania Insurance Department, providing primary professional liability coverage for several System entities, including GMC, Clinic, GWV, G-CMC, G-BH and GCHS.

**Geisinger Medical Center (GMC)**

A 501(c)(3) not-for-profit corporation owning and operating a regional referral tertiary/quaternary care medical center in Danville, PA, Geisinger Shamokin Area Community Hospital

(G-SACH), a campus of Geisinger Medical Center, in Shamokin, PA, and a separate outpatient ambulatory campus also in Danville, PA.

**Geisinger Medical Management Corporation (GMMC)**

GMMC is a wholly owned for-profit subsidiary of the Foundation. It is comprised of three main components, including (a) a portfolio of third party partnerships that are strategic to Geisinger and organized under the Office of Strategic Industry Partnerships & Negotiations (SPAN); (b) Geisinger-owned organizations, including MedMining, ISS, Pine Barn, Caresite Specialty Pharmacy, and the Careworks Management Services Organization; and (c) an administrative services group that provides back office support services for various Geisinger programs.

**Geisinger Quality Options, Inc. (GQO)**

A wholly owned for-profit subsidiary of the Foundation providing indemnity health insurance.

**Geisinger-SCA Holdings, LLC**

A Delaware limited liability company, representing a joint venture between G-CMC and SCA Pennsylvania Holdings, LLC (a subsidiary of Surgical Care Affiliates, LLC), to develop, operate, and manage ambulatory surgery centers in central and northeastern Pennsylvania.

**Geisinger System Services (GSS)**

A 501(c)(3) not-for-profit support service corporation providing financial services, human resources, information systems, internal audits, legal services, strategic planning, marketing and public relations, and facilities services.

**Geisinger Wyoming Valley Medical Center (GWV)**

A 501(c)(3) not-for-profit corporation owning and operating an acute/tertiary care, open-staff community hospital near Wilkes-Barre, PA and an ambulatory campus located in south Wilkes-Barre, PA.

**HealthSouth/Geisinger Health System, LLC (GHS HealthSouth)**

A limited liability company representing a joint venture between GMC and HealthSouth Corporation to develop, manage, finance, and operate a freestanding rehabilitation hospital on the GMC campus and the development of a network to provide outpatient rehabilitation centers and other programs to the System's patients.

**LifeSource Geisinger Blood Center, LLC**

A Pennsylvania non-profit limited liability company, representing a joint venture between GMC and the Institute for Transfusion Medicine (ITxM), a Pennsylvania not-for-profit corporation, to engage in blood collection, manufacturing, and distribution services.

**Marworth**

A 501(c)(3) not-for-profit corporation operating a residential alcohol and chemical dependency treatment center in Waverly, PA, with an inpatient center and outpatient and family addiction treatment programs.

**Medical Dimensions, Inc. (MDI)**

A 501(c)(2) not-for-profit corporation operating as a real estate holding company which holds title to property.

**Meridian Geisinger Health Network, LLC**

A New Jersey limited liability company representing a joint venture between GHP, GQO, and Meridian Health System, Inc., to improve the quality and efficiency of healthcare through comprehensive population health management activities in portions of New Jersey.

**Mountain View Care Center (MVCC)**

A 501(c)(3) not-for-profit corporation operating a 180-bed long-term care, skilled nursing, and rehabilitation facility providing skilled nursing care in Scranton, PA.

**Northeast Surgery Center**

A Pennsylvania limited liability company representing a joint venture between Geisinger-SCA Holdings, LLC and Dickson City Surgeons, LLC, to operate an ambulatory surgery center located in Dickson City, PA.

**xG Health Solutions, Inc.**

A Delaware corporation, representing a collaboration between the Foundation and Oak Investment Partners, offering consulting, healthcare analytics, and care management services to assist other healthcare provider and insurer organizations become high-performing population health management systems by providing solutions based primarily upon Geisinger's methods, experience, and innovations.







## Designated Affiliates

The following list sets forth the Designated Affiliates and the cities in which their principal facilities or primary operations are located.

