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## 1984-1985 Report to the Community Muhlenberg Hospital Center

Lehigh Valley Health Network

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*The Commitment To Caring Continues*

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MUHLENBERG HOSPITAL CENTER  
1984-1985 Report to the Community

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Jeffery Fuehrer  
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*Emergency Room*

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*Four South*  
Theresa Makos  
*Housekeeping*  
Virginia Stover  
*Intensive/Coronary Care Unit*  
Charles Fenstermaker  
*Laboratory*  
Carl Manley  
*Materials Management*  
Mary Lynn Stoutenburgh  
*Medical Records*  
Eileen Houck  
*Nuclear Medicine/Ultrasound*  
Leila Lerch  
*Occupational Therapy*  
Shirley Nagle  
*Operating Room*  
Charles Korpics, Sr.  
*Personnel*

Kathleen Nash  
*Pharmacy*  
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*Physical Plant*  
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*Radiology*  
Kris Shafer  
*Social Services*  
Villa Dalugdug  
*Three South*  
Edward Spisszak, Jr.  
*Two South*  
Mary Grace Stanton  
*Volunteer Services*





MUHLENBERG HOSPITAL CENTER CONTINUES  
THEIR COMMITMENT TO CARING FOR THE  
COMMUNITIES' MOST VALUABLE NATURAL  
RESOURCE . . . THEIR HEALTH.



## President's Report

In my four years as President of Muhlenberg Hospital Center, I have held an active role in a number of important events in the history of our organization.

I am pleased that through these changes in both our institution and the healthcare environment in which we exist, Muhlenberg Hospital Center has steadfastly maintained its delivery of the highest quality of inpatient and ambulatory care to the people of our community.

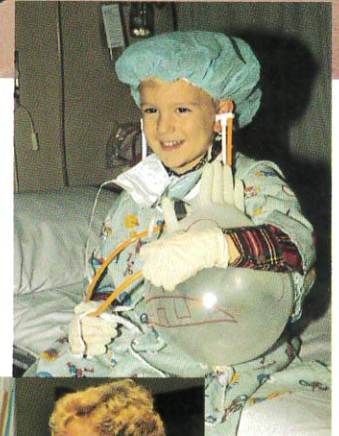
The July announcement of the formation of the parent company to oversee both Muhlenberg Hospital Center and St. Luke's Hospital is an important step in our hospital's evolution. I am confident that the joining of these two fine organizations will be advantageous to both institutions as well as the community we serve.

Since their inception, both hospitals have maintained a solid commitment to providing high-quality health care in a cost-effective manner. Additional commonalities include a shared market sector, overlapping staff physicians, and the range of medical/surgical services offered. Our decision to pool the talents and resources of these two hospitals was based on the belief that such a move would make possible the optimum efficient use of the human resources and various technologies available at the two institutions.

Financially sound and highly respected, Muhlenberg Hospital Center and St. Luke's Hospital together are fully equipped to respond to the rapidly changing environment and the varied needs of our patients.

So, in 1985, Muhlenberg Hospital Center has taken another integral step in its development. As we enter this new corporate structure, we find strength in our history of commitment and quality; and we look to the future to respond with new technologies and programs, increasing our ability to provide a greater variety of quality services to the community.

