

# Community Benefit

Spring Report 2010



Lancaster General Health   
**Leadership** (6/1/10)

Lancaster General Health is a not-for-profit health system led by community and business leaders from throughout Lancaster County. They volunteer their time and expertise, and provide vision to ensure that the healthcare services we deliver reflect the values and traditions of the communities we serve.

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# A Message to the Community

Since opening our doors in 1893, Lancaster General Health (LG Health) has focused on building and reinforcing the highest standards of care and positively impacting the health status of the communities we serve.

To further this rich history and the Mission and Vision of LG Health, in 2007 the Board of Trustees established five key strategic priorities: community benefit; strategic growth; quality experience; extraordinary people; and physician engagement. We are proud to highlight key accomplishments and initiatives in this Community Benefit Report that relate to these priorities.

The underpinning of our community benefit work is the strategic partnerships we form with community-based organizations who share our commitment to improving the health of the community. It is these collaborations that helped LG Health earn national recognition as a finalist for the prestigious 2009 Foster G. McGaw Prize for Excellence in Community Service featured within.

By focusing on strategic growth, we strive to improve access to medical and other health-related services across the region while preserving the long-term viability of advanced medical care. We also challenge ourselves to develop new service offerings. This spring we opened medical retail and urgent care locations to help patients receive care when their doctor is not available, and/or to avoid costly visits to an emergency room for treatment of minor conditions.

Our commitment to quality is unprecedented. In collaboration with our physician partners, we strive to exceed national benchmarks in all areas of clinical care. We are also on a continuous journey to improve patient safety in all care settings, to provide extraordinary experiences and optimize clinical outcomes.

Recruiting and retaining extraordinary people is essential to advancing our organizational Mission and Vision. We continuously expand our nursing and allied health educational programs and promote learning throughout the organization.

Finally, engaging our physicians in advancing the delivery of healthcare and in leadership roles, lays the foundation for a more tightly integrated system of care.

Together, we can accomplish our Mission to advance the health and well-being of the communities we serve; and our Vision to create an extraordinary experience...every time. We welcome your thoughts as we plan for the future and strengthen our community connections.

*Sincerely,*

  
**Jeffrey F. Lehman**  
Chairman, Board of Trustees  
Lancaster General Health

  
**Thomas E. Beeman, Ph.D.**  
President & CEO  
Lancaster General Health



*Thomas E. Beeman and  
Jeffrey F. Lehman*

*To keep you updated on our latest efforts to improve our community's health, we invite you to sign-up for our free monthly Community Benefit Update e-newsletter. Each edition provides information on programs and community partnerships that support our Mission. Visit [www.LancasterGeneralHealth.org](http://www.LancasterGeneralHealth.org) and select "About Us" to subscribe to our Community Benefit Update.*

# Community Benefit

*Lancaster General Health's outreach efforts are guided by our Board of Trustees and its Mission and Community Benefit Committee comprised of a diverse representation of people. This dedicated group studies health data on the national, state and local levels to identify the highest priority needs, from which well-defined three-to-five-year goals are developed and programs and partnerships are formed to help the residents of Lancaster County become healthier.*

## Attaining National Gold Standards

LG Health works alongside many neighbors and leaders to improve the lives of our most vulnerable citizens. These innovative efforts to enhance access to care and build safe and healthy communities earned LG Health recognition as a finalist for the **2009 Foster G. McGaw Prize for Excellence in Community Service**.

As the most esteemed community service honor in healthcare, the Foster G. McGaw Prize each year honors healthcare organizations that serve as role models for providing innovative programs that significantly improve the health and well-being of the people in their communities.



*On behalf of LG Health, President and CEO Thomas E. Beeman accepts recognition as a finalist for the 2009 Foster G. McGaw Prize for Excellence in Community Service from Kathy Azuara, Vice President, Quality at Baxter Healthcare, who serves on the Foundation Board of Baxter International Corporation, a Foster G. McGaw sponsor.*

“Community partners are critical to successfully achieving our Mission,” said Thomas E. Beeman, LG Health President and CEO. “With robust health data as our guide, the Mission and Community Benefit Committee identifies priorities of greatest need that impact the highest percentage of our community.”

