It's all about
YOU
2015 Annual Report
We’ve made a lot of positive changes this year in our health system, and I’m very grateful for our staff, physicians, advanced practice providers, volunteers, auxilians and board members, and the hard work that has been done.

Please know that what happens inside and outside the walls of our facilities is done for our patients, our community, our staff - for you.

Although the healthcare market continues to be unpredictable, our teams continue to shine.

The dedication, compassion, and caring that I see everyday from our employees across the system holds steady, never wavering, always true. We are determined and honored to lead our community to health by providing high-quality, affordable, accessible healthcare for everyone.

We continue to stress the importance of safety for our patients and safety for our staff. Quality indicators are measured and reviewed regularly to make sure we are always providing the best care.

We put our patients at the top of the list when we make every decision.

Affordability is always on our minds. We make changes and adjustments and work with government agencies, as well as offer charity care programs and discounted care, so we can continue to take care of all of our friends and neighbors.

As the healthcare market remains unstable, we hold steadfast to our values, and continue down the path of improvement. Summit Health remains in a strong position, and we have a highly skilled workforce. However, there is no resting - we know we can always do more, do better.

The desire to continuously improve is what keeps us in a strong position and able to provide the high quality care that our community wants and deserves. I assure you, we will continue in this direction, and I remain excited about what the future holds for both Summit Health and our community.

Kindest Regards,

Patrick O’Donnell
President & CEO | Summit Health
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Making lives safer. Every day. Every way.

our vision

To achieve excellence for a healthy community

our mission

Leading our Community to Health by providing high-quality, affordable, accessible healthcare for everyone

our values

Integrity  
Compassion  
Excellence  
Service
FRANKLIN COUNTY’S LEADING HEALTHCARE PROVIDER

15,271 admissions to our hospitals

390,941 visits to our physician practices

1,716 babies delivered at our hospitals

14,614 surgeries performed
Summit Health at a Glance

- Non-profit organization
- Parent organization to Franklin County’s two hospitals
- Parent organization to Summit Physician Services
- 232 employed physicians and advanced practice providers
- 46 physicians and advanced practice providers added this year
  - 18 Physicians
  - 9 Nurse Practitioners
  - 13 Physician Assistants
  - 5 Certified Registered Nurse Anesthetists
  - 1 Midwife
- 48 practice sites
- 25 medical specialties
  - Aesthetic
  - Anesthesia
  - Breast Health
  - Cardiology
  - Dermatology
  - Endocrinology
  - ENT & Hearing Services
  - Family Medicine
  - Gastroenterology
  - General Surgery
  - Hematology
  - Hospitalists
  - Internal Medicine
  - Interventional Cardiology
  - Obstetrics/Gynecology
  - Occupational Medicine
  - Oncology
  - Orthopedics
  - Pain Medicine
  - Palliative Medicine
  - Plastic Surgery
  - Psychiatry
  - Pulmonology
  - Urology
  - Weight Management
- 1,230 volunteers and auxiliary members
- 3,047 employees (including more than 100 physicians)
- $459.1 million in revenue
- $420 million in expenses
- $722.9 million estimated regional economic impact
  (Source: Hospital & Healthsystem Association of Pennsylvania April 2015)
- $51.6 million in Community Outreach

Primary Service Area

- Franklin County, Pa., and surrounding communities
- 23 municipalities
- Nearly 800 square miles
- Population of about 170,000 people
- Median household income of approximately $52,600

Our Health System

- Chambersburg Hospital (248 beds)
- Waynesboro Hospital (56 beds)
- 2 Walk-in Care Centers
- 2 Urgent Care Centers
- Cancer Treatment Services
- Outpatient Surgery Center
- Fitness Center
- 6 Satellite Health Centers

81,113 emergency department visits
1.3 million lab tests performed
FY15 Total Expenses $420,030,000

- Salaries & Wages 48%
- Materials, Supplies, Services 27%
- Employee Benefits 14%
- Depreciation & Amortization 5%
- Professional Services 4%
- Interest Expense 2%

2015
- Revenues $459,104,000
- Expenses $420,030,000

2014
- Revenues $436,781,000
- Expenses $405,460,000

$51.6 million total invested in the community

- Technology 50%
- Charity Care 43%
- Community Building & Health Improvement 4%
- Subsidized Health Services 2%
- Education of Health Professionals 1%
Achieving long-term collective impact can be tricky. Cooperation and collaboration among various groups within and throughout our community is critical to long-term success as we strive to improve the health of our neighbors. We know this and understand the complexities that may bring; however we can begin ourselves.