**Joseph W. Fitzgerald**  
*President*





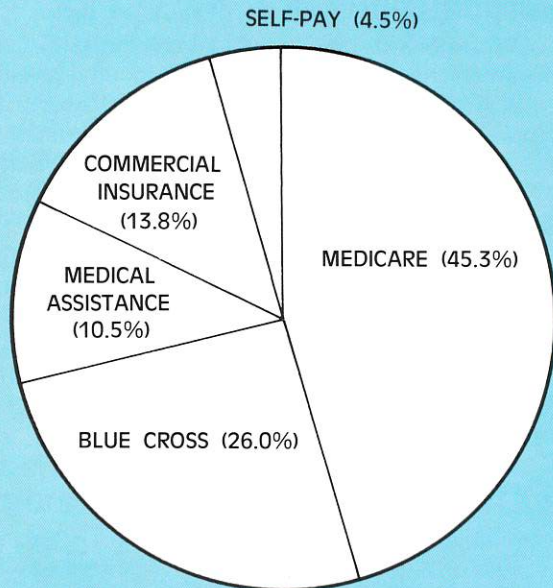
# MUHLENBERG HOSPITAL CENTER

## Statistics

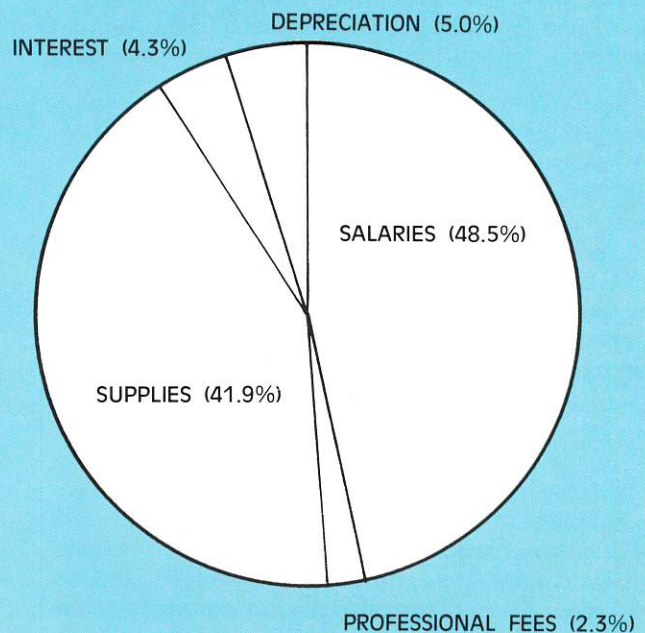
For Year Ending June 30, 1985

Patient Days . . . . .	35,253
Medical/Surgical . . . . .	21,518
ICU/CCU . . . . .	2,024
Psychiatry . . . . .	11,711
Percentage of Occupancy . . . . .	65.3
Surgical Procedures . . . . .	3,085
Radiology Procedures . . . . .	28,386
Laboratory Tests . . . . .	244,995
Nuclear Medicine Procedures . . . . .	1,245
Physical Therapy Procedures . . . . .	14,561
EKG-Stress Tests . . . . .	7,400
Pulmonary Therapy Treatments . . . . .	12,416
Respiratory Therapy Treatments . . . . .	8,210
Emergency Room (visits) . . . . .	23,458

### Patient Revenue



### Operating Expenses





# Muhlenberg Hospital Center 1984/1985

## Changes Occur, Tradition Continues

Fiscal year 1984/1985 has been an exciting time of restructure, reaffirmation and growth for Muhlenberg Hospital Center. A number of significant events have served to better position the Hospital in the competitive health care environment that exists today. Through all these changes, Muhlenberg Hospital Center continues to provide the same high quality, cost effective health care that has always been our trademark. Of equal significance is the personal, caring tradition of our Hospital that continues to be of the utmost importance to each of our employees in their daily delivery of care to the people of our community.

## Under Our New Name, The Commitment Continues

July 15, 1985, marked a significant date in the history of our Hospital. On this date, our facility officially changed its name from Muhlenberg Medical Center to Muhlenberg Hospital Center.

The decision to change the name of the Hospital was based on extensive market research and analysis of the perception of our Hospital by the community. Through this research, information was ascertained indicating the need to more clearly identify our facility to the community we serve.

The name "Muhlenberg Hospital Center" clearly identifies our facility as a full service hospital and accurately reflects our commitment "to be an acute care hospital, providing quality services including, but not limited to, medicine, surgery, psychiatry and ambulatory services." We are confident that our new name dispels any misconceptions that may exist as to our capabilities and services.

The flame in the new logo symbolizes warmth, illumination and commitment. The Hospital's name and the flame are encircled to indicate that the Hospital will provide services in an atmosphere of warmth and caring.

The positive response of the community to our new name and logo has been overwhelming; this support reinforces our belief that the name Muhlenberg



*A new name; a new logo.*

Hospital Center and the accompanying logo will provide the cornerstone for future development.

## HorizonCare Offered at Muhlenberg Hospital Center

On June 30, 1985, Muhlenberg Hospital Center began offering the HorizonCare Program, developed by St. Luke's Hospital, to Medicare subscribers. If the HorizonCare member does not have supplemental insurance, this program guarantees that they will not be billed for the Medicare deductibles or co-insurance charged for services at either hospital.

