



2018

AND BEYOND

# KEYSTONE HEALTH AT A GLANCE

## » OUR SERVICES

### 18 Primary Care Services

- Family Medicine
- Speech/ Language Therapy
- Occupational Therapy
- Audiology
- 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
- Dental Mont Alto
- Agricultural Worker Program

### Ancillary Services

- 1 Keystone-Owned Pharmacy
- 15 Contracted Pharmacies

- » SERVES 52,883 patients through 226,360 visits, regardless of ability to pay.
- » WE ARE ACCOUNTABLE TO THE COMMUNITY through a patient-directed Board of Directors.
- » EMPLOYS 485 employees (doctors, other primary care providers, nurses, and support staff).
- » PRESENTLY OWNS four health centers in Chambersburg and one under construction.

820 Fifth Avenue (22,000 sq. ft.) Family Medicine and 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.

110 Chambers Hill Drive (12, 800 sq. ft.) Behavioral Health and Drug and Alcohol Services.

111 Chambers Hill Drive (68,000 sq. ft.) (opening Fall 2019) construction of a facility to relocate: Urgent Care, Infectious Disease/HIV and STD, Occupational Therapy, Speech Therapy and Audiology, Pediatric Dentistry, Administration, Centralized Medical Records, Community Outreach, STD/ Family Planning Clinic Services.

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.

## 2018 PRESIDENT'S MESSAGE



Joanne Cochran  
President & CEO

The predictability of every new year is that it brings forth new challenges and opportunities. Today, we are ready to move forward knowing that what we have achieved in our work is vital to our community, our state, and our nation's well-being.

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 33rd year of providing services, it is faced with new trends, collaborations, and challenges: Through growing partnerships we are generating the innovative models and delivery

approaches that can improve population health, and effectively help address costly community health problems. Whether reducing disparities such as tackling substance disorders, serving as co-responders in emergencies and disasters or putting focus on the social determinants of health, Keystone Health is taking the lead and delivering savings in health care. Today's health care environment is demanding and filled with unprecedented mergers, acquisitions and budget constraints.

As we prepare to meet the market's new demands, Keystone Health is

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

fortunate because our strengths as an organization greatly outweigh our challenges. Keystone Health's strategy is a work in progress and the momentum of the strategy development process in 2018 will continue this year (2019) and beyond. It is all about gradual and calculated change. The majority of what we do in 2019 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 and surrounding communities, thereby facilitating employment and providing easy and immediate access to these services.

2018 was another year of growth and expansion throughout the company. A few examples are:

- Keystone began construction of a 68,000 sq. ft. building at Chambers Hill Drive that will house the relocation of Urgent Care, Infectious Disease, HIV/AIDS/STD clinics as well as outreach clinics, Keystone Pediatric Therapies, Pediatric Dental, centralized medical records and administration and executive offices.
- Keystone held a Cervical Cancer Awareness campaign and offered free pap tests to uninsured women at our Community Outreach office. Forty-five women were screened, and five were found to have abnormal results – a potentially life-saving finding.
- Keystone created an IT Board Committee to assist management with the decisions related to our choice for electronic medical records and IT systems for the company.
- Keystone collaborated with Franklin County Head Start by permitting a Head Start worker to be placed within our Keystone Women's Care office in order to register pregnant mothers into the

Head Start program for the many advantages of early childhood intervention through Head Start programming.

- Keystone employees underwent diversity training offered by Summit Health and a local educator trained in diversity and inclusion education.
- A campaign was held for colorectal cancer screening throughout the organization, and provided free take-home tests to many uninsured patients. Also that month, South Central Community Action Program (SCCAP) began meeting with Keystone providers to help them better understand the financial and economic barriers (social determinants of health) many of our patients face.
- Keystone developed a patient origin analysis on its patient population. We also began to use Risk Stratification for our patient population. Keystone underwent a National Health Service Corps review by HRSA. Keystone performed exceptionally well and our outcome was extremely positive.
- On May 7, Keystone relocated its behavioral health program into our newly built facility at 110 Chambers Hill Drive. We celebrated our ribbon cutting ceremony on May 10, with many community and state representatives present.
- From June 5-7 Keystone underwent its Operational Site Review with HRSA. Keystone was found to have no deficiencies, which was an outstanding outcome.
- Keystone's Community Responder Program obtained national recognition for its work with police departments in diverting individuals from jail to treatment centers.
- Keystone began to collect social determinants of health data on its

patients and also began discussing utilizing the PRAPARE tool, recommended by HRSA.