- Geisinger Health System Foundation, Danville, PA
- Bloomsburg Physicians Services d/b/a Geisinger-Bloomsburg Physicians Services, Bloomsburg, PA
- Columbia Montour Home Health Services/Visiting Nurses Association, Inc. d/b/a Geisinger-Columbia Montour Home Health Services/Visiting Nurses Association, Inc., Bloomsburg, PA
- Community Medical Care, Inc., Scranton, PA
- Community Medical Center d/b/a Geisinger-Community Medical Center, Scranton, PA
- Community Medical Center Healthcare System, Scranton, PA
- Geisinger Assurance Company, Ltd, George Town, Grand Cayman, BWI
- Geisinger-Bloomsburg Health Care Center, Bloomsburg, PA
- Geisinger-Bloomsburg Hospital, Bloomsburg, PA
- Geisinger Clinic, Danville, PA
- Geisinger Community Health Services, Danville, PA
- Geisinger Health Plan, Danville, PA
- Geisinger Indemnity Insurance Company, Danville, PA
- Geisinger Insurance Corporation, Risk Retention Group, Burlington, VT
- Geisinger Medical Center, Danville, PA
- Geisinger Medical Management Corporation, Danville, PA
- Geisinger System Services, Danville, PA
- Geisinger Quality Options, Inc., Danville, PA
- Geisinger Wyoming Valley Medical Center, Wilkes-Barre, PA
- HealthSouth/Geisinger Health System, LLC, Danville, PA
- Marworth, Waverly, PA
- Medical Dimensions, Inc., Scranton, PA
- Mountain View Nursing Home, Inc. d/b/a Mountain View Care Center, Scranton, PA



## Accreditations and Awards

One important indicator of quality is whether a hospital and its staff are recognized by independent organizations devoted to measuring healthcare quality. Listed below are some of the honors, accreditations, and awards given to Geisinger in 2012–2013.

**Thomson Reuters 15 Top Health Systems** study ranks Geisinger Health System as one of the top 15 health systems in the United States.

Geisinger Health System has been listed among the country's "**100 Most Wired Hospitals and Health Systems**" for the 11th time.

Geisinger Health System's Genomic Medicine Institute received **Bio-IT World's grand prize** in its Best Practices Awards, 2013.

The National Business Group on Health awarded Geisinger Health System its **2013 Gold Award** for ongoing commitment and dedication to promoting a healthy workplace.

Sixty-three Geisinger Health System physicians in 19 specialties were named to the national **Best Doctors** list for 2012-2013.

Geisinger Health System was named to the named to the Becker's Hospital Review "**100 Great Places to Work in Healthcare**" list for 2012.

Geisinger Health Plan and Geisinger Gold were named the **top-ranked Private and Medicare Health Plans in Pennsylvania** by the National Committee for Quality Assurance annual Health Insurance Plan Rankings, and 12th and 6th respectively in the nation.

Geisinger Medical Center earned **Magnet Redesignation** from the American Nurses Credentialing Center. Magnet hospitals are distinguished as organizations where nurses deliver excellent patient care and have a high level of job satisfaction.

Geisinger Medical Center was listed as one of AARP Magazine's "**Top Hospitals for Safety**" for 2013.



Geisinger Medical Center was named to Becker's Hospital Review's 2013 lists of "**100 Great Hospitals**" and "**100 Hospitals with Great Neurosurgery and Spine Programs.**"

Columbia Montour Home Health Services was named to the **Top 500 of the 2012 HomeCare Elite**, a compilation of the top-performing home health agencies in the United States.

Geisinger Medical Center and Geisinger Wyoming Valley Medical Center were awarded the **National Research Corporation Consumer Choice Award** for 2012-2013.

Geisinger-Community Medical Center received the 2013 American College of Cardiology Foundation's ACTION Registry-**Get With the Guidelines Platinum Performance Achievement Award**.

Geisinger Medical Center's environmental services team earned the Association for the Healthcare Environment of the American Hospital Association's **Environmental Services Department of the Year Award** for 2013.

Geisinger Medical Center earned the U.S. Environmental Protection Agency's **ENERGY STAR certification** for 2013, for superior energy performance.

Geisinger Medical Center and Geisinger Wyoming Valley Medical Center, accredited as American Heart Association Mission: **Lifeline ST-elevation myocardial infarction (STEMI) receiving centers**.

Geisinger Medical Center received the 2012 Thomson Reuters **100 Top Hospitals®: National Benchmarks Award** for overall organizational performance.

Geisinger Wyoming Valley Medical Center received the **2013 Silver Medal of Honor from the U.S. Department of Health and Human Services** in recognition of outstanding care of organ donors and offering comprehensive transplant services.



## Leadership Recruitments and Promotions FY13

### Physician Leadership Recruitments

**Mark Bernardi, DO**

*Director, Cardiac Catheterization Lab, NE*

**Christine Chew, PhD**

*Director, Psych Residency Program*

**Kishore Harjai, MD**

*Director, Structural Heart Disease*

**Ben Hohmuth, MD**

*Director, Hospitalist Program, GMC*

**N. Sertac Kip, MD**

*Director, Molecular Pathology*

**John Mitchell, MD**

*Director, Trauma Surgery*

**Michael Murray, MD**

*Director, Genomics*

**James Wade, MD**

*Chair, Cancer Service Line*

**Robert J. Weil, MD**

*Chief Medical Executive, Geisinger Northeast  
Associate Chief Science Officer, Geisinger  
Health System*

