



Keystone
Health



2017

AND BEYOND

KEYSTONE HEALTH AT A GLANCE

» OUR SERVICES

17 Primary Care Services

- Family Medicine
- Speech and Language
- Audiology
- Occupational Therapy
- Behavioral Health
- Crisis Intervention
- Urgent Care
- Pediatrics Chambersburg
- Pediatrics Waynesboro
- Pediatrics CASHS
- Women's Care
- Internal Medicine
- Infectious Diseases
- HIV/AIDS
- STD/Family Planning/Healthy Woman
- Dental - Chambersburg and Mont Alto
- Migrant and Seasonal Farmworkers

Ancillary Services

- 1 Keystone owned Pharmacy
- 15 Contracted Pharmacies
- Insurance Outreach and Enrollment

- » SERVES 50,692 patients through 213,576 visits, regardless of ability to pay.
- » ACCOUNTABLE TO THE COMMUNITY THROUGH patient-directed governing board of directors
- » EMPLOYS 475 people (doctors, other primary care workers, and support staff)
- » PRESENTLY OWNS three health centers in Chambersburg and one under construction and one in the planning stages

820 Fifth Avenue (22,000 sq. ft.): Family Medicine, Speech/Audiology

830 Fifth Avenue (52,000 sq. ft.): Urgent Care, Pediatrics Chambersburg including Pediatric Walk In, Pharmacy, Women's Care, Internal Medicine, Infectious Disease, HIV/AIDS, Navigator Program

767 Fifth Avenue (12,000 sq. ft.): General Dentistry and Pediatric Dentistry including surgery

» Projects for 2018-2019

110 Chambers Hill Drive (12, 800 sq. ft.) under construction to relocate Behavioral Health and Drug and Alcohol Services (opening May 7, 2018)

200 Chambers Hill Drive (62,000 sq. ft.) construction of a facility to relocate: Urgent Care; Infectious Disease/HIV and Community Outreach with STD/Family Planning Clinic Services; Occupational Therapy; Speech Therapy; Audiology; Pediatric Dentistry; Administration; Centralized Medical Records; Community Outreach and STD/Family Planning Clinic Services

- » We also plan to create a Physical Therapy program which will be housed at this location.
- » MAKING A DIFFERENCE IN THE LIVES OF PATIENTS EVERY DAY

Keystone Rural Health Center, also known as Keystone Health, is a 501 (c)(3) not-for-profit Federally Qualified Health Center that has been serving Franklin County and the surrounding areas since 1986.



Joanne Cochran
President & CEO

2017 marked Keystone's 31st year of service to our community. A lot has changed in the world of health care since 1986. Technology plays a bigger part than ever as patients want to use it to schedule their appointments, and some desire to use telemedicine options instead of having a face-to-face visit with their provider. Patients often request same-day appointments and are continuing to speak out about the need for affordable health care. Also, many people are becoming increasingly health-conscious and are striving for overall well-being more than ever. While the changing world of health

care brings us some challenges, it offers us even more opportunities.

At Keystone Health, we always strive for growth. This comes in many forms. We continue the physical expansion of our buildings and offices, the increase of our service area to other neighboring communities, the addition of new practices and programs to meet the community's needs, growing our patient base, and increasing our number of providers and employees. This growth also comes in less tangible, but not less significant ways. This includes improving policies and practices, listening to what our patients want and need, and keeping up with the changing worlds of both health care and government, just to name

a few. Our strategy process is continuing to grow and change with each year, and 2018 will be no different.

2017 was another year of opportunity for progress, which Keystone met head-on. A few examples are:

- Keystone expanded our Dental program by acquiring a practice in Mont Alto and added three new dentists to better meet the needs of our community
- Keystone began providing Antibiotic Stewardship for The Shook Home through our Infectious Disease program
- Keystone began a relationship with the local police departments through a grant provided by the county government for a Crisis Worker to respond with the police for all mobile crisis events. This

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MESSAGE FROM THE PRESIDENT & CEO *(continued from page 2)*

program, called The Co-Responder Program, has been extremely successful and we are planning to add another co-responder to this team

- Keystone began providing Medication Assisted Therapy for drug users and abusers. This service is being provided both in our Behavioral Health Program and in our Women's Care Program. Women's Care is providing care to the incarcerated pregnant female population, and Behavioral Health is providing services to all other community members who have drug seeking, drug using, and drug abusing behavior. The President and the Governor have declared the opioid crisis a National Crisis, so Keystone stands ready to address this issue at our Franklin County level.