- Keystone began to use TMS, Transcranial Magnetic Stimulation, in our Behavioral Health office for patients suffering from Major Depressive Disorder.
- The PA DHS approved Licensed Professional Counselors (LPCs) and Licensed Marriage and Family Therapists (LMFTs) as eligible behavioral health providers for FQHCs. This change will assist Keystone greatly in hiring new behavioral health providers.
- Keystone signed with the Keystone Health Information Exchange in October after reviewing all other Health Information Exchanges.
- In November Keystone had its tax hearing on our four newly purchased properties on Chambers Hill. All properties were deemed tax-exempt.
- Keystone's Board approved Keystone purchasing Suite A in the 767 Fifth Avenue dental condo that were owned by the Children's Doctor pediatric practice with its headquarters in Hagerstown, Maryland. With this purchase, Keystone now owns the entire building at 767 and will be utilizing it for dental services.
- Keystone's Board approved a quality bonus for all employees based on Keystone's performance in value-performance programming.
- Keystone held a Diabetes Health Fair, offering free tests, screenings, and education to the community. Several people were diagnosed with diabetes as a result of the event, and three people were found to have vision-threatening eye scan abnormalities. Finding these abnormalities at our event may have saved those patients' sight.
- The Keystone Agricultural Worker Program underwent a program

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

assessment with a national expert to find ways to better serve our migrant and farmworker patients.

- Keystone extended its Co-Responder Program to the Chambersburg police department through a grant provided by the county government for a Crisis worker to respond with the police for all mobile crisis events. This program has been extremely successful in Waynesboro and Greencastle.
- Keystone continued providing Medication Assisted Therapy. This service is being provided both in our Behavioral Health Program and in our Women's Care Program. 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.
- 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:

1. Improving the Patient Experience
2. Improving Clinical Outcomes
3. 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.

I wish to thank our Board of Directors and 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 of Keystone Health*

## 2018 QUALITY INITIATIVES



*Dr. Michael Colli*

In 2018, Keystone Health continued its commitment to providing high quality, affordable health care to the residents of Franklin County and its surrounding

communities. One of our primary initiatives this past year was to improve access to health care. As our community's physician base continues to age, we have lost many providers due to retirement or relocation. In order to continue to meet our community's health care needs, Keystone has remained committed to expansion.

In the past year, Keystone Health added two new child and adolescent psychiatrists, one general psychiatrist, three obstetrician/gynecologists, and a pediatrician. In addition, Keystone has added additional advance practice

practitioners in fields such as internal medicine, occupational therapy, speech therapy, dentistry, and behavioral health. We saw a record number of patients in 2018, with close to 53,000 unique patients receiving services at our health center. Our commitment to hiring additional providers ensures timely access to health care for our entire community.

As our health center continues to grow and our mission continues to focus on improving access, we have not lost sight of the fact that ultimately we want to ensure a quality health care experience. We take immense pride in the quality data of our health system. As a Federally Qualified Health Center, we are required to produce a comprehensive annual quality report to the federal government, called the uniform data systems (UDS) report. This report is publicly available and allows us and our patients to compare our quality data to other health centers.

In 2018, Keystone Health saw an improvement in 10 of the 12 primary quality measures that are scored on the UDS report. We saw dramatic improvements on measures such as colorectal cancer screening, universal depression screening, diabetic glycemic control, dental sealants for children, and ensuring asthmatics are on appropriate medication control. The downstream effects of these improvements translate to improved clinical outcomes for patients. For instance, when more patients are screened for colorectal cancer, more patients can be diagnosed and treated at an earlier stage, which saves lives. When more patients are screened for depression, more patients can get adequate treatment for their mental health issues. Similar parallels can be drawn with all of our improved quality measures.

This past year we also began screening our patients for social determinants of

## 2018 ACHIEVEMENTS

- » In February, Keystone collaborated with Franklin County Head Start to place a social worker in our Women's Care office in order to register pregnant mothers into the Head Start program for the many advantages of early childhood intervention through the program. The program allows mothers to begin participating in beneficial programs earlier, thus allowing them to reap more benefits available to both the mother and child.
- » In early May, Keystone relocated its Behavioral Health program into a newly built facility at 110 Chambers Hill Drive. Keystone celebrated with a ribbon cutting ceremony that same month with many community and state representatives present.
- » In June, Keystone underwent its Operational Site Review with HRSA. Keystone was found to have no deficiencies, which was an outstanding outcome.
- » In July, Keystone's Community Co-Responder Program obtained national recognition for its work with police departments in diverting individuals from jail to treatment centers.
- » Also in July, Keystone broke ground for a new health center to be built on the corner of Norland and Fifth Avenues in Chambersburg. The building will house Keystone's administration department, Keystone Urgent Care (relocating from 830 Fifth Ave), Keystone Pediatric Therapies (relocating from Scotland Ave), Keystone Pediatric Dentistry, Keystone Community Outreach (HIV/STD program), Family Planning and Infectious Disease services.
- » Also in 2018, Keystone began to use TMS, Transcranial Magnetic Stimulation, in our Behavioral Health office for patients suffering from Major Depressive Disorder.