Together, LG Health and its partners improved access to healthcare services by:

- Taking care of special populations, providing OB/GYN services and programs to low-income mothers and their children and meeting the special health needs of minority populations;
- Creating opportunities for disadvantaged children and adults through health educational initiatives;
- Identifying health priorities using community health data to develop programs to address the most urgent health needs. These priorities currently include access to healthcare, and reducing obesity rates and the use of tobacco; and
- Strengthening and sustaining clean and safe city neighborhoods for at-risk and low-income populations through economic development in the northwest sector of the city.

*For information about the Foster G. McGaw Prize, go to [www.AHA.org](http://www.AHA.org) and click on News Center then Awards and Recognitions.*

Our Mission: "To advance the health and well-being of the communities we serve."

## Improving Access to Care

Committed to improving the health status of individuals and the community at large, the Mission and Community Benefit Committee analyzes data to identify the most critical health needs. Among them is improving access to care among the underserved.

As the largest not-for-profit health system in Lancaster County, LG Health assumes much of the responsibility for caring for patients who are uninsured or on Medical Assistance. According to the most recent Medicaid Cost Report of Medical Assistance, inpatient days at Lancaster General Hospital (LGH) for fiscal year 2008 were 26,829, more than doubled the 12,550 inpatient days 10 years earlier.

In addition, LG Health clinics registered more than 50,000 Medical Assistance outpatient visits in FY 2009; with another 28,000 Medical Assistance visits to the LGH Emergency Department.

As the needs of the underserved continue to grow, LG Health and SouthEast Lancaster Health Services, Inc., (SELHS) developed a five-year plan to combine resources for a newly expanded clinic at 333 N. Arch St. SELHS will medically operate the clinic and LG Health will provide nearly \$5 million in financial support for its expansion. LG Health's James Street Family Health Clinic and its team of providers and patients will be consolidated into SELHS.

As a Federally Qualified Health Center, SELHS receives enhanced Medicare and Medicaid reimbursement, medical malpractice coverage, the ability to purchase prescription and non-prescription medications at reduced cost, and eligibility for various federal grants and programs.

SELHS Chief Executive Officer Jim Kelly said it's a win-win for both organizations. "We refer a majority of our patients to Lancaster General Health for services, such as lab testing and diagnostic imaging, and look forward to continuing the strong, trusting relationship we built through this process." SELHS sees about 45,000 visits per year, with two to three hundred new patients coming to its various sites each month.

Since the 1970s, LG Health has provided services to the underserved through the Lancaster General Family and Community Medicine Residency Program. LG Health will continue to operate the following clinics:

- Downtown Family Medicine, Lancaster
- Family and Maternity Medicine, Lancaster
- Walter L. Aument Family Health Center, Quarryville
- Comprehensive Care Medicine, Lancaster

*LG Health and SouthEast Lancaster Health Services, Inc., (SELHS) are improving access to care for the underserved in Lancaster City. James Street Family Health Clinic will be consolidated with SELHS when renovation of its new clinic on North Arch Street is completed this summer. Visiting the Arch Street center, from left: Terry Ridley, Administrative Director for LG Health Outpatient Family Health Services; Susan Naylor Adams, MBA, Chief Operating Officer/Chief Financial Officer, SELHS; and Jim Kelly, SELHS Chief Executive Officer.*



# Building Healthier Communities – the Columbia Connection

In western Lancaster County, at the crossing to the beautiful Susquehanna River, the historic Borough of Columbia shares a unique heritage dating back to 1726 when the first Europeans settled the area. In recent years, Lancaster General Health has served as a proud provider of healthcare services to the borough's residents and as a partner in the community's continued development and growth.

According to Columbia Borough Mayor Leo S. Lutz, LG Health has been a great partner in the Community Life Network (CLN) of Columbia. CLN brings together a diverse group (government agencies, social and medical service providers, not-for-profit organizations, businesses, churches and more) to provide a coordinated response to the social needs of the community.

