



2016

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
- Migrant and Seasonal Farmworkers

1 Specialty Service

- Cardiology

Ancillary Services

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

- » Serves 49,336 patients through 210,083 visits regardless of ability to pay
- » **Accountable** to the community through patient directed governing board
- » **Employs** 440 people (doctors, other primary care workers, and support staff)
- » **Owns** three health centers in Chambersburg
- » **Makes 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

MESSAGE FROM THE PRESIDENT & CEO

Keystone Health is a great company with a wealth of talent and powerful assets. We have committed and engaged people, exceptional innovation capabilities, a strong and trusted FQHC brand, a presence nationally and a solid balance sheet, all of which differentiate us in the market and significantly strengthen our business. Keystone holds a leadership position in the domain of health care in Franklin County, the Commonwealth of Pennsylvania, and even in the United States.

As Keystone Health moves into its 31st year of providing services, it is faced with new trends and challenges: patients seeking alternatives to the standard office visit, patients seeking same-day appointment booking online and/or through mobile apps, doctors subject to the “marketplace of opinion through social media,” the demand for affordable health care, and the desire for personal well-being—all of which offer us tremendous opportunities, in both

growth and expanded geographies. As we prepare to meet the market's new demands, Keystone Health is fortunate because our strengths as an organization greatly outweigh our threats.

Keystone Health's strategy is a work in progress and the momentum of the strategy development process in 2016 will continue this year and beyond. It is all about gradual change. The majority of what we do in 2017 will be based on what we already know how to do—that is supporting the growth and development of a broad range of primary care health services for our community, thereby facilitating employment and providing easy and immediate access to these services.

Keystone's Triple Aim Strategy 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.

The election of a new President 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 evidence demonstrating our effectiveness, and a local connection to nearly every member of Congress. Keystone and every FQHC requests of the federal 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 “two pillars” of the health center system of care, on which health center’s viability rests. Congress plans to address both this year: sustained investment in the Section 330 Grant Program, and a strong Medicaid program that works for health centers and their patients.
3. Don’t put health center patients’ coverage at risk. 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.

It is important Keystone Health continues its outreach and enrollment navigator program to ensure that all residents of Franklin County have health insurance either through Medical Assistance, CHIP, Marketplace insurance plans, or private commercial insurance plans. 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.

We plan to continue our prevention outreach program and its service expansion program during 2017. With a \$1,000,000 Health Resources and Services Administration (HRSA) grant received in 2015, Keystone expanded and renovated our Dental Health Center by adding eight additional operatories and making improvements to the waiting and front office areas. Keystone also hired its first pediatric dentist. Our waiting list of patients, both children and adults, remains at close to 1,000; hopefully, this expansion project and the hiring of additional providers and staff will address this huge community need.

Keystone was the recipient of a \$352,086 HRSA grant to provide substance abuse service expansion in 2015 and will be expanding and continuing that effort moving forward in 2017.

Keystone acquired Edlantis, an organization that was providing occupational and speech therapy services in our community but fell upon financially difficult times and closed its doors. With this acquisition, Keystone now has a site located at the old Scotland School campus which houses occupational and speech therapy services for children. This practice is known as Keystone Pediatric Therapies. Keystone plans to expand this service and its providers in 2017.

Keystone also developed a pediatric practice located in Waynesboro that provides both inpatient and outpatient pediatric services through our satellite office called Keystone Pediatrics Waynesboro. Additional providers and support staff have been hired to provide this much-needed pediatric expansion.

Additionally in 2016, Keystone developed a satellite pediatric practice site at Chambersburg Area High School. 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, Dr. Michael Colli, who brought 15 years of experience and clinical management to Keystone’s leadership team. Several new Medical Directors were also appointed: Dr. Jason Galicia, Internal Medicine; Dr. Yvette Brown, STD/Family Planning; Dr. Irakli Mania, Behavioral Health and Dr. Erin Hannagan, School Based Health Services. With Keystone Health’s emphasis on quality and the Patient Centered Medical Home,

it is paramount that Keystone develops a strong medical leadership team.

In 2016, Keystone developed a site called Keystone Community Outreach and housed its HIV/STD program, Family Planning program, and Healthy Woman program, which was funded by the Pennsylvania Department of Health and Southcentral Family Planning. The prevalence of sexually transmitted disease in Franklin County is on the rise and many new cases have been identified. Unfortunately, the majority of cases are in the adolescent or young adult population. This office is open Monday through Friday.