### Providers who started in 2018:



Zeeshan Faruqui, MD,  
Keystone  
Behavioral Health



Abhishek Niturkar, MD,  
Keystone  
Behavioral Health



Mallory Markloff, MD,  
Keystone  
Behavioral Health



Marcia Johnson-Reinhart,  
LCSW, Keystone  
Behavioral Health



Emily Griffin, MD,  
Keystone Women's Care



Radha Padhy, MD,  
Keystone Women's Care



Ekaterina Tchmoutina, MD,  
Keystone Women's Care



Gregory Gibson, CRNP,  
Keystone Internal Medicine



Olivia Powers,  
Occupational Therapist,  
Keystone Pediatric Therapies



Nancy Haller,  
Occupational Therapist,  
Keystone Pediatric Therapies



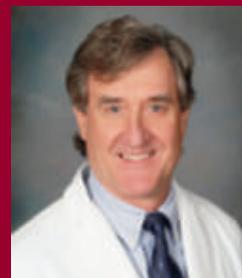
Jessica Zelenak,  
Occupational Therapist,  
Keystone Pediatric Therapies



Katelyn McAnlis,  
Speech Therapist, Keystone  
Audiology & Speech

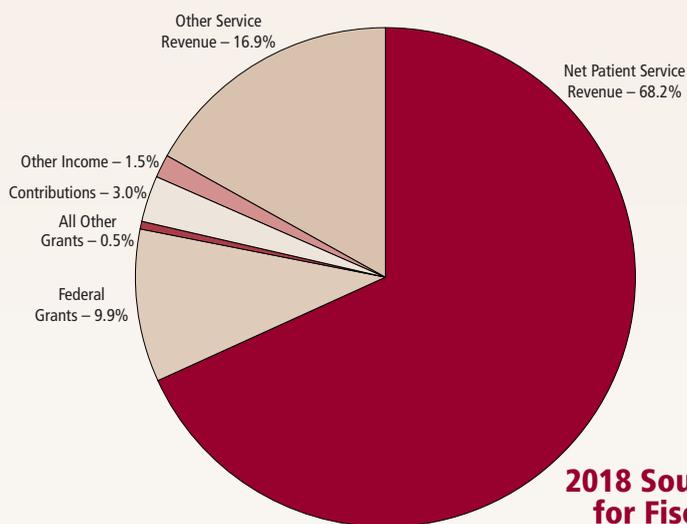
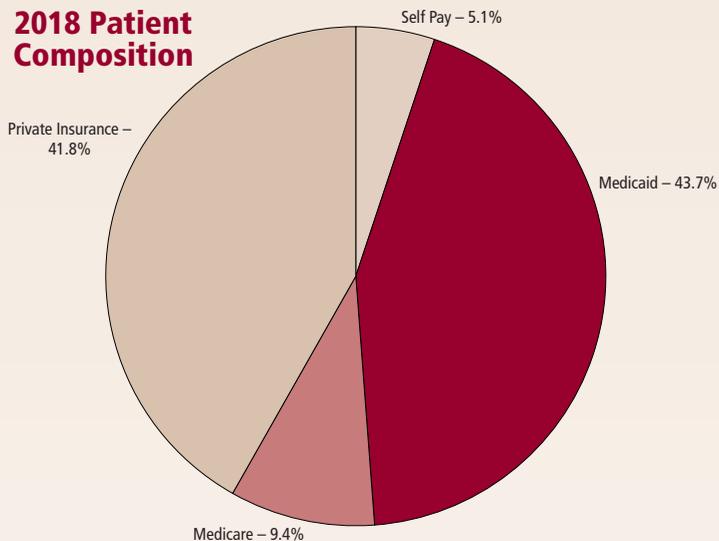