"LG Health worked with us hand-in-hand to help ensure the Network's success from the beginning," said Mayor Lutz. In addition to providing rent assistance for the Network's offices, LG Health offers the guidance and expertise of Alice Yoder, RN, MSN, director of Community Health, who volunteers as a Community Life Network board member.

Community partners who provide services at the CLN Center include: Alcoholics Anonymous; Career Link Access Point; Columbia Ministerium; Compass Mark; Department of Veterans Affairs, Lancaster County; Hope Within; Love, Inc.; Pressley Ridge; Red Rose Transit Authority and Tabor Community Services.

## Investing in the Columbia Community

Mike Fitzgibbons, President and CEO of Susquehanna Valley Emergency Medical Services (SVEMS), welcomes the many ways LG Health enhanced medical services. SVEMS was one of two community organizations to which LG Health recently donated land for permanent homes.

"We are extremely grateful," said Fitzgibbons. "This significant gesture shows the health system's willingness to continue investing in the Columbia community and all those we serve." Located at 610 Poplar St., SVEMS provides emergency and non-emergency medical assistance and transportation for 33 Lancaster County municipalities.

Also enjoying a permanent home in the borough, The Lazarus Foundation strives to improve the quality of life for children with traumatic brain injuries and their families.

About five years ago, Gerald Nikolaus, Lazarus Foundation President and Executive Director, connected with LG Health President & CEO Thomas Beeman and Jan Bergen, LG Health's Executive Vice President for Strategic Implementation and Chief Mission Officer. Through their leadership, LG Health donated nearly one acre of land and a building, formerly occupied by Columbia Health Center's Physical Medicine and Rehabilitation Services, to the Lazarus Foundation.

*Through the support of Lancaster General Health, the Lazarus Foundation for brain-injured children and their families has a permanent home in Columbia. Pictured from left: Lazarus Foundation board member Don Murphy, President and Executive Director Gerald Nikolaus, board member Karen Carr, Kristopher and his mother Kathie Winters, and Jan Bergen, LG Health Executive Vice President for Strategic Implementation and Chief Mission Officer.*



“Lancaster General Health worked with The Lazarus Foundation for many months to help us find a permanent location in Columbia for our services,” said Nikolaus. “We are incredibly fortunate to benefit from Jan (Bergen’s) extensive experience in healthcare and her acute understanding of our intense focus on our mission.”

For Nikolaus, the motivation for The Lazarus Foundation resulted from a personal tragedy in 1998 when his own grandson, 3-year-old Kristopher, suffered severe brain damage after falling from a tricycle.

At the time, pediatric trauma specialists held little hope for Kristopher’s recovery. If he survived, they predicted he would remain in a persistent vegetative state. But Kristopher had other plans. Today he is a thriving, 14-year-old, who continues to improve one day at a time. His will to live planted the seed for the non-profit Columbia-based Lazarus Foundation his grateful grandfather established in 1999.

The foundation grew and thrived. However, lacking a permanent home, children received therapy training in borrowed spaces. Now that it has a permanent home, The Lazarus Foundation is proceeding with plans to convert the building into a modern therapy center for families who are learning to apply specialized therapy services in their children’s daily lives. Families across Pennsylvania and the United States travel to Columbia to access the Foundation’s therapy training seminars.

### Lancaster General Health Columbia Outpatient Center Renovations Completed

In fulfilling its Vision for the Columbia Outpatient Center by completing a \$1.5 million improvement project in 2009, LG Health took care to preserve the sense of tradition and rich history that formed the strong bond residents of the borough still share today.

Home to the former Columbia Hospital the health system purchased in 1994, the building was re-commissioned as an outpatient facility in 2003. Specifically designed for outpatient services, the renovated facility features warm colors and an open, welcoming design. Columbia’s historic landmarks are featured in a wall-length photo exhibit near the center’s lobby.

Patients will find state-of-the art technology and services including: Twin Rose Family Practice, LG Health’s primary care practice; laboratory with EKG and holter monitor testing; specialty physician services including: OB/GYN; orthopedic surgery and podiatry; radiology/diagnostic imaging; and a new therapy gym where patients receive physical and occupational therapy.