Early in 2015, Summit Health identified a strategic opportunity to consolidate Community Health and Summit Endowment activities, launching the Community Services department.

Focusing on strategy, much of our work has aligned with the four priorities identified in Summit Health's 2012 Community Health Needs Assessment:

- Access to Health Care
- Mental Health
- Nutrition
- Education

In addition, we continue to convene Healthy Franklin County, a group of key leaders working to support community strategies to improve health by aligning with Healthy People 2020 Leading Health Indicators.

Specifically our work has focused on:

**Access to Care**

- Increase the proportion of persons with health insurance
- Increase the proportion of persons with a health care provider

**Mental Health**

- Reduce the suicide rate
- Reduce the proportion of adolescents aged 12-17 years who experience a major depressive episode

**Nutrition**

- Increase the contribution of vegetables to the diets of the population aged 2 years and older

**Education**

- Increase the proportion of students awarded a diploma 4 years after starting 9th grade
- Increase the proportion of children who are ready for school in all five domains of healthy development: physical development, social-emotional development, approaches to learning, language, and cognitive development

Also, biological, social, economic, and environmental factors—and their interrelationships— influence the ability of individuals and communities to make progress on these indicators. Addressing these social determinants is key to improving population health, eliminating health disparities, and meeting the overarching goals of Healthy People 2020.
Children’s Wellness Days
Area 3rd graders learned basic concepts of good health.

RESULT:
1,617 local 3rd graders learned about nutrition, tobacco, exercise, sun safety, conflict/anger management, positive self-identity, safety, and fire safety

Handwashing Demonstrations
Local students, kindergarten through 6th grade, learned the importance of and the steps of washing their hands.

RESULT:
289 students learned how to wash their hands properly

Free Community Seminar on Stroke: Take Back Control
Around 60 people joined stroke experts from Summit Health and WellSpan Neurology to learn the signs and reduce the risk of stroke.

RESULTS:
95% have a better understanding of signs and symptoms of stroke
93% have a better understanding of the importance of getting help right away
96% have a better understanding of risk factors of stroke

Free Community Seminar on Your Heart & Diabetes
More than 110 people joined cardiology and endocrinology experts from Summit Health to increase knowledge and awareness about heart disease and diabetes.

RESULTS:
99% have a better understanding of how to lower risk of diabetes
99% have a better understanding of how to lower risk of heart disease
99% have a better understanding of how diabetes affects heart health
92% listed 1 or more steps they were going to take to help reduce their risk for heart disease and diabetes to improve their health

Penn National Speaker Series

VAScular Disease
More than 22 people joined Summit Health experts for a free seminar on vascular disease.

RESULT:
92% have a better understanding of treatment methods for vascular disease

MANAGING Your HEAlth
More than 45 people joined Summit Health experts for a free seminar on managing their health.

RESULT:
89% have a better understanding of where they can find services they are eligible to receive under Medicare
Stroke Awareness Speaker Series
More than 90 people joined stroke experts from Summit Health at community events to increase their knowledge and awareness of stroke.

RESULTS:
- 97% have a better understanding of how to recognize the risk factors for stroke
- 96% have a better understanding of the signs and symptoms of stroke
- 83% have a better understanding of how to reduce their risk for stroke

Blood Pressure & Various Screenings
More than 380 people were screened at various events for high blood pressure, sun damage, and grip strength.

RESULTS:
- 302 people had blood pressure screenings
- 25 people had dermascans
- 55 people had their grip strength tested

Seminar for School Nurses
Day-long education session to update school nurses on advances in treatments for illnesses affecting school-age children.

RESULTS:
- 97% had a better understanding of how to recognize early and common Lyme disease symptoms
- 100% had a better understanding of major street drugs, side effects, and the impact of these drugs on our community
- 97% had a better understanding of how to utilize school health resources to improve documentation and keep current with new state regulations
- 100% had a better understanding of the signs and symptoms of ADHD
- 91% had a better understanding of how to problem-solve a student’s unusually high or low blood sugar levels

Waynesboro Hospital Health Fair
1,351 of our neighbors joined us for the 32nd annual Waynesboro Hospital Health Fair for tips on healthy living and free health screenings.

RESULTS:
- 587 people received free blood work (glucose / lipid panel)
- 190 people had bone density screenings
- 94 people learned how well their lungs functioned
- 75 people with diabetes were checked for foot health
- 50 people had their blood oxygen levels checked

Pediatric Asthma Project
20 students learned to manage their asthma through fun activities at a summer camp.