### Administrative Leadership Recruitments

**Michael Berger**

*Vice President, CDIS Analytics*

**David Brady**

*Vice President, Healthcare Reform, GHP*

**Daniel Davis, PhD**

*Director, Bioethics*

**James Handlan**

*Vice President, Business Development,  
Government Programs, GHP*

**John Kiernan-Lewis, PhD**

*Director, Research Project Management:  
Special Initiatives*

**Kevin Lanciotti**

*Chief Finance Officer, GMC*

**Christa Martin, PhD**

*Director, Autism & Developmental Medicine  
Institute*

**Keith McRee**

*Chief Compliance Officer, GHP*

**Andrew Michael, PhD**

*Director, Neuro-imaging Analytics Laboratory,  
Autism & Developmental Medicine Institute*

**Kathy Scullin**

*Chief Communications Officer*

**Stephen Sellers, MAT, MA**

*Director, Research Project Management*

### Physician and Administrative Leadership Promotions

**Lori Biacchi**

*Chief Compliance Officer, GHS*

**Frederick Bloom, MD**

*Chief, Care Continuum*

**Keith Boell, MD**

*Medical Director, Medical Operations, GHP*

**Lyn Boocock-Taylor**

*Chief Advancement Officer*

**Thomas Graf, MD**

*Associate Chief Medical Officer, Population  
Health*

**Maria Kobylinski, MD**

*Chairman Community Practice Service Line*

**John Kravitz, MHA**

*Associate Chief Information Officer*

**Daniel Lohr, JD**

*Vice President, Legal Services*

**Gregory J. Moore, MD, PhD**

*Chief Emerging Technology and Informatics  
Officer Director, Institute for Advanced  
Application*

**Stephen Paolucci, MD**

*Chief Medical Officer, Geisinger-Bloomsburg  
Hospital*

**Kerri Potsko, RN, BSN**

*Vice President, Operations, Women's Health*

**Denise Prince, MBA, MPH**

*Vice President, Value Base Core  
Vice President, Population Health*

**Raymond Roth, DO, MBA**

*Chief Medical Officer, GIO*

**Charles Sawyer, MD**

*Chief Health Information Officer*

**Thomas Shawyer**

*Vice President, Labor & Employee Relations*

**Deborah Peitretich Templeton, R.Ph, MHA**

*Chief, Care Support Services*





## FINANCIAL SUMMARY



Geisinger ended fiscal year (FY) 2013 (July 1, 2012 through June 30, 2013) with an operating income, excluding interest expense, of \$163.3 million, a 4.9% return on revenue of \$3.4 billion. The economic benefit to Pennsylvania (from direct spending and an indirect ripple effect of spending) totaled approximately \$6.1 billion, as reported by The Hospital and Health System Association of Pennsylvania. Even with reimbursement shortfalls, economic challenges, and the uncertainty of healthcare reform, Geisinger provided \$336.6 million (approximately 14.9% of operating expenses) in community benefits, including uncompensated care and care provided under government programs at less than cost. Revenue grew by 14.9% over FY12, once again an incredible achievement in the current environment and the highly regulated, competitive healthcare industry. In addition, Geisinger invested \$182.6 million in capital projects.

	FY12 <i>(in millions)</i>	FY13 <i>(in millions)</i>
<b>Geisinger earned:</b>		
Customer premiums, services to patients, and general services	\$7,519.4	\$8,744.3
<b>Geisinger did not receive full payments from:</b>		
Medicare and medical assistance	2,999.0	3,420.5
Charity to patients	106.2	139.1
Bad debt	42.5	59.1
Other patients receiving services under contractual arrangements or due to administrative allowances	1,452.7	1,770.5
<b>Total amount received</b>	<b>2,919.0</b>	<b>3,355.1</b>
<b>Geisinger spent:</b>		
Salaries and benefits	1,222.1	1,420.9
Contracted services	891.4	1,055.9
Supplies, utilities, and other expenses	525.5	602.8
Depreciation	99.3	112.2
<b>Total costs for patient treatment and rendering care to beneficiaries</b>	<b>2,738.3</b>	<b>3,191.8</b>
Operating income	180.7	163.3
Interest on debt, earnings on investments, and non-operating gains (losses)	19.0	138.6
<b>Excess of revenue and gains over expenses and losses</b>	<b>199.7</b>	<b>301.9</b>
Operating margin	6.2%	4.9%
Total assets	3,532.6	3,913.3
Total liabilities	1,829.0	1,869.6
<b>Accumulation of net worth from prior earnings</b>	<b>1,703.6</b>	<b>2,043.7</b>



## SYSTEM STATISTICS

Geisinger Health System is one of the nation's leading fully integrated health service organizations. Founded in 1915, Geisinger serves more than 2.6 million residents throughout central and northeastern Pennsylvania. Unless otherwise noted, statistics are for fiscal year 2013 (July 1, 2012 through June 30, 2013).