LG Health partners with individuals and community leaders in government, business, local organizations, churches, schools, and other healthcare providers in Columbia to offer comprehensive services that address the emotional, mental and physical aspects of both wellness and illness. These services are accessible to everyone, regardless of ability to pay.



### PALCO (Project Access Lancaster County)

*Financial concerns often prevent people from seeking the healthcare they need—and it’s an increasing problem in our community. Lancaster General Health, along with other health and community organizations, continues to support Project Access of Lancaster County (PALCO) with medical services and monetary contributions. This communitywide physician-led partnership brings together more than 650 volunteer physicians, specialists, pharmacists, and healthcare professionals who volunteer their time to give free medical care to low-income and uninsured individuals.*

*PALCO helps patients develop a relationship with a physician or a practice to provide better continuity of care and help them find a medical home. Patients are referred to PALCO by a participating community clinic or private physician.*

**For more information about PALCO, call 717-392-1595.**

Some of the community health services Lancaster General Health Columbia Outpatient Center provides with its partners include:

- **Pennsylvania's Children's Health Insurance Program (CHIP)** directs assistance with filling out the application for children and teens not eligible for insurance or enrolled in Medical Assistance.
- **Healthy Beginnings Plus** comprehensive prenatal care program for pregnant uninsured or underinsured low-income women who meet Medicaid guidelines.
- **ChildProtect Program** ensures that children and adolescents ages 18 and younger are immunized in a complete and timely fashion, regardless of ability to pay.
- **Shaping Up with the Silver Health Program**, a low-cost medically directed exercise program for adults age 60 and older, designed by Columbia Health Center physical therapist Casey Dixon, MBA, DPT.

Community health services provided outside LG Health Columbia Outpatient Center include:

- **"Home" Lab Draw Services** for residents at local personal care/assisted living/retirement communities.
- **Safety in our Schools** promotes a safe working environment for Columbia School District employees coordinated by Physical Medicine & Rehabilitation Supervisor Aaron Mackley, PT, DPT, and the School District's Safety Committee.

*Renovations to the Columbia Outpatient Center included a new therapy gym for physical and occupational rehabilitation.*



# Strategic Growth

**Lancaster General Health seeks to improve access to care by providing healthcare locations closer to where people live.**

## Bringing Healthcare Services to the Community

Lancaster General Health's leadership and Board of Trustees are committed to "smart growth"; targeting areas with unmet healthcare needs while continuing to develop new services to improve efficiency of care.

This spring, LG Health moved beyond traditional healthcare delivery to provide medical retail and urgent care locations in our community. LG Health WellCare Express and Urgent Care fulfill a need for patients when their family physician is not available or conditions do not warrant a costly visit to the emergency department.

In a survey of 1,000 area residents and patients, 61 percent said there was a need for retail clinics. Other studies confirmed that retail locations proved more convenient, less costly, and provided care of equal quality for minor healthcare needs.

Treatment for common illnesses are provided by Lancaster General Medical Group (LGMG) Certified Registered Nurse Practitioners at WellCare Express locations in the Walmart Supercenter in Parkesburg, the Walmart Supercenter on Lincoln Highway East in Lancaster, and in the GIANT Food Store on Lititz Pike in Lititz. Each retail location is operated in collaboration with an LGMG primary care practice.

LGMG physicians provide care for emergent, non-life-threatening illnesses and injuries, such as sprains, burns and cuts, at the LG Health Urgent Care on Spring Valley Road in Lancaster.

"Our expansion into medical retail and urgent care increases our community's access to care and helps physicians who can refer their patients for medical treatment after office hours and on weekends," explained Kent Carr, MD, LGMG Senior Vice President, Physician Services. "WellCare Express and Urgent Care are less costly and more convenient than receiving care for common illnesses and less serious injuries than going to an emergency department."

As within the hospital setting, WellCare Express and Urgent Care were designed to further LG Health's Vision to create an extraordinary experience for patients. Caring, competent staff and the warmth of the physical setting provides a serene environment where patients are treated.