In 2018 we will continue using our Triple Aim Strategy. This is a framework developed by the Institute for Healthcare Improvement (HCI) that describes an approach to optimizing health system performance. The HCI believes that new designs must be developed to simultaneously pursue three dimensions:

- * Improving the Patient Experience
- * Improving Clinical Outcomes
- * Affordability

These dimensions can be seen at the core of Keystone Health Center's and most other FQHC's business system models. Improvements in these areas are supported by our strong emphasis on quality outcomes, which are incorporated into our strategic planning, always selected with the patient in mind, and facilitated by an engaged staff that demonstrates respect for the people they serve.

What is happening at the Federal and State Government level always carries major implications for health care policy as a whole, and for community health centers with uncertainty to the road ahead. We need to remember that we are better positioned to succeed in this new environment than virtually any other federal health program or provider type—with a track record of bipartisan

support, a wealth of data and evidence demonstrating our effectiveness, and local, state, and federal connections.

Keystone and every FQHC continues to request of the federal and state government the following:

1. Work with us on solutions. Health centers bring a local perspective to the national debates. Congress should build on the success of health centers in any reform effort
2. Support the "four pillars" of the health center system of care, on which health centers' viability rests: (1) sustained investment in the Section 330 Grant Program (2) a strong Medicaid program that works for health centers and their patients which includes the Prospective Payment System (PPS) model for reimbursement (3) a dedicated and engaged workforce {Federal and State Loan Programs and J1 Visa program} and (4) the 340B pharmaceutical program. Additionally, Keystone Health and all other Health Centers are concerned about efforts to make changes to insurance coverage without a clear, sustainable plan for continuity of both coverage and access for those we serve.

Keystone's Outreach and Enrollment Navigator program has had a tremendous impact on our community, and it is important that its work continues. Our navigators' goal is to ensure that all residents of Franklin County have health insurance either through Medical Assistance, CHIP, Marketplace insurance plans, or private commercial insurance plans. In 2017 alone, our navigators enrolled 1,536 families into Keystone's Reduced Fee Program, and helped 1,332 individuals obtain insurance coverage through the marketplace, Medical Assistance, or CHIP. As Keystone Health works to expand coverage under the Affordable Care Act, we will continue to underscore the important issues of health access and affordability that endures in our community despite broad reforms.

Keystone plans to continue our prevention

outreach program and its service expansion programs during 2018. These programs are providing access for many residents, especially adolescents, to free and low-cost medical services including our family planning services and testing and treatment for sexually transmitted diseases. Keystone will also focus on behavioral health and drug and alcohol issues which are daily impacting our community in very significant ways. With the construction and expanded capacity in both space and providers, Keystone plans to greatly reduce the existing waiting list of 1,000 patients at Behavioral Health.

Keystone's school based health center site at Chambersburg Area High School has also been successful, and the number of students we are treating continues to increase. There is a provider at the school from 8 am to 12 noon Monday through Friday.

Over the past several years, Keystone Health expanded its senior management team. By adding a Chief Medical Officer position in 2014, Dr. Michael Colli brought 15 years of experience and clinical management to Keystone's leadership team. During 2017, Keystone separated its Chief Financial Officer/Chief Operating Officer function into two separate positions. David Grant, who has more than 20 years of health care experience, joined the Keystone management team in September as its COO.

In early 2016, Keystone became the behavioral health provider for Over the Rainbow, a program for children who are physically and sexually abused. Keystone is very devoted to this program and will continue to serve these residents of our community.



MESSAGE FROM THE PRESIDENT & CEO *(continued from page 3)*

Keystone made considerable progress in 2017 and we have stayed true to our mission. We will continue to do what we have done since our beginning: deal with the tasks at hand, look for opportunities for expansion of existing services, and look for opportunities for new services. We are confident that our operational and financial performance will improve further in 2018, enabling us to achieve our goals for the year.

