Annual Report (2007): Greater Hazleton Health Alliance; Community Service Report

Lehigh Valley Health Network

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The 2007 Community Service Report
**Message From Our President/CEO**

During 2007, the Greater Hazleton Health Alliance (GHHA) has built upon the changes made in 2006 and has become a significant provider of the healthcare community. We have accomplished our target goal of providing quality care close to home.

Although the merging of St. Joseph Medical Center with Hazleton General Hospital marked the end of an era in healthcare, it provided opportunities for enhanced, quality patient care. By combining the services, we were able to grow as a medical provider and incorporate various advanced technology and services that put us on the map as a leading healthcare facility.

We have been honored with awards commending us for our improved quality care including the Get With The Guidelines Heart Failure Participating Award that showed our commitment to the heart failure program. Hazleton General Hospital was the recipient of a national award for pulmonary and sepsis care. I am also pleased to report that we received the Performance Achievement Bronze Award for providing the right care— all the time— every time. These awards are physical reminders that we are heading in the right direction in our strategic planning and that we will continue to enhance our medical services for the community.

An essential part of our mission this year was to engage our community through outreach and education programs. The 2007 Community Service Report will provide you with an overview of our dedication to community outreach, education, volunteer work, charitable contributions, and—most importantly—our commitment to quality care. These are a few of the ways we are fulfilling our mission. We are an institution about neighbors helping neighbors, friends helping friends.

Thank you for entrusting your care to us,

Jim Edwards, President/CEO

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**History**

In October 1996, Hazleton-Saint Joseph Medical Center merged with Hazleton General Hospital to form the Greater Hazleton Health Alliance. The Greater Hazleton Health Alliance (GHHA) was formed to bring the people of Greater Hazleton the highest quality healthcare and the latest available technology, without duplicating services, equipment, and costs.

In 2004 an effort began to consolidate and relocate many services from Hazleton-Saint Joseph Medical Center to Hazleton General Hospital. The cost of providing healthcare, which had been rising steadily across the country, also affected our local hospitals and duplication of services at both facilities was no longer feasible. Work began to consolidate inpatient and emergency services at Hazleton General Hospital, while outpatient services were consolidated to the Hazleton-Saint Joseph campus. St. Joseph Medical Center surrendered its acute care hospital license in September 2005 and operated as a service of Hazleton General Hospital until the two organizations merged in December 2006.

Along with Hazleton General Hospital’s newly combined services, there were also physical changes necessary to make the hospital a state-of-the-art healthcare facility. An $18 million construction and renovation project began in 2005 and was completed in November 2006. As part of the project, a two-story Annex building was constructed at the back of the hospital to house a new, state-of-the-art laboratory, medical records department, medical library, physician staff office and lounge, as well as quality management and administrative offices. Inside the hospital, a Step-Down Unit was constructed to serve patients who were transitioning from the Intensive Care Unit.

The Emergency Department doubled in size to better accommodate the growing population within the community and was moved to one central location. The Greater Hazleton Health Alliance also incorporated the services of Lehigh Valley Hospital through a partnership. The partnership has provided physician staffing to the new Emergency Department, which means GHHA now has access to specialists and technologies only found at larger medical facilities. A new Surgical Suite and Short Procedure Unit rounded out major medical service renovations and expansions within the hospital. In June 2007, the Hazleton Health & Wellness Center opened offering state-of-the-art, customer focused outpatient testing and rehab services.
Moving Forward in 2007

In 2006, the Board of Directors developed a strategic plan for GHHA, outlining key objectives that would be essential to the growth and prosperity of the organization and provide improved access to quality care for the community.

Four strategic focuses were set in order to put GHHA on the right path to providing the right care—each and every time: engage our community, achieve growth in service volume, build a great team, and assure quality in all that we do.

The Greater Hazleton Health Alliance has put an emphasis on the community. By keeping communication lines open with residents in the Greater Hazleton area, GHHA can better assess and adapt services to the changing needs of the community. The bar has been raised. Remaining competitive in the healthcare market is key, and GHHA has been successful through regular evaluations of performance by using external standards, innovative methods, and committing itself to growth in quality care.