Jessica Pozzuto, MD,  
Keystone Pediatrics-  
Chambersburg

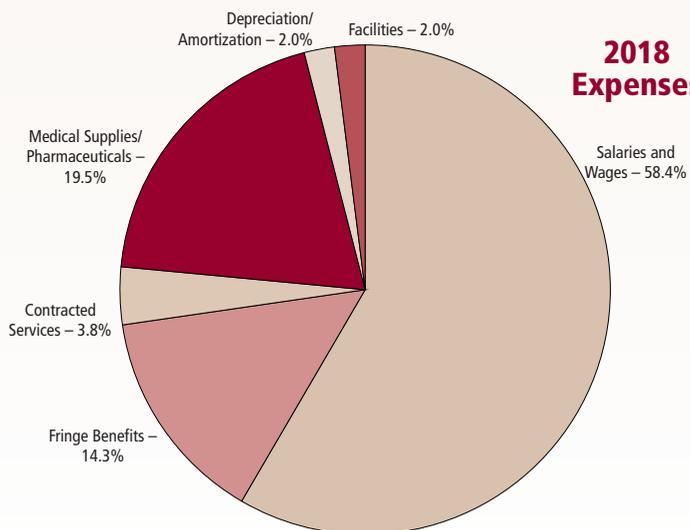


William Steinour, MD,  
Keystone Urgent Care

## 2018 Patient Composition



## 2018 Sources for Fiscal Support



## 2018 Expenses

## 2018 QUALITY INITIATIVES (continued from page 4)

health. As a society, we now understand that the health care outcomes of our patients are oftentimes driven by factors outside of the realm of health care. For instance, patients who cannot afford their medications, or lack access to adequate transportation, or who live in fear of domestic violence, will all have worse health care outcomes due to their circumstances. We instituted a universal social determinants of health screening called the PRAPARE tool, which allows us to better understand the social determinants our patients are facing. We have partnered with some of our local community resources to develop an online guide which makes it very easy to connect patients with specific available resources, right at the point of care.

Finally, we coordinated several community events that provided clinical services to our patients. In January we partnered with Keystone Community Outreach to provide free cervical cancer screenings to uninsured patients through the Healthy Woman Program. Women who otherwise would have gone without care were connected to the services they needed, including free of charge follow-up on abnormalities.

In November, we held our third annual diabetes health fair. Despite inclement weather on the day of the event, the turnout was excellent and the event was very well received. We once again offered point-of-care hemoglobin A1c testing, diabetic tele-retinal exams, diabetic foot exams, and diabetic education and counseling, all free of charge.

Looking back, 2018 was a year that Keystone Health saw many improvements to access to health care for our entire community and in the quality of care delivered to our patients. By accomplishing these two critical initiatives, we believe that we are well-positioned to be the provider of choice in our community.

*Dr. Michael Colli, Chief Medical Officer, Keystone Health*



## Looking Ahead

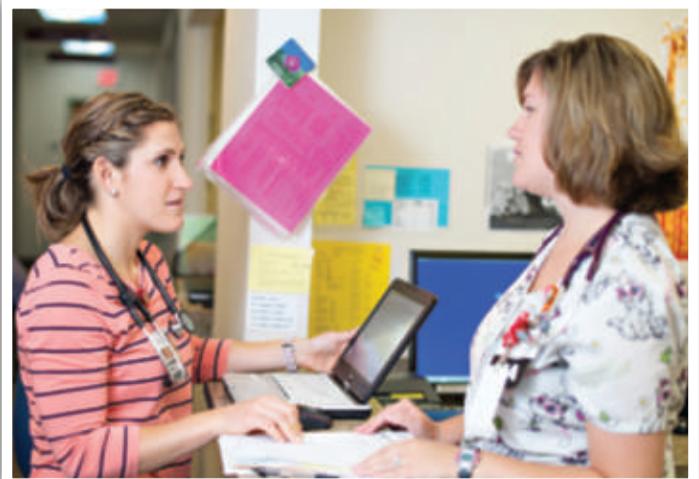
» Keystone Health is looking forward to its move to its brand new building located at 111 Chambers Hill Drive in the fall of 2019. The new location will allow the company to expand and will house Keystone Urgent Care, Keystone Community Health Services (includes Keystone Infectious Diseases, the Keystone HIV Program and Keystone Community Outreach), Keystone Pediatric Therapies, Keystone Audiology and Speech, Keystone Pediatric Dentistry, and the Keystone administrative department.

## 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.



## 2018 KEYSTONE HEALTH DONORS

### PLATINUM

The Janie M. Morgan Fund  
(on behalf of William Morgan)  
The Edna V. Stanley Trust  
Frank B. Leidig Trust

### GOLD

Dean Martz

### BRONZE

Aetna  
(Project Big Love sponsorship)

### AMBASSADOR

Frank & Cheryl Stern

### IN KIND DONATIONS AND FRIENDS OF KEYSTONE

Robert Harper  
Network for Good  
Gearhouse Brewing Co.  
Amazon Smile Foundation



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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 Agricultural Worker Program

- » Keystone Health has Agricultural Worker Program offices in Chambersburg (Franklin County), Gettysburg (Adams County), Reading (Berks County), and Berwick (Columbia County). Reach the program's administration office at (717-334-0001).

## 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 (717-709-7950)
- » 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 off 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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