As always, I wish to thank our employees for their dedicated efforts and for the way in which they continue to embrace our culture of clinical excellence, open access, patient satisfaction, performance improvement, and financial accountability. And I would also like to thank our patients, the local businesses, and our stakeholders for their continuing support.

Joanne Cochran, President and CEO

2017 QUALITY INITIATIVES



Dr. Michael Colli

2017 was another year in which Keystone Health made advancing quality initiatives an organizational priority. We consider our patient's clinical outcomes to be our utmost concern and have worked diligently this year to ensure that the care we deliver is second to none.

To that end, our greatest clinical accomplishment for the year was attaining Level 3 NCQA Patient Centered Medical Home (PCMH) Certification for our Internal Medicine, Pediatrics, Family Medicine and HIV practices. The journey to attaining PCMH certification began over two years ago and has transformed the manner in which we deliver patient care. By putting the patient, not the provider, at the center of the healthcare team, we have created layers of support around the patient to ensure her needs, through all realms of healthcare delivery, can be met. Our Case Management team, though but one aspect of PCMH, has been significantly bolstered and can provide much needed resources to our most vulnerable patients. As the only NCQA certified PCMH in Franklin County, we believe we are the primary care site of choice for our county's residents.

Also this past year, Keystone Health was awarded a prestigious Stabler Grant from the American Cancer

Society to improve HPV vaccine rates and colorectal cancer screening rates. The American Cancer Society has long viewed Keystone Health as a strategic partner in its efforts to improve cancer related outcomes, and this partnership was further bolstered through the financial investment in our quality improvement activities. This grant provided the seed money for two separate projects that had tremendous impacts for our patients. For starters, it allowed us to provide our uninsured patients who were due for colorectal cancer screening with free Fecal Immunochemical Testing, which is a stool test that screens for markers of Colorectal Cancer. In addition, the grant funded vaccine clinics at the Chambersburg High School for adolescent patients in need of HPV Vaccine. Both of these activities were very successful at making patient care more accessible and affordable to those in need.

In conjunction with National Diabetes Awareness month, we held our second annual Diabetes Health Fair in November of 2017. With very little fanfare, over 100 patients attended the fair and received free diabetic blood testing, free diabetic foot exams, free diabetic retinal exams, free counselling and education on diabetes, and free healthy produce from the Gleaning Project. Poignantly, one patient who was screened that day for Diabetic Retinopathy with our IRIS machine was found to have severe, vision-threatening disease and was able to

begin treatment for her condition within one week of the fair. Had she not attended the fair and her Diabetic Retinopathy had not been discovered, her vision may have been severely and permanently compromised.

Finally, we have partnered with Keystone Community Outreach to continue offering free cervical cancer screenings for women in our community overdue for their Pap test. In conjunction with National Cervical Cancer Awareness Month in January, we identified and reached out to the uninsured female patients in our organization in need of screening. We made them aware of the free testing available at Keystone Community Outreach and had a tremendous response, doubling the number of women who typically would receive testing at KCO.

Through Quality Initiatives such as these, our partnership with the American Cancer Society, and our NCQA PCMH certification, I believe Keystone Health is at the forefront of healthcare delivery in our community. As a Federally Qualified Health Center, it is our duty to meet the healthcare needs of the underprivileged in our community. But just as importantly, we always seek to have the processes in place to deliver the best care to all of our patients, so that we are the provider of choice, not necessity, in our community.

Dr. Michael Colli
Chief Medical Officer, Keystone Health

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2017 ACHIEVEMENTS

- » In January of 2017, Keystone underwent an Office of the Inspector General Audit that HRSA mandated for all FQHCs. Keystone passed the audit with no deficiencies. Keystone also underwent its 340B audit and passed that audit with no deficiencies.
- » Keystone Internal Medicine developed a Coumadin program for all Keystone patients. Point of service testing is now available for our patients.
- » In July, Dr. John Palm, DDS, joined Keystone along with his staff, and became the Dental Director of Keystone Dental Care. Also, dental services were added to Mont Alto, PA.
- » Keystone purchased A1C machines for all adult primary care practices, allowing our low-income patients to obtain regular testing so they can better control their diabetes.
- » The President declared the USA is in a National Opioid Crisis. A Keystone Crisis worker is now working with police departments by accompanying them to emergency crisis calls involving patients with mental health issues. This Crisis worker diffuses the situation and gets the individual the help he/she may need from the health system, not the criminal system. Also, Keystone Behavioral Health (Dr. Mania) and Women's Care (Dr. Orndorf) began to provide MAT (medication assisted therapy) to deal with the Opioid Crisis.
- » Keystone welcomed David Grant, Chief Operating Officer, in August.
- » In December, Keystone received Level 3 Patient Centered Medical Home recognition from NCQA for Keystone Family Medicine, Internal Medicine, Pediatrics and HIV.