Keystone was able to expand its Infectious Disease (ID) Program by two additional physicians in 2016. The program was developed in 2013 with Dr. Raghav Tirupathi. Now, with the addition of Dr. Ezekie Francis and Dr. Hashmi Rafeek, we have three ID physicians who cover the Keystone Infectious Disease office and provide all Chambersburg and Waynesboro Hospital ID coverage as well.

In early 2016, Keystone became the behavioral health provider for Over the Rainbow, a program for children who are physically and sexually abused.

(continued on next page)



Keystone has made considerable progress in 2016 and we have stayed true to our mission. Keystone Health will continue to do what it has done since its beginning: deal with the tasks at hand, and look for opportunities for expansion of existing services as well as new services. We are confident that our

operational and financial performance will improve further in 2017, enabling us to achieve our goals for the year.

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

2016 QUALITY INITIATIVES



Dr. Michael Colli

During 2016, Keystone Health embarked upon several major quality initiatives. Our goal is always to provide the highest of quality care to our patients and we strive to

continuously improve our processes in order to achieve better patient care outcomes.

Through our Clinical Metrics Committee, we chose the quality initiatives that we felt would have the greatest clinical impact and focused on strategies to achieve our goals. The initiatives included: 1) improving the care of our diabetic patients, 2) improving the screening rates for certain types of cancers, and 3) improving our rates of screening for mental health and substance abuse issues.

Our diabetic initiatives have had a profound impact on improving our care of the diabetic patient. In 2016, we began providing in-office screenings for diabetic retinopathy (a progressive eye disease that can lead to blindness) using a telemedicine program and testing for Hemoglobin A1c (which is a marker of a patient's glucose control) with an in-office finger stick. In conjunction with Diabetes Awareness Month (November), we also

held a diabetes health fair, where we provided free diabetic screenings and education to patients on healthy eating and prevention.

Our initiatives to improve cancer screenings for our patients have focused on colorectal and cervical cancer. We dedicated the month of March to increasing awareness of colorectal cancer and the importance of early screening and detection. We began providing patients with an easy to use, in home FIT test, as an alternative to colonoscopy, and have seen our rates of colorectal cancer improve. At least seven patients that opted for the FIT test, after further testing, were discovered to have an early form of colorectal cancer, which in all likelihood would have gone undetected.

For cervical cancer screening, we discovered that financial barriers prevented many women from receiving appropriate care. For that reason, we partnered with the Healthy Woman program at Keystone Community Outreach and in June we held our first annual "Free Pap Day." At this event, women could come and receive a free Pap test, and if they were found to have an abnormality on their screening, could be referred to Keystone Women's Care for low-cost testing. Over fifty women took advantage of this program and by helping to remove financial barriers,

we have seen our cervical cancer screening rates improve.

Finally, Keystone has decided to confront the complicated issues of mental health and substance abuse disorders head on. We have incorporated universal screening for depression for patients 13 and older into our primary care practices. Two years ago, this was almost never done, but through the diligent work of our clinical staff, we have seen substantial improvement in our rates of screening.

Understanding that substance abuse issues are better dealt with early on, has led us to adopt the evidence based SBIRT (screening, brief intervention, referral for treatment) approach to identifying patients organization-wide who are dealing with substance abuse issues. Keystone hired five RN case managers who are devoted to the SBIRT process and were able to successfully identify over forty patients in need of immediate drug and alcohol services. The case managers performed close to 4,000 SBIRT screenings in 2016, and beyond those in need of immediate services, were able to impact greatly the lives of many others through education on the perils of Drugs and Alcohol.

Dr. Michael Colli
Chief Medical Officer, Keystone Health

2016 ACHIEVEMENTS

- » In May, Keystone acquired Edlantis, an Occupational and Speech Therapy service program, and renamed the program Keystone Pediatric Therapies.
- » Keystone acquired a grant from the Health Resources and Services Administration (HRSA), and began screening its patients for drug and alcohol abuse.
- » Keystone Pediatrics opened a satellite office in Waynesboro, PA in July.
- » Keystone Internal Medicine and Keystone Family Medicine began offering IRIS eye scans to diabetic patients.
- » Through a \$1 million federal grant, Keystone began expanding its dental office to accommodate new providers including a pediatric dentist who began in August.
- » Keystone developed a STD, HIV/AIDS, Healthy Woman, Outreach and Enrollment site located in downtown Chambersburg during the summer of 2016.
- » In September, Keystone opened its first school-based clinic at CASHS with staffing for four hours during school days.