Vascular Screenings
Adults 40 years and older, with related risk factors, received screenings from Summit Surgical Group - Chambersburg.

RESULT:
- 54 at-risk people were evaluated in Chambersburg and Waynesboro
Grocery Store Tours
A free 2-hour tour led by a Registered Dietitian to help community members make healthy choices and to avoid common pitfalls that sabotage healthy intentions.

RESULTS:
100% of participants had a better understanding of how to make healthy choices
95% had a better understanding of how to avoid the pitfalls of marketing & product placement
95% had a better understanding of how to increase whole grains, lean meats, and other heart-healthy options in their diets

Community Health Fairs & Events
Our staff attended 14 fairs across Franklin County to help our neighbors learn more about weight management, sun safety, physical activity, healthy eating, and more.

RESULT:
5,513 people talked with our Community Services team about developing healthy behaviors

Autism Awareness Fair
Individuals with autism, their families, friends, loved ones, & care providers attended a fair that included education about autism, games, sensory activities, and entertainment.

RESULT:
446 people attended the fair
Healthy Franklin County is composed of key community leaders from the education, health, faith, business, non-profit, and local government sectors. Their goal is to create and support healthy behaviors and lifestyles through education, awareness, programing, and access to services. These key leaders continue to recognize value in identifying and strengthening efforts to address health and healthcare needs from a collective perspective.

Four priorities were identified to focus on: Nutrition, Mental Health, Access to Healthcare, and Education

Healthy Franklin County Nutrition Task Force
Partnerships are emerging with after school programs, farming communities, summer programs, and schools throughout Franklin County to bring fresh local produce to our neighbors. They engage families by offering education and opportunities to garden, cook, taste, and access delicious local produce. The task force is working to increase the amount of fruit and vegetables our community eats per day.

Healthy Franklin County Mental Health Task Force
Partnerships between local mental health organizations are creating more awareness around mental health disorders, depression, and suicide. The task force is working to reduce the suicide rate as well as the major depressive episodes that adolescents ages 12-17 can experience.

Healthy Franklin County Access to Care Task Force
Healthcare organizations, extended healthcare facilities, and local EMS are working to create more coordination of care for the patients they serve. This includes reducing barriers for residents to receive healthcare, and increasing access to the services they may need.

Healthy Franklin County Education Task Force
The task force is researching successful pre-K programs and assessing existing programs in the community. They hope to help schools develop and/or encourage summer pre-K programs, such as Tuscara School district’s “Success by 6” program throughout Franklin County. Additional work aims to support early childhood initiatives through the United Way. The goal is to increase the number of children ready for kindergarten as well as increasing the number of residents earning their high school diploma.
Waynesboro Hospital Health Fair

Ron Emge, Summit Physical Medicine & Rehabilitation, performs a grip strength test with a health fair attendee
The Summit Endowment addresses the community’s health needs by supporting the development of programs and activities of other non-profit organizations that will measurably improve the health of our neighbors.

The Endowment also strives to better understand and address the social determinants of health and the distinct needs of vulnerable populations by supporting health initiatives and improving health where people live, learn, work, and play.

Priorities
The Summit Endowment Committee prioritized grant making based upon findings from the 2012 Summit Health Community Health Needs Assessment. The key issues identified included: Access to Care, Nutrition, Education, and Mental Health.

Specific objectives that aligned with the Healthy People 2020 Leading Health Indicators were utilized to categorize and better align grant making to address these unmet needs.

This year, successful applicants were required to participate in a Healthy Franklin County Task Force. Community members and grantees were soon collaboratively planning, supporting, and measuring their work.

Grantees consistently reported the benefits of task force participation, including resource sharing, relationship building, and a new excitement regarding the emerging potential to collaboratively achieve real and lasting impact.

GREENCastle-ANTRIM ENDowment,
a component of the Summit Endowment, awarded six one-year scholarships to graduating seniors at Greencastle-Antrim Senior High School who are pursuing a career in healthcare. They also awarded nine renewal scholarships for students in their second, third, or fourth year of college. The Endowment awarded more than $25,000 in scholarships this year.

Members of Franklin County Suicide Prevention Coalition offered Question, Persuade, Refer (QPR) education to Summit Health staff. QPR is an evidence-based suicide prevention program.