Providers who started in 2017:



Adrienne Gallagher,
SLP, Keystone Pediatric
Therapies



Wendy Halperin, LCSW,
Keystone Behavioral
Health



Shannon Fegan, PA-C,
Keystone Urgent Care



John Palm, DDS,
Keystone Dental Care



Michael Greaves, DDS,
Keystone Dental Care



Kori Rienbolt, DDS,
Keystone Dental Care



Rebecca Patterson, DO,
Keystone Family Medicine



Andrew Stowell, PA-C,
Keystone Behavioral
Health

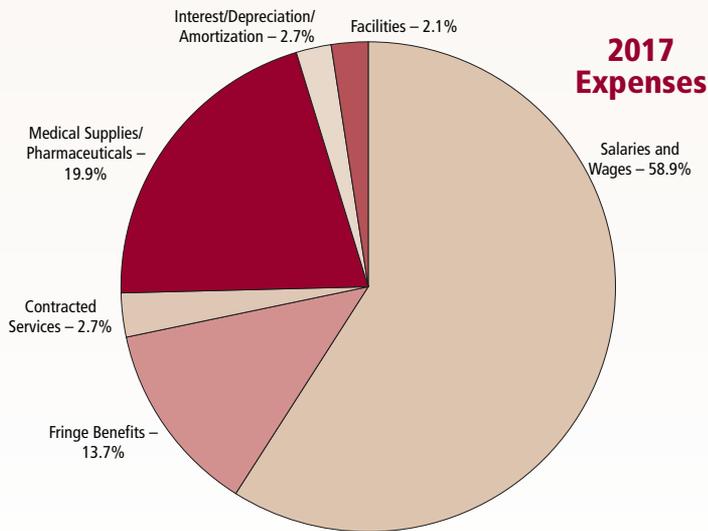
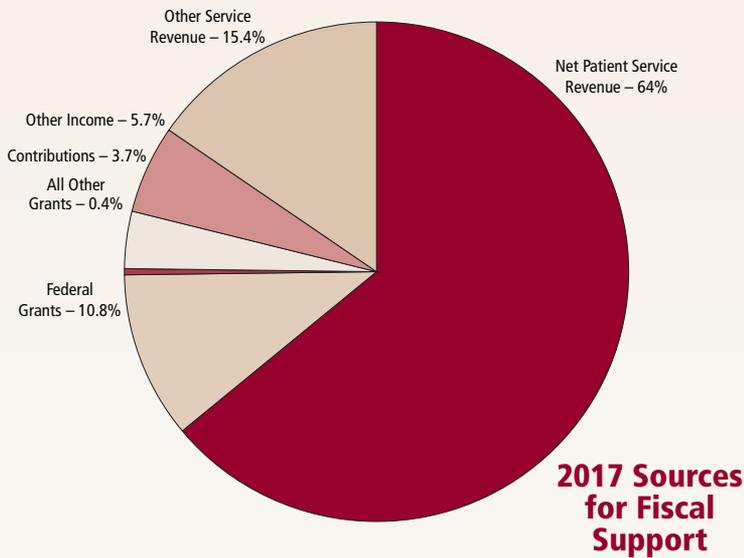
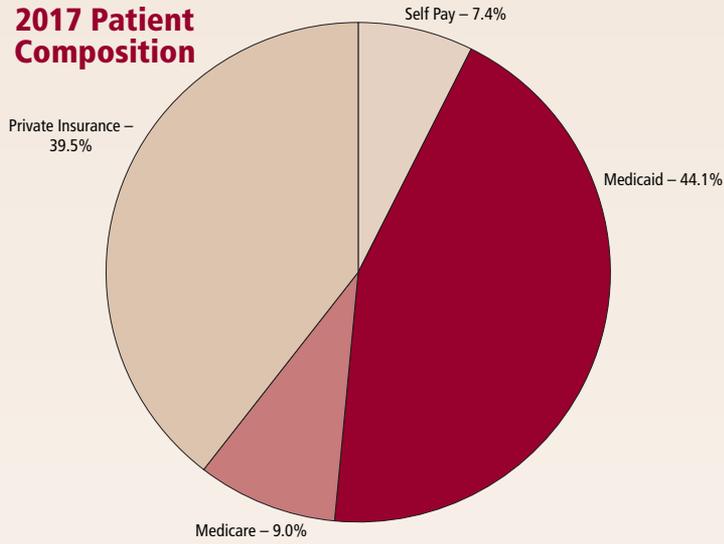