### Geisinger includes

Primary care sites:.....	44
Specialty care sites: .....	34
Service area:.....	2.6 million residents in 44 counties

**Employees** (systemwide, as of June 30, 2013)..... 19,504

### Clinical staff (included in total employee head count)

Physicians:.....	1,055 (as of June 30, 2013)
Residents/fellows: .....	385

### Nurses (included in total employee head count)

Registered nurses: .....	3,485
Licensed practical nurses: .....	850

**Licensed inpatient beds\*** ..... 1,417

(also, 344 skilled nursing facility beds and 91 chemical dependency beds)

Geisinger Medical Center:..... 560 beds

(includes 55 inpatient beds and 15 skilled nursing beds at G-SACH, 60 at the Hospital for Advanced Medicine, and 89 [41 NICU] at the Janet Weis Children's Hospital)

Geisinger Wyoming Valley Medical Center: ..... 274 beds

Geisinger-Community Medical Center: ..... 297 beds

Geisinger-Bloomsburg Hospital: ..... 72 beds

52 acute care beds, 20 psych beds)

Geisinger-Lewistown: ..... 123

Marworth:..... 91 beds

\*Licensed beds exclude nursery and rehabilitation beds and include neonatal intensive care beds.

### Finances

Revenue: ..... \$3.4 billion

Current capital investments:..... \$182.6 million

**Admissions**..... 56,197

Geisinger Medical Center:..... 27,717

Geisinger Wyoming Valley: ..... 14,565

Geisinger-Bloomsburg:..... 2,137

Geisinger-Community Medical Center: ..... 11,778

### Life Flight®

Air ambulances:..... 6

Locations:..... Geisinger Medical Center, Danville; Wilkes-Barre Scranton International Airport, Avoca; University Park Airport, State College; Williamsport Regional Airport, Williamsport; and Good Will Fire Department, Minersville

Trips:..... 2,352 total flights

**Average occupancy rate** (based on staffed beds).....74.9%

**Emergency department visits** ..... 158,824

Geisinger Medical Center:..... 49,486

Geisinger Wyoming Valley: ..... 60,449

Geisinger-Community Medical Center: ..... 36,213

Geisinger-Bloomsburg Hospital: ..... 12,676

**Surgery cases** (inpatient and outpatient) ..... 46,708

Geisinger Medical Center:..... 26,247

Geisinger Wyoming Valley Medical Center: ..... 8,999

Geisinger-Community Medical Center: ..... 6,997

Geisinger Bloomsburg Hospital:..... 4,465

**Outpatient visits** (includes emergency room visits) ..... 1,751,962

Geisinger Medical Center:..... 948,862

Geisinger Wyoming Valley Medical Center: ..... 672,521

Geisinger-Community Medical Center: ..... 96,955

Geisinger Bloomsburg Hospital:..... 33,624

**Total deliveries**..... 3,593

Geisinger Medical Center:..... 1,864

Geisinger Wyoming Valley Medical Center: ..... 1,588

Geisinger Bloomsburg Hospital:..... 141\*

\*births from September to July, FY 2013

**Average length of stay** (days) ..... 4.9

**Geisinger Health Plan membership** ...429,135 (June 30, 2013)

Commercial: ..... 187,952

TPA: ..... 48,495

CHIP:..... 9,364

Medicaid:..... 115,619

Medicare: ..... 67,705



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**The Centennial Campaign:  
Redefining Boundaries**

Geisinger's legacy began with one woman's vision to: "Make my hospital right. Make it the best." Today, nearly a century later, generations of healthcare professionals have dedicated themselves to achieving Mrs. Geisinger's dream.

Now Geisinger is preparing to celebrate its 100th anniversary in September 2015 with the completion of a \$150 million Centennial Campaign. The campaign's call to action is bold: invest in redefining patient care through innovation, research, education, and healthcare environments for the 21st century.

We invite you to invest in research and discovery to enable the acceleration of the understanding of chronic and life-threatening diseases. Invest in Geisinger's commitment to education so we can continue to disseminate Geisinger quality and value by teaching and training tomorrow's healthcare professionals. Invest in the Geisinger family through a robust, lifelong learning program. Invest in creating sustainable environments that foster patient engagement, partnerships, and innovation.

The vision that Mrs. Geisinger articulated is at the core of Geisinger's success. Through philanthropic support, Geisinger will help positively impact the lives of millions of people and help mold healthcare in the Commonwealth of Pennsylvania and across the United States for years to come.





“Make my hospital right. Make it the best.”

– *Abigail Geisinger, 1915*

[geisinger.org](http://geisinger.org)

GEISINGER