



**Dr. Bradley Williams**  
Medical Director &  
Podiatrist – Keystone  
Foot and Ankle  
Center

2023 *and Beyond*

# KEYSTONE HEALTH AT A GLANCE

## » SERVICES

### 20 Primary Care Services:

- Family Medicine
- Speech/Language Therapy
- Occupational Therapy
- Audiology
- Behavioral Health
- Chiropractic
- Crisis Intervention
- Urgent Care
- Pediatrics - Chambersburg
- Pediatrics - Waynesboro
- Pediatrics Clinic at CASHS
- Pediatric Dentistry
- Women's Care
- Internal Medicine
- Infectious Diseases
- HIV/AIDS
- Foot and Ankle
- STD/Family Planning/  
Healthy Woman
- Dental
- Seasonal Farmworkers

### Ancillary Services

- 1 Keystone-owned Pharmacy
- 25 Contracted Pharmacies
- Navigator Program

» SERVES 60,587 patients through 272,777 visits (250,917 in-person visits, 21,860 virtual visits), regardless of ability to pay

» WE ARE ACCOUNTABLE TO THE COMMUNITY THROUGH  
A PATIENT-DIRECTED BOARD OF DIRECTORS

» EMPLOYS more than 600 employees  
(doctors, other primary care providers, nurses, and support staff)

### » PRESENTLY OWNS

820 Fifth Avenue - Family Medicine

830 Fifth Avenue - Pediatrics including Pediatric Walk In, Pharmacy,  
Women's Care, Internal Medicine

767 Fifth Avenue - General Dentistry

100 Chambers Hill Drive - Foot and Ankle, Chiropractic and  
Behavioral Health, Drug and Alcohol Services

111 Chambers Hill Drive - Urgent Care, Infectious Diseases/HIV and STD,  
Pediatric Occupational Therapy, Speech Therapy and Audiology, Pediatric  
Dentistry, Administration, Community Outreach, STD/Family Planning  
Clinic Services, Healthy Woman Program

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.

## 2023 PRESIDENT'S MESSAGE



Joanne Cochran  
President & CEO

This year presented some exciting expansion opportunities with newly identified manpower relationships. LECOM Osteopathic Medical School, WellSpan Family

Medicine and Dental Residency Programs, Meritus Medical School, and Duquesne University expressed interest in partnering with Keystone for training and clinical experience for their medical students and residents.

Keystone received \$300,000 of

American Rescue Plan Act grant funds from the County Commissioners. This was used for the purchase of the former Gold's Gym building in the downtown Catherine Street area, previously part of the Southgate Mall. If all goes as planned, Keystone will construct a three-story facility which will house pharmacy, urgent care, behavioral health, outreach, and a family medicine residency program.

In February, Keystone met with Chambersburg School District administration regarding a reorganization of all Keystone-provided services at the high school. Keystone intends to expand the services presently offered to include

sports physicals, ROTC physicals, driving physicals, and vaccinations. As noted as a strategic goal for Keystone for the year, Keystone hired a safety/security consultant to advise us on recommendations to make Keystone a safer facility for patients and staff.

In March, Keystone Health notified WellSpan that Keystone Pediatrics would no longer provide inpatient on-call services and Emergency Department on-call services effective January 1, 2024. However, Keystone Pediatrics would continue to provide inpatient coverage of the newborn nursery for both Keystone Pediatrics and Keystone Family Medicine.



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

Keystone signed the WellSpan academic affiliation agreement and meetings began related to the residency program. The residency will be located on the third floor of the new Catherine Street facility expected to open in the summer of 2025. Keystone will receive 33% (3) of the residents, and clinical rotations will be held at the facility. The core faculty for the residency program are Keystone Health physicians Dr. Mike Colli, Dr. Raghav Tirupathi, and Dr. Joseph McDermott. Keystone was already providing clinical opportunities for LECOM medical students in obstetrics and pediatrics, and WellSpan residents in dental and obstetrics. Keystone, in addition, signed an agreement with Meritus to begin clinical rotations for their medical students in 2027, and Duquesne has also expressed interest in clinical rotations for their medical students.

As a result of Keystone's workforce development efforts, we partnered with The National Institute for Medical Assistant Advancement (NIMAA) to begin providing medical assistant training and certification at Keystone. Grant funds covered the cost of the lab, as well as tuition for five students who began the program. The students were selected after an application and interview process, and some were already Keystone employees who were interested in advancing their careers in the medical field. Keystone began Safety Environmental Assessment and De-escalation Training for all its employees.