**For more information about Wellcare Express and Urgent Care, go to: [www.LGHealth.org/quick](http://www.LGHealth.org/quick).**

## Reaching Communities in Rural Areas

*In Sadsbury Township, Chester County, near the Lancaster County border, lush farmlands and small towns intermingle. While residents have access to a limited number of medical services, like primary care, this rural community lacks convenient access to outpatient care generally available within 10 minutes travel time.*

*Community members also expressed a need for specialty services in areas including oncology, behavioral health, complementary medicine, and OB/GYN. (Nearly 10 percent of the population is without a primary care physician.)*

*In response to these needs for medical and health services along the Routes 30 and 10 corridors in Lancaster and Chester counties, LG Health has begun plans for a new health center in that location. A proposed two-story, 40,000-square-foot facility in Chester County, scheduled to open late summer 2012, will offer expanded access to both medical specialists and outpatient care.*



*LG Health Urgent Care, located just off Route 30 behind the Suburban Outpatient Pavilion, opened June 1. Traffic from Rohrerstown Road is reflected in the building's windows.*

# Quality Experience

## Striving for Quality

LG Health continuously strives to improve its services to its patients and, therefore, welcomes outside organizations to compare its processes to the highest possible standards.

As such, LG Health was recently recognized by SDI Health LLC, a nationally recognized healthcare data and consulting firm, as one of the nation's Top 100 health systems for integrating services to improve performance and operate efficiently.

*"This recognition is the result of a true team effort," said LG Health President & CEO Thomas E. Beeman. "Our physicians and employees have worked hard across the system to improve efficiencies and increase productivity while still providing excellent patient care."*

To read Lancaster General Health's complete 2009 Annual Quality Report go to: [www.LancasterGeneral.org](http://www.LancasterGeneral.org) and search for "Quality Report."

**Lancaster General Health strives to consistently meet or exceed national clinical benchmarks.**

## Creating a Culture of Safety

LG Health maintains a robust clinical quality effort, reflecting a strong commitment to provide extraordinary experiences and positive outcomes for all. In striving to eliminate all serious preventable patient safety events by 2012, the health system is taking an increased comprehensive look at identifying, detecting, categorizing, and evaluating anything that could improve patient safety during hospitalization.

Each year, LG Health's Quality Committee establishes priorities and publishes the results. In 2009, these included:

- Reduction in hospital-acquired infections with a focus on catheter-associated urinary tract infections and ventilator-associated pneumonia
- High-risk medication safety

## Zero Tolerance for Hospital-Acquired Infections (HAI)

Drug-resistant bacteria are a frequent cause of HAI. Other causes include decreased immunity among patients and invasive techniques that create potential routes of infection.

LG Health established a standard of zero tolerance for HAI with the goal of eliminating infections that arise 48 hours after hospital admission or later.

These efforts are working. Compared to nearly 2,188 facilities nationwide, LG Health scored better than Pennsylvania hospitals and peer groups of similar size in 2006-07 (most recent data available), according to the Centers for Disease Control and Prevention's National Healthcare Safety Network Database.

## Preventing Catheter-Associated Urinary Tract Infections

The catheter-associated urinary tract is the most common site of HAI. In 2009, LG Health's Department of Nursing partnered with the Infection Control Department to change and enhance protocol, resulting in a 39 percent reduction in catheter-associated urinary tract infections.

## Tackling Ventilator-Associated Pneumonia

Patients on mechanical ventilation for more than 48 hours are at higher risk for developing ventilator-associated pneumonia (VAP). By using evidence-based standards in the care of patients, LG Health demonstrated a 50 percent reduction in VAP in 2009.

## Reducing High-Risk Medication Events

Heparin, widely used in hospitals to prevent blood clots, can lead to adverse drug events due to the complexity of dosing, monitoring and patient compliance.

LG Health's Medication Management Committee of nurses and pharmacists conducted an extensive review of reported heparin events. The committee identified and implemented additional processes to improve the safe practice surrounding intravenous heparin administration and monitoring. As a result of these improved processes, in 2009, LG Health demonstrated a 77.4 percent reduction in one type of error associated with the administration of heparin.