Muhlenberg Hospital Center is pleased to offer this program in cooperation with St. Luke's Hospital in the sincere hope that it will provide some financial relief to a sector of a population that has long supported our facilities in their various endeavors. For more information concerning this program, please contact the Business Office at Muhlenberg Hospital Center.

## Working For Our Community

"I am excited and pleased by the action of the two hospital boards. Their unselfish concern for the welfare of this community will open new possibilities for growth and stability in the provision of health care for our people. There are many things we can accomplish by pooling our strengths and resources. I am very optimistic about the future of this venture."

John W. Woltjen  
Treasurer  
Lehigh University

On July 23, 1985, the Boards of Directors of Muhlenberg Hospital Center and St. Luke's Hospital revealed that they had unanimously agreed to the formation of a parent company to oversee the operation of the two hospitals.

The announcement capped several years of cooperative efforts between the two facilities, the most recent being the aforementioned HorizonCare Program and the provision of on-site clinical experience for St. Luke's Nursing School students at Muhlenberg Hospital Center.

The decision to form a parent company was the result of a year of intense work by a Joint Task Force formed to study possible organizational structures for the two hospitals. The parent company will operate as an independent entity, governed by its own Board of Directors. Each Hospital will retain their individual names, identity, officers and Board of Directors.

Each Hospital has elected four representatives to serve on an Implementation Committee charged with establishing the holding company. The members of



this committee include Mr. John W. Woltjen, who will serve as chairman, Attorney Jacob S. Kolb, Mr. Richard L. Strain, and Dr. Arthur A. Altman from Muhlenberg Hospital Center, and Mr. D. Patrick Robinson, Mr. Richard M. Smith, Dr. Herman E. Collier, Jr., and Dr. Ross M. Orr from St. Luke's Hospital.

William Koughan, St. Luke's Hospital President, will become Chief Executive Officer of the parent corporation; and Muhlenberg Hospital Center's President, Joseph W. Fitzgerald, will become Senior Vice President. Mr. John Woltjen will serve as Chairman of the parent company Board of Directors and will be succeeded after two years of service by Mr. D. Patrick Robinson.

Muhlenberg Hospital Center and St. Luke's Hospital together form an \$80 million, 567-bed, 2000-plus employee multi-hospital corporation. Muhlenberg Hospital Center officials are confident that this is a positive move for both institutions as well as the community we serve. Both hospitals have chosen to reach beyond their own individual interests to ensure the provision of high quality, cost effective health care for the people of our region. The combination of the managerial talent and expertise at these two fine facilities is sure to prove invaluable in improving hospital services and reducing the costs incurred by patients at both Muhlenberg Hospital Center and St. Luke's Hospital.

## The Business of Medicine

### Cost Control Emphasized By Business Departments

The computerized purchasing, inventory and patient charge recovery programs were fully implemented by the Materials Management Department during this fiscal year. With the enhancement of the system to include direct computer interfacing and bar code scanning of patient supplies, this is the most comprehensive and flexible Materials Management package in the Lehigh Valley and has been showcased to several other hospitals.

The system has effectively reduced many manual labor functions in both the business office and the nursing units. The implementation and expansion of this program has been instrumental in controlling inventory costs and expenditures at Muhlenberg Hospital Center. This system has contributed significantly toward alleviating the costs of doing business without sacrificing our high standards of patient care.

This past year, the Hospital integrated computers in 13 departments, enabling quick and efficient inter-hospital transfer of information. This system provides

immediate access to patient demographics, medical histories, and data collection. By utilizing the computer capabilities, we are able to streamline the length of time it takes to process physician orders, often enabling us to shorten the period of hospitalization.

### Medical Records Assumes New Role

The use of computers in the Medical Records Department has increased as a result of the implementation of the Prospective Payment System. The critical job of accurately assigning a Diagnostic Related Group (DRG) to Medicare and Medical Assistance patients to ensure proper payment has become the significant responsibility of this department. The use of personal computers in the Medical Records Department has enhanced our ability to perform the aforementioned functions through efficient retrieval of patient information and has helped eliminate duplication of information entered into the computer system.

The use of the hospital computer system, enhanced by daily communication with other departments, has enabled the "business" of medicine to be handled smoothly, efficiently and effectively.