Fred Frederick (center) of the Greencastle-Antrim Endowment Committee presents scholarship awards to (from L to R) Grace Greenlee, Alice Moats, Shelby Stouffer, Jane Herman, and Rachel Kline. Alana Ebbitt was not in attendance at the presentation, but did receive an award.
Grants Awarded in Fiscal Year 2015 included:

**Mental Health Association** for the QPR Gatekeeper Training. This grant will be used to make training available to 700 community members. They will learn to identify the warning signs of suicide, understand the underlying problems that lead people to choose suicide as a solution, learn intervention techniques, and how to make appropriate referrals.

**Homes for America** for the Senior Nutrition Program. This grant will be used to provide a senior nutrition program to residents of the Tower at Falling Spring. They will partner with local farmers markets and restaurants to provide weekly continental breakfasts and bi-monthly meals from October through March.

**Healthy Communities Partnership** for the Kids POP Club. This grant will be used to expand the Kids POP (Power of Produce) Club at the North Square Farmers Market in order to empower kids to make healthy eating choices and introduce them to where their food comes from.

**Mercersburg Area Council for Wellness** for the Healthy Eating Adventure. This grant will be used to reduce obesity rates among adults and increase the amount of vegetables in diets of people age two and older.

**Waynesboro Community and Human Services** for the Community Nurse Program. This grant will be used to expand its home nursing care services to include Mont Alto, South Mountain, Blue Ridge Summit, and Quincy Township.

**Summit Physician Services and Waynesboro Hospital** for the Paramedic Collaborative. This grant will be used to improve the quality of life for patients recently discharged from the hospital through monitoring to decrease potential readmissions, conducting home safety checks, and reconciling medications.

**South Central Community Action Programs, Inc.** for the Gleaning Project

This grant will be used to feed and nourish the under-resourced population of Franklin County with fresh, locally grown produce that would otherwise be wasted.
South Central Community Action Programs, Inc. for Community Engagement on Poverty and Health. This grant will be used to engage the community on poverty and health through conversations and community events.

Keystone Health for the Behavioral Health Mentoring Program. This grant will be used to decrease the no-show and appointment cancellation rates, as well as assign a mentor who will assist with any roadblocks to attending appointments while providing mental health support, assistance with transportation resources, insurance, and other issues impeding appointment attendance.

Wilson College/Fulton Center for Sustainable Living for the Vegetable Literacy at Fulton Farm program. This grant will be used to expand the summer on-farm program, the North Square Farmers Market program, as well as further develop this curriculum, facilitate programs, and improve assessment tools specific to nutrition and on-farm education.

Boys & Girls Club for the Triple Play program. This grant will be used to increase knowledge of healthy habits, good nutrition, and physical fitness in children and youth. It also aims to help children increase their daily physical activity, increase their ability to interact positively with all youth, engage in healthy relationships, and to develop leadership skills.

Healthy Communities Partnership for the Go Girls Go program. This grant will be used to increase mental health and wellness by bringing girls together for pro-social bonding, mentoring, and education through health and fitness. It also aims to keep girls participating in organized sporting activities and interested in fitness activities, which will significantly affect the incidence of depressive disorders.

Mental Health Association for Wellness Awareness. This grant will be used to increase awareness of suicide as preventable, and adolescent mental health concerns as treatable. It also aims to decrease the number and rate of suicides in Franklin County, and to increase connection to appropriate mental health resources.

Renfrew Museum & Park for the Eating With Your Ancestors program. This grant will be used to teach healthy nutrition to families who have young children. Families will learn how to choose, grow, prepare, and cook healthy foods, thus promoting weight loss and helping to reduce childhood obesity.

CAPACITY BUILDING WORKSHOPS

The Endowment offered education to help community organizations enhance skills to achieve success.

TWO GRANTMAKING WORKSHOPS (Chambersburg and Waynesboro areas) were provided to support non-profit organizations in preparing successful applications for Summit Endowment funding.

UNDERSTANDING OUTCOMES & PROGRAM EVALUATION WORKSHOPS were conducted for non-profit organizations to strengthen their knowledge and skill in developing logic models and outcome measurement plans for their various programs.
TEAM
Together everyone achieves more
Boards of Directors
Our Boards of Directors have taken a leadership role in driving our quality and safety focus. Studies have been published showing a strong Board of Directors, with a focus on quality, results in higher quality within the organization. This is also key for creating accountability among all levels of leadership, as well as driving performance improvement based on data.

Physicians
Physician leaders are an important part of our quality and safety focus and work to improve quality, reduce clinical variation and lower cost. Physicians are also working on LEAN teams and participating in peer reviews. Our physicians have been instrumental in driving quality changes in critical care, our observation unit, other quality initiatives, and the recent restructuring of our care management and discharge process.

