

Dr. Ira Listijani
Pediatrician,
Keystone Pediatrics –
Chambersburg

2024 *and Beyond*

KEYSTONE HEALTH AT A GLANCE

» 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 - Chambersburg
- Infectious Diseases
- HIV/AIDS
- Foot and Ankle
- STD/Family Planning/
Healthy Woman
- Dental
- Seasonal Farmworkers
- Life Skills Center

Ancillary Services

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

» **SERVES** 63,393 patients through 292,265 visits (267,932 in-person visits, 24,333 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

110 Chambers Hill Drive - Life Skills Center, Health Information Department

111 Chambers Hill Drive - Urgent Care, Infectious Diseases/HIV, 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.

New Location! Opening July 2025! ***Keystone Catherine Street***

Keystone Health is expanding! To better serve our community, our NEW building located at 133 W. Catherine Street (Southgate area of Chambersburg) will open on July 1, 2025. The new location will offer expanded access to our Pharmacy, Urgent Care, Behavioral Health, Community Health, Dental and Family Medicine practices; plus, a Family Medicine Residency Program.



2024 PRESIDENT'S MESSAGE



Joanne Cochran
President & CEO

2024 was a year of many challenges and considerable progress, with a strong focus on patient safety and quality, building a strong, caring workforce, and performance improvement.

The challenges of a world in turmoil amplify the sense of urgency I feel to make sure Keystone Health delivers on its

purpose and becomes an even stronger force for good, where people can look after their health and well-being and access the care they need, with us focusing on where we can help, from the health center to the home to the community.

We want to deliver better care to more people

In 2024, Keystone Health announced several expansion opportunities that would come to fruition in 2025 and 2026. These expansions included constructing the Catherine Street facility and housing a family medicine residency program in downtown Chambersburg, where many needy populations live. We further announced that Keystone Health will develop plans to construct another facility at Welty Road in Waynesboro. To ensure we could provide quality care to both the Chambersburg and Waynesboro communities.

During 2024, with 625 employees, Keystone Health treated 63,393 patients through 269,932 in-person visits and 24,333 virtual visits, for a total of 292,265 visits. For comparison, in 2023, with 570 employees, Keystone Health treated 60,587 patients through 250,917 in-person visits and 21,860 virtual visits, for a total of 272,777 visits.

Patient Safety and Quality

Keystone Health has developed a new senior management position: Chief Quality, Risk Management, and Safety Officer, to reinforce our

commitment to quality and safety. We also hired the National Training and Consulting Group to perform physical security risk assessments for all the Keystone facilities in Chambersburg, Waynesboro, and Gardners, PA. Keystone also requested that all employees be trained in situational awareness, personal safety, de-escalation, and active shooter response.

Keystone developed a medical-legal partnership with Franklin County Legal Services to assist our patients with legal issues such as guardianship, eviction, and abuse.

Driving Progress on Priorities

With patient safety and quality as the highest priority, oversight resides at the Senior Management level. We have a new department with more substantial processes and effective early warning systems. We are proactively addressing quality improvements and the changing environment of culture—and patient-centricity, accountability, and impact. We are focusing on our workforce and ensuring that we provide adequate onboarding, education, and training. We are utilizing AI in a responsible manner to optimize workflows and improve efficiency so that clinical staff get the time and space to focus on what matters and what they do best: caring for our patients.

Looking Ahead

As I look ahead, I am realistic about the challenges we face, optimistic about building on the momentum we have created, and excited about delivering on our purpose... our mission of loving and caring for our employees, our patients, and our community.

I am grateful to God for all the blessings given to Keystone Health.

2024 QUALITY INITIATIVES



Dr. Michael Colli

Why do patients choose Keystone for their healthcare provider among the myriads of other local options available? Because our

patient care is affordable, accessible, high quality, and compassionate. And in 2024, patients showed up in record numbers to receive healthcare at our center. Once again, showing why Keystone Health is becoming a regional leader in healthcare services and the provider of choice for more and more local residents.

In 2024, Keystone Health provided care to over 63,000 unique patients, which was over 5% higher than the year before, and those patients generated nearly 300,000 patient encounters. Both were all-time highs for our organization, despite our county's population only increasing by less than 1% from the previous year. This means that a greater percentage of the region's population is seeking care from Keystone, and we don't take that trust for granted.