A vision was set forth to guide the organization on a path of greatness, a path that would ensure continual implementation of technology, advancements in quality, and enhanced safety. The Greater Hazleton Health Alliance’s vision is to be the preferred healthcare provider in the Hazleton community and throughout the region, contributing toward creating a healthier community. It envisions outstanding quality care and emphasizes continual growth.

The year 2006 proved to be a successful turnaround for the organization. Necessary changes were made to ensure that GHHA would become the premier healthcare provider in the area. The next step is excellence—to not only be the preferred healthcare provider in the Greater Hazleton area, but also the region.

The strategic focuses give a breakdown of the basic standards that need to be exceeded in order to be successful. In order to fulfill the entire vision, GHHA has made a commitment to the following:

- Quality medical care
- Exceptional customer service
- Investments in technology, facilities, and equipment
- Investments in hardworking physicians and staff
- State-of-the-art services
- Teamwork and accountability

Our Mission In Healthcare

The Greater Hazleton Health Alliance is committed to providing compassionate, patient-centered, quality health services and to the ongoing development of a healthier community. We will achieve our mission through the following:

- Community outreach
- Volunteerism
- Commitment to our seniors, children, and diversity
- Commitment to quality
- Commitment to financial stewardship
- Commitment to education and healthy lifestyles
Commitment To Quality

Assure Quality in All That We Do is one of the four strategic focuses of the Greater Hazleton Health Alliance and is the leading force to becoming a leader in quality healthcare in Northeast Pennsylvania. In order to become a leader in the healthcare community, we had to make some changes—changes in how we approached quality improvement, changes in technology, and changes in how we provided services.

In 2007, HGH became one of only two hospitals in Pennsylvania to pilot the Accelerating Best Care (ABC) in Pennsylvania methodology for improving care. Funded in part by a state grant and in partnership with Thomas Jefferson University Medical Center and Baylor Health System in Dallas, Texas, a team of managers and supervisors completed training on rapid-cycle, quality improvement based on the successful program at Baylor Health System. In just a few short months, the hospital saw significant enhancements in quality. By adopting the ABC program, GHHA has committed itself to meeting and exceeding quality outcomes in patient care based upon national quality baseline measures of performance.

Through the results of a community perception study conducted in mid-2007 and our ongoing survey of patient satisfaction, we found that our emergency services were not meeting the expectations of our community. A multi-disciplinary group got to work to improve the services in order to meet these expectations. This work resulted in patients being triaged within 15 minutes of arrival to determine severity of the medical condition, implementation of an electronic patient treatment tracking boards and improved communication between departments as well as with families and their patients. The treatment time from admit to discharge now averages a little over 2 hours, which is below the national average of 3 to 4.

In July of 2007, the Emergency Department implemented a Stroke Alert program that decreases the time to treatment once a stroke patient enters the hospital. It allows patients who are experiencing symptoms of a stroke to be immediately taken into the emergency treatment area and have a CT scan performed within 25 minutes (national average) of arrival. The hospital's average time to the CT scan is 20 minutes. Once a stroke episode is diagnosed, immediate treatment is started. This program has helped improve the quality of life for stroke victims by preventing or decreasing debilitating outcomes.

The trend in healthcare today is outpatient care services. Based on this trend and our community's desire for a one-stop, customer-focused, high-quality healthcare facility, the Hazleton Health & Wellness Center (HHWC) became a reality. The 72,000 square foot building located on the Airport Beltway in Hazle Township offers a wide variety of outpatient services including diagnostic testing, outpatient rehabilitation services, a state-of-the-art fitness center, an ambulatory surgery center, physician offices, and a pharmacy.

Having patient information available at your caregivers' fingertips when they need it to provide you with high-quality care was the basis behind the implementation of a completely new and advanced information system. It had a price tag of over $5 million and is being implemented over a two to three year span. The new technology enables physicians and other caregivers to have immediate access to patient test results and other patient care information. Now when someone uses any of the GHHA facilities for care, all current and past health information will be available at the push of a button. This is extremely important, especially in emergency situations.

Hazleton General Hospital is on a path from good to great. The hospital continues to experience advancements in quality care and services and is pleased to serve the Hazleton community with the elite healthcare they deserve. With the help of technological advancements, HGH is well on its way to becoming the preferred healthcare facility.

The graph to the right is an example of quality improvement based on a project by Quality Insights of Pennsylvania.