## The Delivery of Care

### Patient Education Intensified by Nursing Department

A major emphasis of the Nursing Department of Muhlenberg Hospital Center this year has been to focus on effective preparation of the patient and family for discharge and home care. Patient education is initiated on day of admission and becomes an integral part of the nurses' daily delivery of care, continuing to the date of discharge. The patient education program utilizes home teaching pamphlets and films to provide the patient and family with information that will promote confidence concerning their discharge.

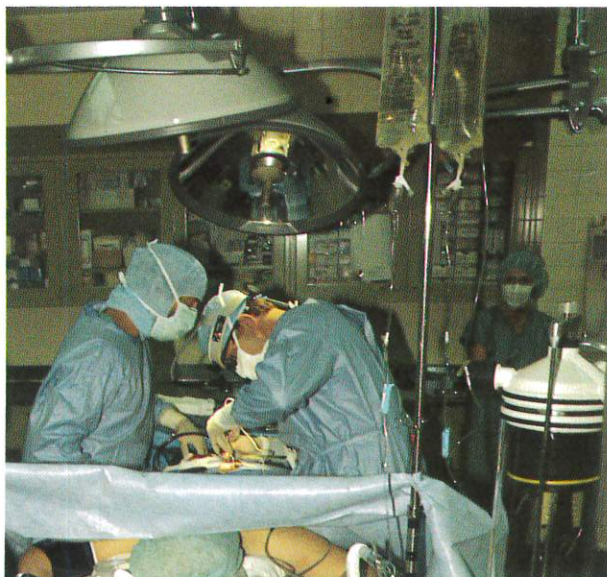
If surgery becomes necessary, highly skilled surgeons, anesthesiologists, nurses and technicians of Muhlenberg Hospital Center work as a team to perform a wide variety of surgical procedures. These procedures include intricate neurosurgery, joint replacement, and microscopic procedures performed in the field of ophthalmology and hand surgery. Last

year alone, the fully equipped and technologically modernized surgical suites of Muhlenberg Hospital Center performed over 3,000 surgical procedures. An additional 1,000 minor surgical procedures were performed on an outpatient or ambulatory surgery (one-day) visit in the Special Procedures Unit.

### Social Service Department Augments Patient Care

The total care provided by Muhlenberg Hospital Center includes counseling concerning the personal, financial, social and environmental issues encountered by patients and families during their hospitalization. As prospective payment regulations are applied, limited hospital stays have become commonplace. Consequently, there is added incentive to provide efficient and inclusive informational opportunities about community services to patients and the cost-conscious public.





*Dr. Robert Marcincin performs Lumbar Laminotomy.*

It is the Social Service Department's obligation to aid patients and families in dealing with the impact of illness on their functioning and to maximize benefits from health care services. Exemplary of a coordinated and cooperative approach to health education is our Hospital's participation in the Lehigh Valley Stroke Program. With the initiation of our own Interdisciplinary Stroke Team, the quality of stroke care as well as the needs of stroke victims and their families are continually addressed. Through the Lehigh Valley Stroke Club (Bethlehem Chapter), stroke victims and their families have experienced educational programs and important support opportunities.



*Social Services confers with patient.*

## **New Technology Provides Effective Service**

In April, 1985, the installation of the Picker Radiography/Fluoroscopy Room with digital capabilities in the Radiology Department greatly enhanced the angiographic capabilities of a department that performed over 28,300 studies last year. Citing a rise in outpatient studies, the Radiology Department is pleased to offer this state-of-the-art diagnostic technology to the people of our region.

This new room is specifically designed and equipped to perform Digital Subtraction Angiography. This is the procedure by which a computer obtains x-ray images during studies of arteries and veins. Muhlenberg Hospital Center is the third hospital in the

Lehigh Valley with the ability to perform digital subtraction angiography. The Radiology Department of Muhlenberg Hospital Center is the only hospital in the Lehigh Valley to have 12-inch image intensifier capabilities available for this equipment.

Digital subtraction angiography has proven a significant acquisition for a number of critical reasons. Patient satisfaction has increased while cost to the patient and the Hospital is reduced. The Digital Subtraction Angiographic procedure averts the need for a hospital admission by allowing the diagnostic procedure to be done on an outpatient basis. Patient safety is enhanced by the use of intravenous injections as opposed to catheterization, thus reducing the risk and discomfort to the patient.