As we grow, we never want to compromise on the quality of the care we deliver, and our outstanding clinical metrics certainly reflect that fact. As a member of a Health Center Controlled Network, we now can compare and rank ourselves against 28 other Federally Qualified Health Centers in the Commonwealth of Pennsylvania for many of our relevant quality scores.

Impressively, we ranked at the very top for our rates of colorectal and breast cancer screenings, second for our rates of cervical cancer screenings, and fourth in our rate of diabetic glycemic control. This puts

Keystone at the top for 4 of the most important quality metrics FQHCs have!

Quality healthcare does not occur in isolation and requires an entire team working in concert to achieve the best results. At the care team level, we have empowered our nursing support staff to help our patients complete gaps in health care through standing orders which reduces burden on our providers. In addition, we have a robust and expanding Enabling Services Department, including Care Managers, Community Health Workers, Health Educators and Social Services, who can promote the health of our patients between office visits. They provide an invaluable service, which undoubtedly has led to our top-quality scores.

We have also begun to embrace emerging technology to improve the efficiency of our care teams. In particular, 2024 saw a dramatic uptick at the intersection of healthcare and artificial intelligence. DAX Co-pilot, an ambient listening platform that is imbedded in our Electronic Medical Record, has reduced the documentation burden on our providers, which, in turn, reduces the potential for burnout. As one of our providers recently told me, DAX Co-pilot has been the one singular thing that has improved her quality of work life the greatest.

Nationally, 2024 will be remembered as the year GLP-1 agonists exploded onto the scene and provide a solution to one of America's most vexing medical problems: obesity. Long considered merely a lifestyle issue, mounting evidence has shown that obesity is actually a complex medical problem and only focusing on lifestyle modifications is not successful for many obese

patients. Several of our physicians have achieved certification in Obesity Management and Keystone's expertise in managing this problem is recognized regionally.

Quality, though, cannot be discussed without also mentioning safety, since these two entities truly go hand in hand. Safety, for both our patients and our employees, is now receiving the attention it deserves with the naming of our first ever Chief of Quality, Risk Management, and Safety. Jeff Truhan, serving this role, and the department he oversees, have worked quickly to ensure our compliance with regulatory agencies, like The Joint Commission, through projects involving enhanced sterilization practices, staff situational awareness, and reduction in harm through standardization of pre-procedural time outs.

No discussion of our health center would be complete, however, without mentioning what is at the core of what we do – Keystone's mission of providing accessible healthcare to all, regardless of ability to pay. We are a true medical home for our patients, reinforced by NCQA PCMH recognition at many of our sites, and this mission permeates the culture throughout our organization. Keystone removes the barriers patients often encounter when trying to access our nation's complex healthcare system. And the record number of patients who received care from us in 2024 demonstrates that our mission, combined with our exemplary quality, is becoming a highly sought after commodity!



Providers who joined Keystone Health in 2024:



Diane Viel,
Speech Therapist,
Keystone Pediatric
Developmental Center



Allison Price,
Occupational Therapist,
Keystone Pediatric
Developmental Center



Claire Jacobs,
Speech Therapist,
Keystone Pediatric
Developmental Center



Morgan Brindle,
Speech Therapist,
Keystone Pediatric
Developmental Center



Caroline Hladik,
Speech Therapist,
Keystone Pediatric
Developmental Center



Kayla Peck,
Occupational Therapist,
Keystone Pediatric
Developmental Center



Devin Riss,
Occupational Therapist,
Keystone Pediatric
Developmental Center



Madelyn Box,
Occupational Therapist,
Keystone Pediatric
Developmental Center



Angielika Trinh,
Dental Hygienist,
Keystone Dental Care



Heather Rock,
Dental Hygienist,
Keystone Pediatric
Dental



Sarina Akers, PMHNP,
Keystone Behavioral
Health



Sherri Smuda, CRNP,
Keystone Urgent Care



Crystal Anderson, LPC,
Keystone Behavioral
Health



Stephanie Lawyer,
PMHNP, Keystone
Behavioral Health



Satyajit Mukherjee, MD,
Keystone Behavioral
Health



Joseph McDermott,
DO, Keystone Family
Medicine



Deborah Adebamowo,
MD, Keystone Family
Medicine



Henika Kaura, MD,
Keystone Family
Medicine



Rachel Pham, CRNP,
Keystone Agricultural
Worker Program



Sara Miller, CRNP,
Keystone Agricultural
Worker Program



MacKenzie VanDuzer,
CRNP, Keystone
Pediatrics



Jane Shughart, PA-C,
Keystone Pediatrics

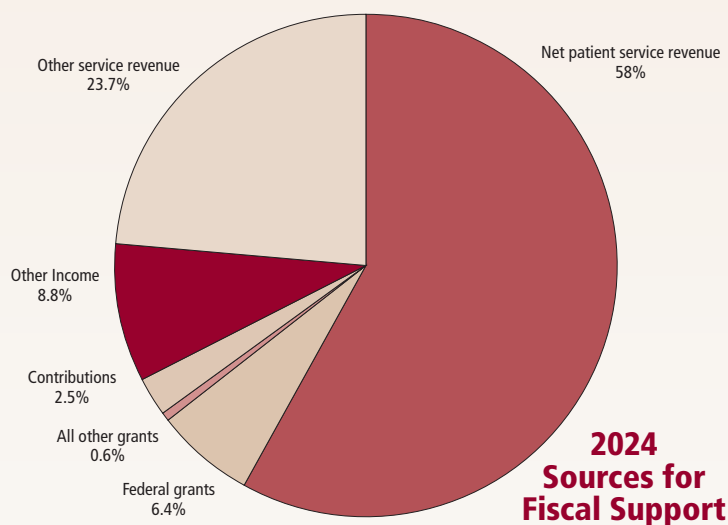
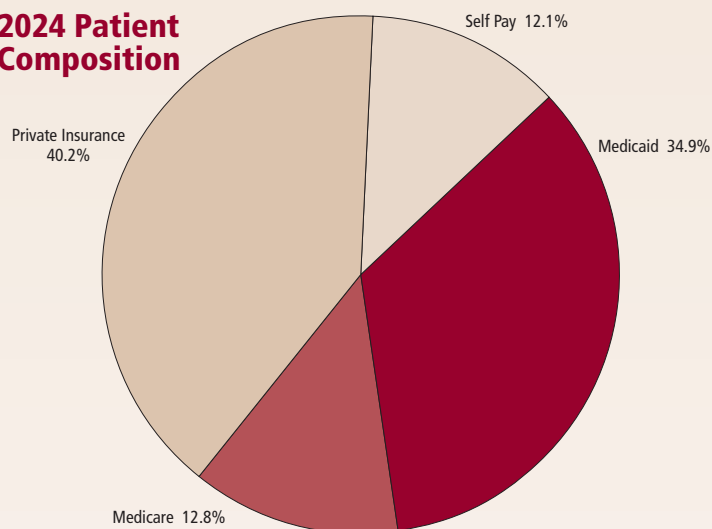


Stacy Batistig, CRNP,
Keystone Urgent Care

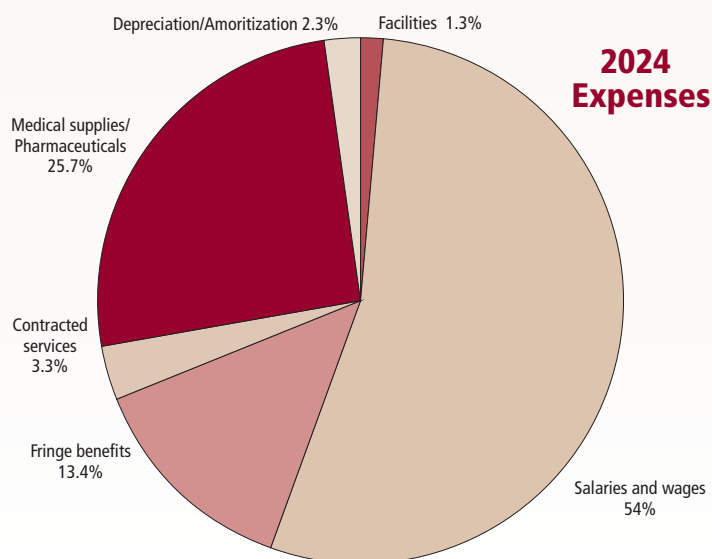


Allison Welch, CNM,
Keystone Women's
Care

2024 Patient Composition



2024 Sources for Fiscal Support



2024 Expenses

WHAT OUR PATIENTS HAD TO SAY

“I feel that the staff at Keystone care about the patients they work with. Keystone isn't like a traditional medical service where the bottom line is money. The patient is what's important, and the patient is who comes first. – David H