Dr. Helena Choi, a med-peds physician, became certified in Weight Management Medicine and began providing weight management services several days a week.

April brought Board approval of data network costs with the plan to move all data to the cloud and update and secure our network. Our Diversity and Inclusion Committee transitioned to the Advocacy Committee. The Health Resources and Services Administration (HRSA) recommended the change and supplied goals and objectives and will give badges for achievement.

May and June gave an opportunity for Senior Management to present to the Board its Strategic Map and Executive Summary for the next three years. The focus is on People (Workforce), Access and Growth, Quality, and Finance.

In July, Keystone signed a partnership agreement and began participating in a Medicare Shared Savings Program (MSSP) Accountable Care Organization (ACO). This partnership has made significant progress in Keystone's value-based care journey and has provided additional revenue to Keystone and WellSpan. WellSpan allocates all the savings produced from participating practices back to the practices in the ACO.

August was a busy month as construction for the new facility neared completion. Planning was underway for the renovation of the dental suite after Foot and Ankle relocated to the new building in October, converting the space into 10 additional dental operatories.

With September came the approval of remote work for the Patient Access Center. The Board approved dental renovations not to exceed \$1,178,633 and contractor recommendations. The Board also approved submission of Keystone's #330 grant application for 2024 which was a competing grant, as well as Keystone's receipt of \$50,000 for our School Based Health Center at Chambersburg Area Senior High School.

October brought the opening of the 100 Chambers Hill Drive facility, housing Behavioral Health, Foot and Ankle, and Chiropractic. Keystone received Bridge Access funding of \$70,734 for vaccine events and educators. Keystone also received \$50,000 Substance Abuse and Mental Health Services Administration funding to hire another crisis worker for our 988-call center (suicide and crisis lifeline with services via phone, text, or face-to-face). All five medical assistant students graduated from the NIMAA program and began working as MAs at various Keystone sites.

November brought full approval from the Accreditation Council for Graduate

Medical Education for the Keystone/WellSpan residency program. Keystone continued to reaffirm its mission to create our future through strategic innovations to stabilize our workforce and sustain high-quality, personalized health care. Keystone held its annual Diabetes Fair which was well-attended by the community. Keystone also held its Ribbon Cutting ceremony for the 100 Chambers Hill Drive facility with many in attendance.

Keystone conducted an Employee Satisfaction Survey to gather feedback and recommendations for future improvement. Every staff member was given the opportunity to participate, and the results were presented to Keystone's Board in November. The findings were consistent with results from other Federally Qualified Health Centers throughout the nation. The Board felt the survey results were valuable and reflected Keystone is moving in the right direction. Areas identified for improvement were assigned to management teams who began to investigate any concerns and develop plans for future progress.

By December, the board accepted that ECI Construction would construct the Catherine Street Project. We expect to break ground on the project in early Spring 2024, with a completion date of June 2025.

Also this month, Keystone began developing site plans for the 4 acres of real estate we own in Waynesboro. More information on this will be available in 2024.

As we look back on 2023, we have significantly filled our staffing vacancies caused by COVID-19, we have put in place many of the essentials needed for our family medicine residency program, we have expanded our patient services and patient population, we have taken steps to improve our cyber security and our patient and employee safety, we dedicated another new facility, and we have stayed true to our mission. God has Blessed Keystone Health, and for this, we are eternally grateful.

## 2023 QUALITY INITIATIVES



*Dr. Michael Colli*

The federal Public Health Emergency for COVID-19 came to an official end in May 2023, which brought formal closure to over 3 years of heightened public

health precautions, such as universal masking, social distancing, and self-quarantining. Though COVID-19 still has a great impact on the healthcare of our nation, causing upwards of 2,000 deaths each week, the end of the Public Health Emergency brought a perceptual shift: to not just co-exist with the virus, but to move past the stranglehold it has had on our lives.

Keystone therefore embarked upon new endeavors utilizing our Enabling Services team to improve the overall health of the population we serve. We deployed community health workers to meet with patients in their home and better understand the social determinants that impacted their health care. We dramatically expanded our Chronic Care Management program, which provides monthly touchpoints to our most complex patients, to ensure they stay connected with their healthcare team. We began utilizing a clinical pharmacist to provide medication reconciliation for our polypharmacy patients and provide suggestions for medication optimization. Finally, we began recalls for patients overdue for preventative health services, like breast and colorectal cancer screenings.