The department of Nuclear Medicine and Ultrasound has also expanded its testing schedule to include Aerosol Ventilation Lung Imaging. This test has



*Completed Room for Digital Subtraction Angiography studies.*

proven to be a more cost effective and easily interpreted method of detecting pulmonary embolism (blood clots).

Dr. Donald Morel, who founded Nuclear Medicine at Muhlenberg Hospital Center, submitted his resignation as Clinical Director in June, 1985. Dr. Stuart Jones has been appointed as the new Clinical Director. Dr. Jones, in addition to his expertise in sonography and nuclear medicine, brings to the division considerable experience with computers and digital image processing.

The highly specialized diagnostic capabilities of these new technologies have enabled Muhlenberg Hospital Center to offer heightened accuracy of diagnosis and technical expertise at optimum cost, comfort, and safety to the patient.

Muhlenberg Hospital Center's Clinical Laboratory administered over 250,000 tests last year to the people of the Lehigh Valley and surrounding communities. This impressive statistic, coupled with a significant increase of 21% in outpatient testing, is a strong reflection of the community and physician endorsement of the quality service provided to physicians and the public by our Hospital's Clinical Laboratory.



Our Clinical Laboratory was the recipient of a two-year accreditation from the College of American Pathologists. This accreditation is a reflection of the high level of dedication and professionalism among our Laboratory staff. Realizing the importance of quality control in the everyday operation of the Laboratory, the College has developed stringent standards for accreditation. The Clinical Laboratory of Muhlenberg Hospital Center has met and exceeded these standards in their daily delivery of care.

The Department of Physical Medicine named Robert McCoy, M.D., as its new director in July of 1984. Dr. McCoy brings to this position both medical expertise and prior experience in planning.

The growth of the recently developed Hand Rehabilitation Program has surpassed expectations, offering to the community extensive rehabilitation for problems associated with traumatic, systemic and congenital disorders of the hand and upper extremities. Due to the extensive interest in this program, an expanded treatment area was developed and designed to accommodate newly purchased equipment and treatment methods. The program now offers a comprehensive individual work simulation program instituted to retrain patients for effective return to a functional life style.



*Physical Therapist performs Hand Therapy.*

In all phases of the Physical Medicine Department's evaluation and treatment, emphasis is placed on the team approach to patient care. Special consideration is given to ensuring communication between therapist, attending physicians and surgeons, directed at bringing about expedient and appropriate results of the rehabilitation process.

The expansion of the hand rehabilitation program coupled with the availability of evaluation and treatment of a multitude of neurological, musculoskeletal and orthopedic disorders, have established Muhlenberg Hospital Center's Physical Medicine Department as a valuable community resource for physicians and the community.

## **Emergency Room Continues Commitment to Community**

Ideal location . . . accommodating staff . . . fast, friendly, cost effective service. These are just some of the reasons why more than 24,000 people chose Muhlenberg Hospital Center's Emergency Room last year when they were confronted with a medical emergency.



Fully equipped with seven patient bays, a two-bed cardiac trauma room, cast room and large waiting areas, this clean, efficient department delivers quality care 24 hours a day, seven days a week. Emergencies of all degrees of severity are handled with equal concern to the patient and his family.

The Muhlenberg Hospital Center Emergency Room continues to meet the community's needs by addressing issues which pose a threat to our health. For example, recognizing the spread of rabies throughout Pennsylvania, the staff developed guidelines to assist in the awareness, prevention and treatment of this disease.

The "fee for service" billing plan introduced last year has met with community approval. This plan assures that patients are billed for the services they utilize rather than being charged a blanket Emergency Room fee.

Muhlenberg Hospital Center has the capabilities to respond to any emergency requiring a hospital admission or surgical procedure. Through services available within the facility—operating room, laboratory, radiology, cardio-pulmonary medicine, nuclear medicine and physical medicine—the Hospital is able to provide the full range of medical treatment from diagnosis to discharge.

Muhlenberg Hospital Center's continuing concern for patients' emotional, physical and financial well-being from time of admission to discharge has established our facility as the Emergency Room of choice for an ever-increasing number of Lehigh Valley residents.



## Courtyard Café Welcomes Visitors and Staff

An atmosphere of soothing earth tones, healthy lush plants, and made-to-order deli-style specialties welcome employees and visitors alike to the new Courtyard Café at Muhlenberg Hospital Center.