Absolutely wonderful care from the time of the video visit in the ICU to my follow up appointments. Listened to me when hospital Drs. wouldn't. Quite literally saved my life. Beyond grateful and appreciative. – Kristina S

It was nice to come to a place where you felt welcomed where you were taking care of not only in a very professional way but in a personal way I want to thank you from the bottom of my heart it's not often I get people that want to listen and I really do appreciate you and everyone there thank you so much – Charles M

This office sets the gold standard in healthcare. Excellent friendly staff, timely appointments, top quality physician care...what's not to like! – Rick B.

I cannot say enough good things about the staff and clinicians here! Everyone is very friendly and understanding, and we have seen our son improve by leaps and bounds over the last year of receiving services. – Anne M.”



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](https://www.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, 38 years
Carolyn Campbell, Payroll Specialist, 27 years

Shiela Souders, LPN, Keystone Family Medicine, 27 years

Joyce Peckman, RN Maternal Childcare Coordinator, Keystone Women's Care, 26 years

Betty Parker, Billing Representative, 25 years

Carol Fortney, Dental Hygienist, 25 years

Charlene Gingrich, Director of Quality, 24 years

Wendy Umbrell, LPN, Enabling Services, 24 years

Margaret Cruz, LPN, Keystone Family Medicine, 24 years

Darlanna Besecker, Certified Nurse Midwife, Keystone Women's Care, 24 years

Selena Cruz, Clinical Information Manager, 24 years

Crystal Kline, Office Manager, Keystone Family Medicine, 24 years

Dr. Jennifer Chan, Physician, Keystone Family Medicine, 24 years

Christine Gossert, LPN, Keystone Women's Care, 24 years

Kelley Williamson, LPN, Keystone Women's Care, 23 years

Elaine Leberknight, Billing/Credit Manager, 23 years

Denise Clough, Director of Chiropractic, 23 years

Maria Perez, Office Manager, Keystone Agricultural Worker Program, 23 years

Dr. Michael Colli, CMO/Physician/Medical Director, Keystone Pediatrics, 23 years

Dr. Yvette Brown, Physician/Medical Director, Keystone Women's Care, 23 years

Monica Heinbaugh, Lead LPN, Keystone Pediatrics, 23 years

Erin Miller, LPN, Keystone Family Medicine, 23 years

Dr. Thomas Orndorf, Physician, Keystone Women's Care, 23 years

Kendra Wilson, Health Information Manager, 22 years

Roberta Leedy, Billing Representative, 22 years

Emily Eshleman, Administrative Assistant, 21 years

Jacqueline Buckheit, Lead LPN, Keystone Women's Care, 21 years

Dr. Matthew Kaufman, Physician, Keystone Pediatrics, 21 years

Dr. Mary Jo Hall, Physician, Keystone Pediatrics, 21 years

Melissa Brown, Accounts Receivable Manager, 21 years

Kirby Pheil, Director of Facilities/Safety, 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)

Keystone Internal Medicine – Waynesboro

- » 1051 E. Main Street, Waynesboro, PA (717-762-3050)

Keystone Foot and Ankle Center – Waynesboro

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

Keystone Medical Associates

- » 12104 Buchanan Trail E., Waynesboro, PA (717-749-0151)

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)

In the Keystone Chambers Hill Center at 110 Chambers Hill Drive, Chambersburg, are:

- » Keystone Life Skills Center (717-709-7997)
- » Keystone Health Information Department

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 202 (717-709-7941)

- » Keystone Crisis Intervention Program is located in an office off the ER in the Chambersburg Hospital, 112 N. Seventh Street (Dial 988)

- » 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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