Larissa Meyer, SLP,
Keystone Pediatric
Therapies



Bryanna Resh, OT,
Keystone Pediatric
Therapies

2017 Patient Composition



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OUR MISSION

Keystone Health improves the health and quality of life of the people and communities we serve.

We do this by:

- » providing quality, compassionate primary medical, dental, behavioral and social services to anyone, especially those who need it most;
- » coordinating care with other providers to provide a full range of services our patients need;
- » promoting and supporting healthy lifestyles;
- » collaborating with others to promote affordable access and breaking down language and cultural barriers; and
- » advocating for our patients and the medically underserved.



Looking Ahead

» Keystone Behavioral Health is looking forward to its move to its brand new building located at 110 Chambers Hill Drive. The new location will allow the program to expand to meet the growing needs of the community.



2017 KEYSTONE HEALTH DONORS

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Mitchell Zost
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Margaret Mason
Mark Rice
Michael Baxter



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KEYSTONE HEALTH LOCATIONS

At 820 Fifth Avenue, Chambersburg, are:

- » Keystone Family Medicine (717-709-7999)
- » Keystone Audiology and Speech (717-709-7920)

Keystone Farmworker Program

- » Keystone Health has Farmworker Program offices in Chambersburg (Franklin County), Gettysburg (Adams County), Reading (Berks County), and Berwick (Columbia County). Reach the program's administration office at (717-709-7910).

In the Cochran Professional Center at 830 Fifth Avenue, Chambersburg, are:

- » Keystone Pharmacy, Suite 101 (717-709-7977)
- » Keystone Urgent Care, Suite 102 (717-709-7979)
- » Keystone Pediatrics, Suite 103 (717-709-7050)
- » Keystone Outreach Enrollment, Suite 104 (717-709-7969)
- » Keystone Internal Medicine, Suite 201 (717-709-7970)
- » Keystone Infectious Diseases, Suite 201 (717-709-7909)
- » Keystone HIV Program, Suite 201 (717-709-7907)
- » Keystone Women's Care, Suite 202 (717-709-7990)

Keystone Dental Care

- » 767 Fifth Avenue, Suite B-3a, Chambersburg, PA (717-709-7940)
- » 6155 Anthony Hwy., Mont Alto, PA (717-765-8664)

In the Summit Health Center, Building 1, Chambersburg (22 St. Paul Drive), are:

- » Keystone Health Executive and Administrative Offices, Suite 200 (717-709-7900)

Keystone Community Outreach

- » 455 Lincoln Way East, Chambersburg, PA (717-709-7908)

Keystone Pediatrics – Waynesboro

- » 45 Roadside Ave., Waynesboro, PA (717-387-8060)

Keystone Pediatric Therapies

- » 3583 Scotland Road, Scotland, PA (717-709-7997)

Keystone Behavioral Health

- » 110 Chambers Hill Drive, Chambersburg, PA (717-709-7930)

- » Keystone Crisis Intervention Program is located in an office next to the ER in the Chambersburg Hospital, 112 N. Seventh Street (264-2555 or 1-866-918-2555)

- » Keystone offers the federal 340B discounted pharmaceuticals program to all its patients through Keystone's own pharmacy as well as contracted pharmacies across Franklin County.



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