The desire to provide alternatives to our Cafeteria and vending operations combined with months of planning and preparation resulted in the opening of this unique snack bar in November of 1984. The attractive design and comfortable atmosphere of the Courtyard Café now offer quiet respite to employees and visitors alike searching for a relaxing alternative to cafeteria style hot food selections.



*Courtyard Cafe opens for business.*

The friendly staff offers a menu including deli sandwiches, fresh salads and fruits, rich desserts, as well as traditional favorites like hot dogs, soda, shakes and ice cream.

The Courtyard Café, located in the lobby adjacent to the Gift Shop, has become a popular spot for a light meal at a reasonable price.

## Volunteers and Auxilians Continue Support

The ranks of our broad base of volunteer support grew to unprecedented proportions during the 1984/1985 fiscal year. Muhlenberg Hospital Center once again proudly acknowledges the steadfast support of this vast group of dedicated individuals who make up our auxiliary groups and volunteer department.

From volunteers greeting and transferring patients to Auxilians fund-raising events that enable purchases of costly technical equipment, the Hospital's delivery of care is impacted by the support of these dedicated volunteer and auxiliary groups.

The Men of Muhlenberg Hospital Center celebrated a milestone in their history this year. Founded in April of 1960, our Men's auxiliary celebrated 25 years of unflinching service to Muhlenberg Hospital Center in April of 1985. A variety of fund-raising events enabled the Men of Muhlenberg to contribute \$2,500 to benefit patients unable to fulfill their financial obligations.

The Auxiliary of Muhlenberg Hospital Center had another year of vigorous fund raising activities and special events. As a result of fund-raising efforts, the Camille Gift Shop, the Thrift Shop and their newest enterprise, the Courtyard Café, these dedicated ladies were able to make the final payment on their

\$100,000 pledge to Muhlenberg Hospital Center in November, 1984.

The Men of Muhlenberg, the Women's Auxiliary and the Junior Auxiliary contributed their time and efforts to the record-breaking 1984 Summer Festival. The \$65,000 check turned over by these groups as proceeds from the Summer Festival were used toward purchase of the Picker Digital Radiographic/Fluoroscopic equipment in the Radiology Department of Muhlenberg Hospital Center.

The Telemetry Arrhythmia Section on the 2 South medical/surgical floor was the recipient of funds in excess of \$3,000 raised by the 135 members of Muhlenberg Hospital Center's Junior Auxiliary.

The Administration and staff of Muhlenberg Hospital Center would like to extend its sincere appreciation to all of these Auxilians and to the 320 volunteers who contributed 54,937 hours during the last fiscal year. The enthusiasm and dedication of these individuals who contribute time and talent on a continual basis adds an extra dimension to the high quality of care dispensed at Muhlenberg Hospital Center.



*Nurses monitor patient in ICU/CCU.*

## Quality: The Key to Success

Muhlenberg Hospital Center is proud to be the recipient of a three-year accreditation from the Joint Commission on Accreditation of Hospitals (JCAH). Accreditation by JCAH means that our facility has voluntarily sought to be measured against national, profession standards for health care and services; has been found to be in compliance with the standards; and is making an effort to provide even better care and services.

The voluntary aspect of the JCAH accreditation process is crucial in working to assure quality care. It indicates that the providers of health care who seek voluntary accreditation are motivated toward even higher levels of quality and service.

Muhlenberg Hospital Center is pleased to make the public aware of this accreditation. In 1985, only 12% of the hospitals reviewed were able to achieve this level of excellence. This achievement is reflective of the high standards that each of our departments has obtained in the provision of care to the community. As always at Muhlenberg Hospital Center, our commitment to caring continues.

## **IN MEMORIAM**

Muhlenberg Hospital Center dedicates the 1984/85 Annual Report to the memory of Mr. Albert V. Moggio and Mr. Charles R. Fowler. The unfailing support and insightful direction of these men were instrumental in the development of our Hospital.

Mr. Moggio and Mr. Fowler served as Vice Chairmen of our Board of Trustees and members of the Board for 20 years and 12 years respectively. Their talents will long be remembered as integral forces in the evolution of our Hospital to a highly accredited, full-service, acute care facility.



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## MUHLENBERG HOSPITAL CENTER

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