Providers who started in 2016:



Allison Flynn, Hygienist,
Keystone Dental Care



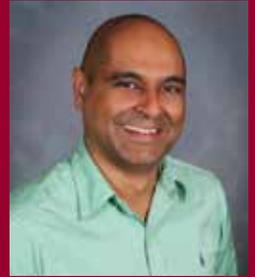
Anissa Burns, Hygienist,
Keystone Dental Care



Nana Odoom, D.D.S.,
Keystone Dental Care



Sara Leis, CRNP,
Keystone Urgent Care



Narinder Singh, MD,
Keystone Pediatrics



Abbey Oatman, PA-C,
Keystone Pediatrics



Arnauld Oreste, MD,
Keystone Pediatrics



Hina Warraich, MD,
Keystone Pediatrics



Allison Hickman, MD,
Keystone Pediatrics



Angie Wallace, CRNP,
Keystone Pediatrics



Stacey Deihl, CRNP,
Keystone Family Medicine



Ekezie Francis, MD,
Keystone Infectious Diseases



Hashmi Rafeek, MD,
Keystone Infectious Diseases



Joel Desotelle,
Occupational Therapist,
Keystone Pediatric Therapies



Ashton Pilkerton, Speech
Therapist, Keystone
Pediatric Therapies



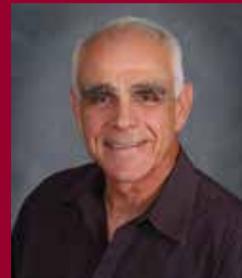
Gregory Hoover,
Speech Therapist,
Keystone Pediatric Therapies



Emily Mason,
Occupational Therapist,
Keystone Pediatric Therapies



Trond Harmon, LCSW,
Keystone Behavioral
Health

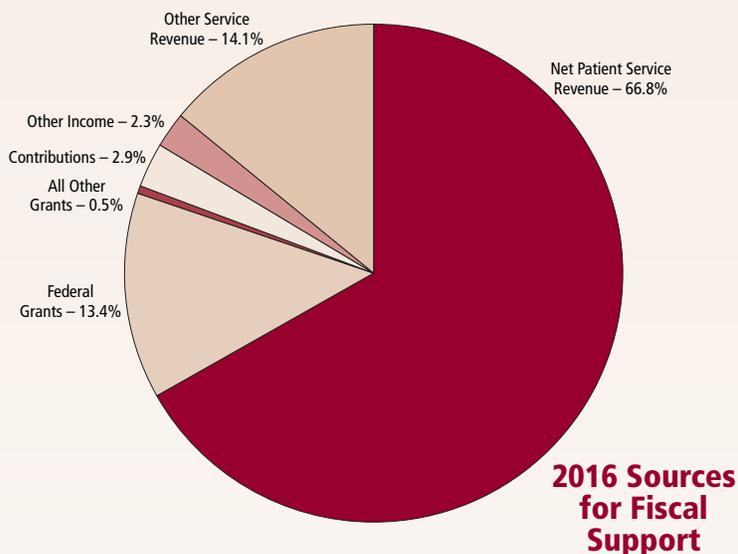
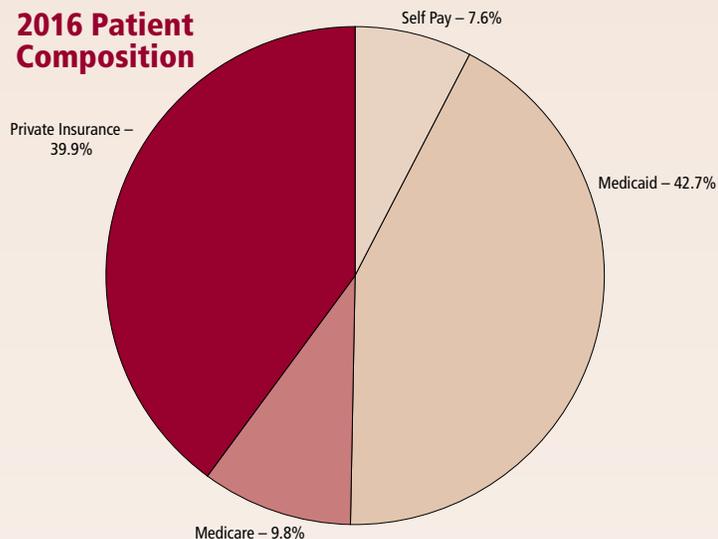