Our Vision: “To create an extraordinary experience... every time.”

# Extraordinary People

*Just as Lancaster General Health strives to provide an extraordinary place to receive care today, we are equally committed to maintaining a workforce that will assure extraordinary care for decades to come.*

## Creating Strong Leaders

An important part of LG Health’s Mission to advance the health and well-being of the communities we serve involves creating a pipeline of future leaders with the skills and flexibility necessary to adapt to ongoing changes in the healthcare industry.

“Several years ago, we began to purposefully focus on succession planning, and in 2008, initiated a formalized and systematic approach to talent management,” said LG Health President & CEO Thomas E. Beeman. “More than 100 future leaders have already participated in training, identifying and building upon their talents and strengths to ensure our health system is viable for many years to come.”

## Extraordinary Opportunities on the Front Lines

The Frontline Healthcare Worker Center for Excellence is one way LG Health supports its employees in achieving success. Offered by the LG College of Nursing & Health Sciences’ Institute for Professional Development, the program provides employees who literally are on the “front lines” every day—interacting directly with patients, family members, vendors and co-workers—the chance for personal and professional development. The free classes cover everything from purchasing a home and making healthy food choices, to developing stress management and workplace skills for success.

*Bill Ziegler and Cyndi Boozer, LG Health Real Estate and Leasing, both benefited personally and professionally by participating in the Frontline Healthcare Worker program.*

Cyndi Boozer, a tenant service representative with LG Health Real Estate and Leasing, exemplifies how the program works. Not long ago, she would do almost anything to avoid presenting in front of a group. Now, not only is she comfortable with public speaking, she has led training classes and confidently coordinates the health system’s Home in the City, a program that provides assistance to employees purchasing homes around Lancaster General Hospital.

“I really wanted to grow in the communications area so I could be more valuable to my team,” said Cyndi, who has worked for LG Health for two years. “When I learned about the Frontline Healthcare Worker program, it seemed like the perfect opportunity.”





## A magnetic attraction to nursing excellence

*Patients and community members recognize Magnet hospitals as great places to receive care. Nurses, physicians and other healthcare professionals recognize Magnet hospitals as great places to work. Since 2002, Lancaster General Hospital has held this prestigious national designation for excellence in nursing services from the American Nurses Credentialing Center. Not only does Magnet signify the best care today; but by attracting and retaining talented employees, assures high quality care for the community in the future.*

**More about Magnet recognition can be found at: [www.nursecredentialing.org](http://www.nursecredentialing.org)**

Over the past year, more than 280 employees from departments throughout the health system participated in the program. Cyndi completed ten of the classes and eagerly awaits future offerings.

“The Frontline Healthcare Worker program is just one example of LG Health’s strong commitment to lifelong learning,” said Regina Mingle, Senior Vice President of Human Resources and Chief Leadership Officer. “We recognize that to assure the highest level of healthcare for our community, we need to recruit and retain talented and compassionate individuals today, and provide our employees with ongoing opportunities to develop and succeed.”

## Addressing the Need for Future Healthcare Workers

By expanding its nursing education to include three new baccalaureate programs, the LG College of Nursing & Health Sciences is reinforcing its commitment to healthcare excellence in the community it serves, now and into the future.

Adding Bachelor of Science degrees in Nursing, Health Sciences and Healthcare Administration “significantly expands the breadth and depth of healthcare education in our community, and reinforces our dedication to our Mission,” emphasized Mingle.



The Nursing and Health Sciences courses will be offered in accelerated formats, allowing students to attend classes just one day per week and complete their degrees in about two years. The curriculum is designed for working professionals who previously completed an associate degree, diploma or certification in their specialty fields.

Healthcare Administration is a non-clinical baccalaureate degree earned through a four-year program designed to integrate general education and applied sciences to prepare graduates for professional careers in a variety of healthcare or related health settings.