<table>
<thead>
<tr>
<th>Category of Performance Improvement</th>
<th>January 2004 (HGH's ranking among 36 hospitals)</th>
<th>March 2007 (HGH's ranking among 36 hospitals)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heart Failure</td>
<td>#35 out of 36</td>
<td>#1</td>
</tr>
<tr>
<td>Myocardial Infarction (MI)</td>
<td>#34 out of 36</td>
<td>#2</td>
</tr>
<tr>
<td>Pneumonia</td>
<td>#32 out of 36</td>
<td>#17</td>
</tr>
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</table>
Community Outreach and Volunteer Work
The Greater Hazleton Health Alliance is a leader in the community and prides itself in getting involved in the lives of those who make our award-winning hospital as successful as it is. The year 2007 had many positive changes on its agenda.

Because of our increased amount of community outreach programs, our service hours have been on the rise. The Greater Hazleton Health Alliance completed 13 outreach events throughout the year, successfully reaching the community through their various services. In 2007, we supplied flu vaccinations, blood drives, health fairs, lunch and learners, and health education programs. The Greater Hazleton Health Alliance also participates in Cook For A Cure, Community Reading Day, Speaker’s Bureau, and Healthy Snack Day.

The organization is committed to the community. It is active in many programs and owes much gratitude to the hardworking staff that volunteer their time and efforts outside of work. Staff participate in Meals on Wheels, blood drives, Chamber of Commerce, American Cancer Society, and American Red Cross. They dedicate their time at Serento Gardens, Hazleton Leadership, and United Way. Involvement in community service reminds the community that our hearts are in healthcare.

The Greater Hazleton Health Alliance completed 13 community outreach events in 2007.

Community Education and Healthy Lifestyles
In addition to outreach programs, GHHA also provides quality education about health and wellness issues. The primary goal is to keep people informed. A knowledgeable community is a vital part of our healthcare system. The objective is to prevent health issues through the education programs GHHA provides.

Community education teaches the public about health issues like strokes and diabetes. Did you know that strokes are the number one cause of adult disability and the third leading cause of death in the US? The Greater Hazleton Health Alliance promotes awareness and prevention through healthy lifestyle tips. Some of the many services include the following:

- Stroke education
- Weight management
- Nutrition for the heart
- Health safety
- Workers compensation
- Diabetes Management & Support
- Back To School Programs
- Arthritis education

The Greater Hazleton Health Alliance also believes in reaching out to the community in order to better the services provided within the Greater Hazleton Health Alliance. A community perception study was conducted in which randomly-selected Hazleton residents of various race, age, and background were telephoned and asked to participate in the study.

As a result, GHHA learned that the emergency room services needed to become more efficient. Hazleton General Hospital focused its effort on improvement. They decreased wait time and improved patient flow through an electronic chart posted in the ER. There was an emphasis put on customer service, a patient liaison was hired to improve communication, and MI Alert and Stroke Alert programs were implemented.
Commitment To Financial Stewardship

While GHHA's commitment to the community is to provide quality care to anyone who needs it, the organization must also ensure financial stability in order to continue meeting the growing healthcare needs of the community.

Because GHHA is a not-for-profit hospital, the organization is able to focus on you—the patient—instead of the shareholders. This means that 100% of any operating revenues in excess of operating expenses is returned back to the community in the form of new or improved services, state-of-the-art technology and equipment, and community outreach.

By using and supporting your local hospital and participating in its services, you can help assure that high-quality healthcare will be available in Hazleton for years to come.

Community Benefit

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Uncompensated Care (the cost of services provided for which no payment is received due to charity care, bad debts, and insurance company denials)</td>
<td>$3,228,808</td>
</tr>
<tr>
<td>Subsidized Health Services (emergency and trauma services, anesthesia, imaging, hospitalist, and women's and children's services)</td>
<td>$4,165,802</td>
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<tr>
<td>Medicaid Shortfall (payment for services at less than cost)</td>
<td>$4,716,476</td>
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<tr>
<td>Community Health Services, Health Professionals Education &amp; Donations</td>
<td>$33,711</td>
</tr>
<tr>
<td>Total Community Benefit</td>
<td>$12,144,797</td>
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Other Consideration

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Medicare Shortfall (payment for services at less than cost)</td>
<td>$6,088,797</td>
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Commitment To Diversity

The Greater Hazleton Health Alliance offers services to the influx of our Latino and Hispanic population. A growing number of people in the community do not have health insurance or a primary physician. The Greater Hazleton Health Alliance caters to people in need despite their age, race, ethnicity, sex, creed, handicap, or ability to pay.