As a result, Keystone saw improvement or sustained excellence on many of our Clinical UDS measures. For our three cancer screening metrics, breast, colorectal, and cervical, we saw continued improvement on measures that already placed us in the top quartile of all health centers

in the nation. In addition, we saw a dramatic improvement in diabetic glycemic control. Only 21% of our diabetics had an A1c > 9 or had no A1c in the past year, which is a remarkable achievement, given the complexity and challenges of caring for diabetics.

These clinical achievements occurred despite setting all-time highs at Keystone for patient visits and unique patients. Over 60,500 patients received services at one of our sites in 2023, resulting in over 272,500 visits. What's remarkable about this patient volume, is that several of our medical and dental departments have continued to struggle with staff and provider recruitment and have demand for services that outpace their capacity. This reinforces the importance and strength of the support staff to our care teams, which have allowed us to continue providing exceptional care despite sometimes lacking optimal appointment availability. This patient growth also exemplifies the important role Keystone plays in the healthcare of our community. Our services are in high demand because the word is out that Keystone provides high quality, compassionate care!

We have had some success in provider recruitment in the past year, especially in bolstering the extremely high-demand specialties of behavioral health and dental. Traditionally, these are areas where access for our patients has been limited and waitlists for services have been high. However, we were able to successfully recruit three general dentists, a child and adolescent psychiatrist, two general psychiatrists, and four new therapists in the past year, which has enabled us to significantly reduce the wait time for care. In addition, we successfully bolstered our provider staffing at the Pediatric Developmental Center, Urgent Care, Internal Medicine, and Pediatrics offices, where demand is also high.

This past year we also had the ribbon cutting on our new building at 100 Chambers Hill Drive, which houses our expanded services of behavioral health, chiropractic care, and podiatry in a spectacular new setting. We also have consolidated our clinical educational efforts there, in a fully functional clinical education suite. This suite provides the perfect setting for staff training and education and has allowed us to begin "growing our own" Medical Assistants to help us reduce our workforce shortages. Our first NIMAA class graduated in October, with 5 newly trained Medical Assistants joining our workforce.

As we leave 2023, and look forward to 2024, we hope to continue to address our workforce needs to meet the demands of our community. As our local population grows, in conjunction with our reputation as the premier healthcare provider in the community, more patients are seeking care at Keystone. The early 2024 groundbreaking of our Catherine Street building project, with anticipated completion in 2025, will allow us to bring our critical services to the downtown Chambersburg area. This site will also house our family medicine residency program, which we hope will provide a physician pipeline for our primary care sites once up and running. This program with enhanced access to competent, quality providers, along with the dedicated, mission-driven work of our existing workforce, positions us well today and in the future to maintain our status as the healthcare provider of choice in our community.