The College continues to award two types of associate degrees: the Associate in Applied Science and the Associate in Science in Nursing. The College also awards certificates in a variety of programs.

**Find more information about LG College of Nursing & Health Sciences at [www.LancasterGeneralCollege.edu](http://www.LancasterGeneralCollege.edu)**

# Physician Engagement

*In a changing healthcare environment, the role of physician as leader is vital to serve our community efficiently and effectively.*

## Physicians as Leaders

Providing physicians with the opportunity to lead is important to Lancaster General Health's focus on creating a more integrated and coordinated approach to healthcare. Traditionally, physicians receive minimal leadership training in medical school or through Continuing Medical Education (CME) courses.

LG Health's Physician Leadership Academy, in collaboration with the LG College of Nursing & Health Sciences, initiated a one-year program to help physicians hone the communication, teamwork, prioritization and strategic planning skills necessary to ensure their success as leaders and health system partners.



"More than ever before, we need to deliver care as an integrated health system, and are working hard, aligning our approach to disease management among primary care providers, the hospital and specialists," said LG Health President & CEO Thomas E. Beeman. "Physician leadership is a crucial ingredient to success."

Last November, 23 physicians from a wide variety of disciplines made history when they became the first graduates of the Physician Leadership Academy. The 2010 class is currently taking the year-long, CME-approved program taught by national experts and LG Health senior leaders.

"As healthcare delivery changes, physicians at LG Health will be relied upon for their medical knowledge and expertise, as well as their leadership in driving quality and efficiency efforts," said L. Monty Duke, MD, Senior Vice President and Chief Physician Executive at LG Health. Dr. Duke credited Carl Manelius, director of Physician Relations, for his instrumental role in developing the physician leadership model at LG Health.

## Physician Collaboration Results in Increased Preventative Screenings

Working together, LG Health's Cancer and Wellness staff, primary care physicians and gastroenterologists are raising awareness of colorectal cancer (CRC) through a screening initiative that has already resulted in 5 percent more patients receiving potentially life-saving screenings in 2009 compared to 2008.

"When caught early, positive outcomes from colorectal cancers are as high as 90 percent. This is why timely screening is so important," said Randall A. Oyer, MD, Medical Director of LG Health's Oncology Program. "Even more important,

*LG Health supports physicians in learning skills necessary to ensure their success as leaders and healthcare partners. Pictured from left, Dr. Christine Stabler, Deputy Director, Family and Community Medicine; Dr. L. Monty Duke, Senior Vice President and Chief Physician Executive; Dr. Jeffrey Cope, Cardiothoracic Surgeons of Lancaster; Carl Manelius, Director, Physician Relations; and Dr. Charles A. Castle, Associate Physician Executive.*



colonoscopy can serve as a preventive tool, removing benign tissue growths that are likely to turn into cancer if left in place.”

About half the people in the U.S., and an even higher percentage in the Lancaster County area, have not had the appropriate CRC screening.

“We looked at the data and it was clear we needed to focus on increasing public awareness and screening rates in our community,” said Alice Yoder, MSN, RN, director of Community Health for LG Health. “Based on a successful pilot program in New York City, we turned to the primary-care setting because these providers have a unique ability to connect with patients and build a consistent and sustainable process for education and screening.”

Beginning last year, when anyone over age 50 arrived for an appointment at most Lancaster General Medical Group (LGMG) practices, front-desk staff provided a hand-out on CRC. Nurses then talked to patients and showed a video. Providers followed up with discussion of appropriate action, and then staff communicated directly with local gastroenterology practices to schedule screening tests.

“It’s a true team approach,” said Paul Conslato, MD, LGMG Director of Clinical Affairs, who notes with the new initiative, compliance rates for colonoscopy and other CRC screenings increased from 55 in 2008 to 60 percent in 2009.

Mark H. Johnston, MD, FACP, FACG, AGAF, a gastroenterologist with Lancaster Gastroenterology Inc., said at its earliest and most curable stage, colorectal cancer shows no symptoms, “therefore, colonoscopy is recommended for adults with an average risk of colorectal cancer starting at age 50.”