The Emergency Room is open 24 hours a day, seven days a week to provide the quality care for which our hospital is known. In the event of an emergency, no one will be turned away. The Greater Hazleton Health Alliance is a healthcare organization that provides quality, efficient care for everyone.

The organization is responding to the rapidly growing population, particularly the Latino and Hispanic communities. A telephone translation system, which interprets over 100 languages, is available at all GHHA sites. A patient liaison was hired to increase the communication between the hospital and patients. Also, essential health documents have been produced in Spanish and are available in the community library.

The Greater Hazleton Health Alliance provided $12 million dollars in uncompensated care during 2007.
Commitment To Our Seniors

From one generation to the next, GHHA is here to provide whatever healthcare needs should arise in our diverse community. With approximately 55% of the community over the age of 65, on limited fixed income, and on Medicare, it is GHHA’s mission to provide seniors with the proper tools and education to continue to live happy, healthy, and independent lives. The Greater Hazleton Health Alliance reaches the elderly community through programs such as the local Meals-on-Wheels program, for which the hospital provides nutritious hot and cold meals. The Alliance’s Senior Choice Program, now at over 400 members strong, is a program designed to provide health education and other programs including monthly Lunch and Learns, a variety of health screenings, advice on insurance matters, and even social gathering opportunities. In addition, other community education programs are provided free of charge for the specific health and welfare needs of our senior population. The Greater Hazleton Health Alliance has participated in several senior health fairs throughout the year.

Free transportation is provided to all GHHA facilities including HGH, HHWC, and to physician offices. This service allows seniors to be independent while ensuring they receive quality medical care.

Commitment To Our Children

The Greater Hazleton Health Alliance has a commitment to all members of the community, no matter how small, to provide them with the best medical care available. Good health begins before you are born. That’s why GHHA is your partner, seeing you through the stages of pregnancy, birth, and parenting.

Pre-natal care is essential to have a healthy baby. In order to ensure that all babies receive the care they need prior to being born, HGH now offers the Healthy Beginnings Plus program. This program is designed to give low-income mothers a chance to experience positive prenatal care. The services reduce the risk of pregnancy and birth complications. It is available to pregnant women who are eligible for Medical Assistance. Those enrolled in Healthy Beginnings Plus are eligible to attend the hospital’s prenatal class free of charge and are provided with an application for the State’s Children’s Health Insurance Program for further assistance. Healthy Beginnings Plus welcomed 314 new visits and 247 births in 2007.

In addition to the Healthy Beginnings Plus Program, the hospital offered a series of pre and post-natal programs throughout the year that were either free or had a minimal fee. These programs included the following: Labor & Delivery Class Series, Sibling Classes, Breastfeeding Support Group, Breastfeeding Classes, Infant/child CPR classes, Parenting Class, Free Car Seat Checks.

A Back to School educational program for parents and a health screening event for children was held, which included ear checks, scoliosis screenings, ID fingerprinting in partnership with Baltimore Life Companies.

In addition, HGH also participates in Safe Haven, a free, legal, confidential way to give up a newborn at any hospital in Pennsylvania. This state program provides by law that a parent giving up a newborn may leave the baby in the care of any hospital. As long as the baby has not been harmed, the authorities are not called. A layette is available in the ER waiting room.

22,097 meals were provided to Meals-on-Wheels for those in need.

More than 4,307 rides were given to the hospital or physician offices via the patient shuttle.

The Greater Hazleton Health Alliance offered breastfeeding classes, support groups, infant/child CPR classes, parenting classes, and car seat checks in 2007.

We celebrated 636 births at HGH this year and 314 new patients were seen through our Healthy Beginnings Program.
Community Feedback
At the Greater Hazleton Health Alliance, what the community has to say is valued. The community’s feedback is essential in the reputation and continual growth of the organization. Hazleton General Hospital has a serious commitment to customer satisfaction. The goal is to give back to the community, making absolutely sure that quality, customer-based service is provided with a smile. Below you will find what the community has been saying about our quality care and our healthcare providers.