## Providers who joined Keystone Health in 2023:



Alicia Grinnion, LCSW  
Keystone Behavioral Health



Kristin Holdaway, LPC  
Keystone Behavioral Health



Ariel Helm, LPC  
Keystone Behavioral Health



Wanda Gobin, DO  
Keystone Behavioral Health



Nathan Lee, MD  
Keystone Behavioral Health



Zachary McMaster, DC  
Keystone Chiropractic



Aishwarya Iyer, DDS  
Keystone Dental Care



Anna McNamara, DMD  
Keystone Dental Care



Daniel Morales, DMD  
Keystone Dental Care



Dawn Escobar, PHDHP  
Keystone Dental Care



LeAnn Schneider, SLP  
Keystone Pediatric  
Developmental Center



Emily Leeper, OT  
Keystone Pediatric  
Developmental Center



Andrani Mattis, OT  
Keystone Pediatric  
Developmental Center



Erin Buck, CRNP  
Keystone Internal Medicine



Justin Rife, CRNP  
Keystone Urgent Care



Vicki Ellis, MD  
Keystone Urgent Care



Caitlin Murray, CRNP  
Keystone Women's Care

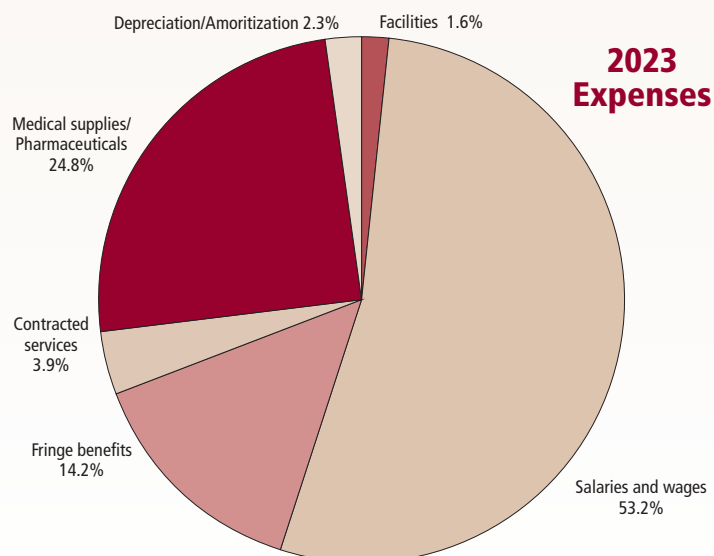
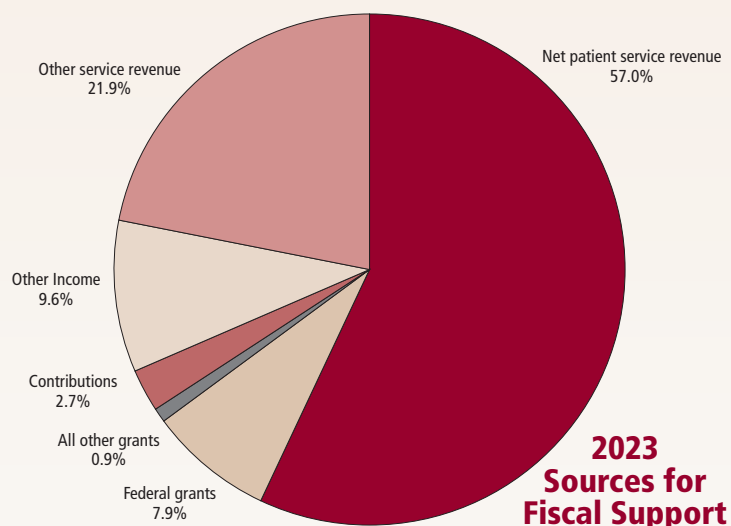
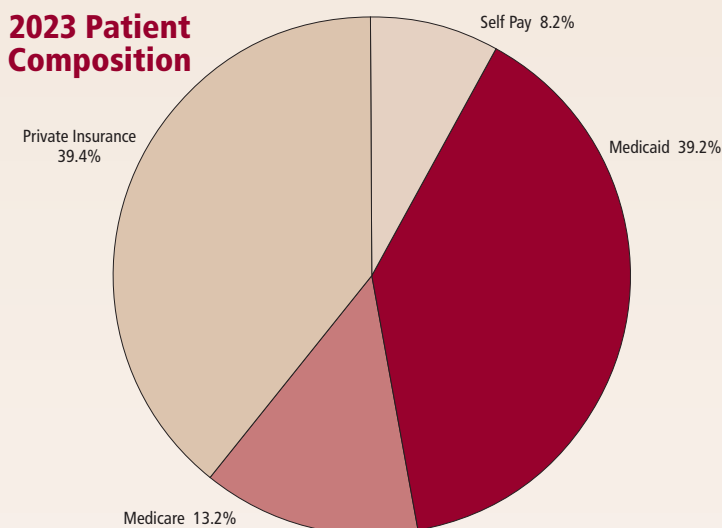


Erum Khalil, DO  
Keystone Pediatrics



Garrett Sipes, Pharmacist  
Keystone Pharmacy

## 2023 Patient Composition



## WHAT OUR PATIENTS HAD TO SAY

“We’ve been coming here for almost 15 years- they have a huge staff for one office; overall, our providers have been great-through pandemics, staffing shortages, population booms, you name it, we have had great communication with our providers - it is really reassuring when you see your doctors with their own families out in the community- thank you all who have contributed to the well being of our own kids, and by participating and living in our community- you are appreciated.

Keystone Internal Medicine is THE best practice in Chambersburg! From the friendly staff that welcomes you and checks you in, to the awesome nursing staff and providers that tend to your care.

I HIGHLY recommend this Urgent Care! The staff was friendly and extremely helpful - above and beyond excellent standards. The staff and doctors really cared about my concerns and helped me with my needs. If you need an Urgent Care, consider Keystone Urgent Care. I believe that you will be happy.

Fantastic staff and professionalism. Was my first time and I was treated like I had been there forever. They take time to ask questions and LISTEN to the answers. I wasn’t rushed in and out like I was expecting. I highly recommend Keystone Women’s Care to everyone.”