Stephen Peters, LCSW,
Keystone Behavioral
Health

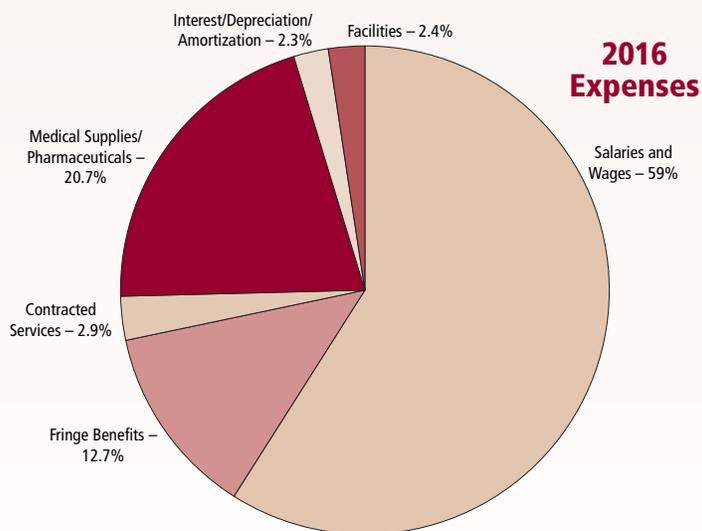


Angela Sleichter
Keystone Behavioral
Health

2016 Patient Composition



2016 Sources for Fiscal Support



2016 Expenses

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.

IMPORTANT ANNOUNCEMENT:

Effective May 9, 2017, the mailing address of the Keystone Health Administrative offices will change to 22 St. Paul Drive (previously known as 755 Norland Avenue). Please update your records accordingly.



Looking Ahead

- » Keystone continues the process of becoming an NCQA (National Committee for Quality Assurance) Patient Centered Medical Home – to provide patients with better, more personalized care.
- » Keystone acquires Dr. John Palm’s dental practice in Mont Alto, adding a satellite location of Keystone Dental Care, and plans to add two dentists to Keystone Dental in the summer of 2017.

2016 KEYSTONE HEALTH DONORS

PLATINUM

Platinum
 Mr. and Mrs. Preston Moe
 The Janie M. Morgan Fund
 (on behalf of William Morgan)
 The Edna V. Stanley Trust
 Frank B. Leidig Trust

GOLD

Mrs. Frances Lucille Stence
 Mr. and Mrs. Glenn & Lorraine Koons
 John J. and Jamie McElwee, Jr.

SILVER

John and Sandra Gates
 Mr. Dean Martz
 Russell & Susan Smith

BRONZE

Dr. & Mrs. Thomas & Carol Orndorff
 Mrs. Phyllis Conrad
 Kim Etter (Autism Awareness Car Show)

AMBASSADOR

John & Nancy Hull
 Bill & Dana Happel

IN KIND DONATIONS AND FRIENDS OF KEYSTONE

Mr. & Mrs. Jay & Betty Upperman
 Eric & Vickie Oyer
 Mr. & Mrs. Julio Lecuona
 John & Nancy Hull
 Sunnyhill Properties in Memory of TK & Nellie Nitterhouse
 Richard & Penny Marks
 Berks Schuylkill Dental Hygienist’s Association in Memory of Selina Zygumunt



[Facebook.com/KeystoneHealth](https://www.facebook.com/KeystoneHealth)



KEYSTONE HEALTH LOCATIONS

At 820 Fifth Avenue, Chambersburg, are:

- » Keystone Family Medicine (717-709-7999)
- » Keystone Behavioral Health (717-709-7930)
- » 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

- » 6155 Anthony Hwy., Waynesboro, PA (717-765-8664)

At 767 Fifth Avenue, Suite B-3a, Chambersburg, is:

- » Keystone Dental Care (717-709-7940)

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 Cardiology, Suite 201 (717-217-6944)

Keystone Community Outreach

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

Keystone Pediatrics

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

Keystone Pediatric Therapies

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

- » Keystone Crisis Intervention Program is located in an office off the ER in the Chambersburg Hospital, 112 N. Seventh Street (717-264-2555 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.



This institution is an
Equal Opportunity Provider and Employer

FTCA Deemed
Facility



Accredited by The
Joint Commission