What Patients Are Saying About GHHA’s Services

“They treated my daughter with respect and compassion. I was very impressed by the quality of care my daughter received. You saved her life and I will be eternally grateful.”

“I cannot begin to tell how impressed I was with the care, concern and friendliness of all the people that took care of me. And the Hospital is beautiful, clean and modern. Thank you!”

“The staff was kind and professional. The doctor showed concern for me as a person not just as a patient.”

“The experience of the emergency department has very much improved since our last visit in 2004. The comfort of the waiting area is delightful.”

“All the doctors and nurses were excellent. I feel the entire staff could not have been nicer or more professional.”

“Newly remodeled, beautiful and clean. Staff was wonderful! Very pleasant, friendly, and helpful! Went above and beyond!”

“My son Kevin and I were at Hazleton General for Kevin’s pre-admission testing for surgery and each person, from the switchboard operator to the intake person - testing personnel - billing - x-ray - lab, anesthesiologist, was most pleasant, helpful, and took the time to listen and answer questions patiently. Congratulations on great staffing. The service was excellent. They made us feel comfortable and there were no long waits. We were in and out in an hour.”

What To Expect In 2008
The year 2008 is shaping up to be an exciting year. Plans are well under way to continue with the action of our multi-million dollar technology program to enhance the quality healthcare of the organization. The advanced technology is another step in GHHA’s pursuit of greatness. Some upcoming plans for the next year include the following:

- In May 2007, Phase I of an electronic medical record (EMR) was introduced, allowing more caregivers to view laboratory and imaging results. Phase II of the EMR will roll out in 2008. A patient care system (PCS), will allow for clinical documentation on workstations on wheels (WOW), convenient and portable computer systems.
- An OB Centricity Perinatal System will be implemented in the Family Birthing Center, enhancing fetal monitoring care during child birth.
- There are plans for the EMR to have remote access, allowing physicians to access patient information from their offices or homes.
- A Balance Program is set to be implemented at HHWC. Trained professionals are able to better assess balance issues with the assistance of new technology.

The Greater Hazleton Health Alliance will continue to meet and exceed state and national standards of quality care, making all GHHA facilities even more safe and comfortable for patients. The organization plans to continually increase their community outreach, education programs, and volunteer work. By partnering together with our community, we will achieve our mission of developing a healthier community.
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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<tbody>
<tr>
<td>Thomas L. Kennedy, Esq.</td>
<td>Board Chair, Kennedy &amp; Lucadamo, PC</td>
</tr>
<tr>
<td>Eugene F. Gallagher</td>
<td>Board Treasurer, Retired School Principal</td>
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<tr>
<td>Mark J. Lobitz, DO</td>
<td>Board Vice Chair, Family Practice Physician</td>
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<tr>
<td>Reverend William Fairchild</td>
<td>Board Secretary, Pastor, Christ Lutheran Church</td>
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<tr>
<td>Monsignor Michael Delaney</td>
<td>Pastor, Nativity Church</td>
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<tr>
<td>Sister Mary Margaret Jackson, OSF</td>
<td>Congregational Representative, Bernardine Franciscan Sisters</td>
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<tr>
<td>Anthony P. Veglia, MD</td>
<td>Internal Medicine Physician</td>
</tr>
<tr>
<td>Arvind Srinivasan, MD</td>
<td>Urologist/Urologic Surgeon</td>
</tr>
<tr>
<td>Bettie Sitoski</td>
<td>Vice President, PNC Bank</td>
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<tr>
<td>Anna Arias</td>
<td>Catholic Social Services</td>
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<tr>
<td>James V. Martino, MD</td>
<td>Internal Medicine Physician, Medical Staff President</td>
</tr>
<tr>
<td>Adrian Secheresiu, MD</td>
<td>Internal Medicine Physician, Medical Staff Vice President</td>
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<tr>
<td>James D. Edwards</td>
<td>CEO/President of GHHA</td>
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<tr>
<td>John Fletcher</td>
<td>Chief Operating Officer</td>
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<tr>
<td>William Bauer</td>
<td>Chief Financial Officer</td>
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<tr>
<td>Timothy Farley</td>
<td>Vice President, Human Resources</td>
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<tr>
<td>Anthony Valentis</td>
<td>Vice President, Medical Affairs</td>
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<tr>
<td>Michael Golden</td>
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