## 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.



**Facebook.com/KeystoneHealth**

## THANK YOU TO THE FOLLOWING EMPLOYEES WHO HAVE DEDICATED 20+ YEARS OF SERVICE TO KEYSTONE HEALTH AND OUR PATIENTS:

Joanne Cochran, President and CEO, 37 years

Carolyn Campbell, Payroll Specialist, 26 years

Shiela Souders, LPN, Keystone Family Medicine, 26 years

Joyce Peckman, RN, Maternal Child Care Coordinator, 25 years

Mariluz Rivera, Office Manager/Regional Outreach Coordinator, 24 years

Beverly Myers, Director of Dental Practice Services, 24 years

Betty Parker, Billing Representative, 24 years

Carol Fortney, Dental Hygienist, 24 years

Charlene Gingrich, Quality Assurance Manager, 23 years

Wendy Umbrell, LPN, Enabling Services, 23 years

Margaret Cruz, LPN, Keystone Family Medicine, 23 years

Darlanna Besecker, Certified Nurse Midwife,

Keystone Women's Care, 23 years

Selena Cruz, Director of Clinical Informatics, 23 years

Crystal Kline, Office Manager, Keystone Family Medicine, 23 years

Dr. Jennifer Chan, Physician, Keystone Family Medicine, 23 years

Christine Gossert, LPN, Prescription Nurse, 23 years

Kathy Jones, Medical Case Manager, 23 years

Kelley Williamson, LPN, 22 years

Elaine Leberknight, Billing/Credit Manager, 22 years

Denise Clough, Director of Chiropractic, 22 years

Maria Perez, Office Manager, Keystone Agricultural Worker Program, 22 years

Dr. Michael Colli, CMO/Physician/Medical Director, Keystone Pediatrics, 22 years

Dr. Yvette Brown, Physician/Medical Director,

Keystone Women's Care, 22 years

Monica Heinbaugh, Lead LPN, Keystone Pediatrics, 22 years

Erin Miller, LPN, Keystone Family Medicine, 22 years

Thomas Orndorf, Physician, Keystone Women's Care, 22 years

Kendra Wenger, Health Information Manager, 21 years

Roberta Leedy, Billing Representative, 21 years

Emily Eshleman, Administrative Assistant, 20 years

Penny Miller, LPN, Patient Referral Specialist, 20 years

Jacqueline Buckheit, LPN, 20 years

Matthew Kaufman, Pediatrician, Assistant Medical Director- Pediatrics, 20 years

Mary Hall, Pediatrician, 20 years

Melissa Brown, Accounts Receivable Manager, 20 years

# KEYSTONE HEALTH LOCATIONS

## **820 Fifth Avenue, Chambersburg:**

- » Keystone Family Medicine (717-709-7999)

## **Keystone Agricultural Worker Program**

- » Keystone Health has Agricultural Worker Program offices in Chambersburg (Franklin County), Gettysburg (Adams County), Wyomissing (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 Pediatrics, Suite 103 (717-709-7950)
- » Keystone Internal Medicine, Suite 201 (717-709-7970)
- » Keystone Women's Care, Suite 202 (717-709-7990)

## **Keystone Dental Care**

- » 767 Fifth Avenue, Suite B-3a, Chambersburg, PA (717-709-7940)

## **Keystone Pediatrics – Waynesboro**

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

## **In the Keystone Professional Center at 111 Chambers Hill Drive, Chambersburg, are:**

- » Keystone Urgent Care, Suite 100 (717-709-7979)
- » Keystone Pediatric Developmental Center, Suite 101 (717-709-7997)
- » Keystone Community Health Services/ Keystone Infectious Diseases, Suite 102 (717-709-7909)
- » Keystone Administration, Suite 200 (717-709-7900)
- » Keystone Pediatric Dental, Suite 200 (717-709-7941)

## **In the Keystone Chambers Hill Center at 100 Chambers Hill Drive, Chambersburg, are:**

- » Keystone Chiropractic, Suite 100 (717-709-7939)
- » Keystone Foot and Ankle Center (Chambersburg) Suite 101 (717-709-7986)
- » Keystone Behavioral Health, Suite 200 (717-709-7930)

## **Keystone Foot and Ankle Center – Waynesboro**

- » 1905 Market Square Blvd., Waynesboro (717-762-6300)

- » 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



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Joint Commission