Most colorectal cancers develop from polyps. A colonoscopy can both detect and remove polyps in the same procedure.

“Colonoscopy is the gold standard for colorectal cancer screening,” said T. Raymond Foley, MD, AGAF, a gastroenterologist with Regional Gastroenterology Associates of Lancaster, Ltd. “However, other screening methods are also available and appropriate for some patients.”

Marc Russo, MD, of Lititz Family Medicine described how the program helped one patient. After repeatedly declining his advice to undergo screening, she finally agreed during a recent appointment.

When asked why the change of heart, the patient replied, “It must really be important from the time I arrived here today, everyone mentioned the test.”

*For more information on colorectal cancer, visit [www.LancasterGeneral.org/coloncancer](http://www.LancasterGeneral.org/coloncancer)*

# Supporting our Community's Health and Financial Needs

*Building a healthy community extends beyond providing healthcare. We support local governments, school districts and community improvement initiatives in addition to caring for those who are medically underserved.*

## Supporting the City of Lancaster

Lancaster General Health continues its direct financial support of Lancaster City government by providing \$1.38 million annually in cash. The funding is in addition to what we pay in city property taxes.

## Supporting the School District of Lancaster

LG Health's direct financial support of the School District of Lancaster began more than a decade ago. Today, we provide more than \$1.5 million in cash and health services for students of every age, as well as school district employees. The funding is in addition to what we pay in property taxes to the school district. Among other things, our support helps students stay healthy, enhances access to primary healthcare and provides an entry point toward rewarding careers in healthcare.

## Caring for all in the Community

LG Health provides care to anyone, regardless of their financial means. The following summary describes our cost during our last fiscal year to provide healthcare services to people with little or no ability to pay:

**\$49.73 million** - Unpaid cost of healthcare services provided by LG Health to financially disadvantaged people enrolled in state insurance programs

**\$5.38 million** - Unpaid cost to train promising physicians, nurses, technicians and other healthcare professionals to care for future generations of county residents

**\$7 million** - Cost of medical care provided by LG Health for patients with little or no health insurance

## Payment of Property Taxes

Most properties within the city and county owned by LG Health and its affiliates are fully maintained on the tax rolls – even when such properties are used to further our charitable mission, rendering them legally tax-exempt. This ensures that LG Health pays nearly \$1.7 million in additional tax revenue to several local municipalities and school districts.

*\* Financial figures based on Lancaster General Health's fiscal year, which started July 1, 2008, and ended June 30, 2009. All items listed as community benefit based on categories, definitions and reporting guidelines outlined in "Guidelines and Standard Definitions for the Community" published by the Catholic Health Association of the United States and VHA Inc.*

*Lancaster General Health provides assistance and services to public and private partners throughout Lancaster County. During our last fiscal year, this assistance totaled more than \$66 million.\**

Tax Payments to municipalities	
\$208,000	to Lancaster County
\$161,000	to Lancaster City
\$55,000	to East Hempfield Township
\$35,000	to Other Municipalities
<b>\$459,000</b>	<b>Total</b>

Tax Payments to school districts	
\$727,000	to Hempfield School District
\$344,000	to School District of Lancaster
\$70,000	to Columbia School District
\$47,000	to Ephrata School District
\$55,000	to Other School Districts
<b>\$1.24 million</b>	<b>Total</b>

*Learn more about Lancaster General Health's efforts to address our community's priority health issues through the monthly Community Benefit Update. Visit [www.LancasterGeneralHealth.org](http://www.LancasterGeneralHealth.org) and select "About Us" to subscribe to our Community Benefit Update.*



## Contacting Lancaster General Health

For more information on our programs to improve community health, visit [www.LancasterGeneralHealth.org](http://www.LancasterGeneralHealth.org) and click on About Lancaster General Health. There, you'll find additional details on our community commitment, as well as electronic versions of our monthly newsletter, Community Benefit Update.

Please contact us with any suggestions or questions about our community health programs:

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Lancaster General Health's Community Benefit Report is published by the Lancaster General Health Department of Public Relations & Corporate Communications.

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