Executives
Our Senior Management team implemented Executive Rounding this year making them more visible and present in the work space. They are engaging in conversations with employees and learning where improvements can and should be made. With more transparency and better communication among our front-line staff and our senior leaders, we can only continue to improve.

Leadership
This year, we began to standardize leadership across the health system to support our focus and integration of quality measures. Our patient safety, quality and risk management departments were consolidated and reorganized. Our patient services teams reorganized as well to provide consistent oversight over both Chambersburg Hospital and Waynesboro Hospital.

Patients
We have surveyed our patients for years, but we wanted even more input. We have created a Patient and Family Advisory Council consisting of staff and community members working together to implement ideas to improve our patient experience. We know the overall patient experience is an all-inclusive one. All areas of our healthcare system drive a superior experience. So, we have been listening and working to find improvement throughout our system, and have implemented several programs and educational tools such as internal patient experience teams and our advisory council. Patients and their families are also now involved in our LEAN process.

Calculated Improvement
Clinical Outcome Teams have been developed to concentrate on performance improvement in the areas of hospital acquired conditions and the care of patients. Some areas of focus include:

» Catheter associated urinary tract infections: an infection in the urinary tract associated with urinary catheter use.

» Catheter associated blood stream infections: an infection in the blood associated with central blood stream catheters.

» Sepsis: Improving the early care of patients with severe systemic infections.

» Clostridium difficile: a contagious infection of the colon.

Changes have been made and patient safety and quality improved. Clinical challenges remain and we continue to innovate, improve, and measure our outcomes.

“Quality and Safety are our #1 focus. Across the Summit Health system, our physicians, advanced practice providers, and staff work hard every day to ensure they are providing our patients with evidence-based, safe, high quality care. Although, we have already seen some good work being done, we will continue, steadfast in our goal, to create, emulate and celebrate safe, quality, affordable health care for our community.”

PATRICK O’DONNELL
President & CEO
Summit Health
This year, we took a serious look at our culture at Summit Health. Through staff surveys, we knew we could do better for our patients and our staff. During the week of August 25, 2014, a group of staff, management, physicians, board members, and representatives from Volvo’s safety team spent 5 days working through the information and ideas provided by our staff. We have made some excellent progress, and we will continue to work together to create new ideas and improve our Culture of Safety.

A CULTURE OF SAFETY

Safety Alerts
We implemented an electronic safety alert system for our staff. The previous system was a paper system and did not allow for quick resolution, was cumbersome, and didn’t provide an easy way for staff to report issues. As we began our electronic system, and promoted its use to staff, safety alerts increased by 50 percent across our health system. This only means more safe care for our patients.

Safety Huddles
Departments across the health system are now holding safety huddles on each shift. The "huddle" is routine and is a quick meeting that helps staff and management quickly communicate about areas of concern for either patients or staff.

Care for the Caregiver
A team of employees trained to provide care for fellow employees who may have experienced a traumatic event at work, or an event that just didn’t go the way it was supposed to go has been created. We want to make sure our employees are cared for and feel like they are in a safe environment.

Just Culture
We are beginning our Just Culture journey. This is very important. We want everyone to feel safe to talk about safety issues. We want our staff to learn and grow, not work in fear of punishment. We can determine together which processes need to change to make sure our risk of human error is as low as possible to improve safety and quality for our patients and for our staff.

Respect for People
An important value that influences everything we do is respect for people. Summit Health is deeply committed to respect for all caregivers through equity, honesty, and kindness in support of the caregiver experience. We strive to promote the well-being of all caregivers. We seek to enhance all caregivers’ confidence and we aspire to building trusting relationships for all caregivers. Education supporting this initiative began this year.

- Dr. Tom Anderson
  Vice President of Medical Affairs & Chief Medical Officer, Summit Health
Safety in action – Ebola

As the Ebola virus touched U.S. shores in 2014, Summit Health was making plans to keep patients, staff, and the community safe. A large team of doctors, staff, and administrators gathered to plan for a potential patient with Ebola, with one major goal in mind – safety for all. Planning led to action, including asking screening questions to all patients, providing front line staff with protective equipment, training front-line caregivers, educating and communicating with all staff on preparation, planning, and the national situation. Needed supplies were ordered and special isolation treatment rooms that would allow us to safely care for an infectious patient were constructed. This was a huge collaborative effort amongst all Summit Health affiliates. Everything we learned allows us to be waiting and ready for any potential patient with an infectious disease in the future.

“...Our staff is truly amazing. When we started conversations about treating a patient with Ebola, there really wasn’t much talk about who would and wouldn’t care for the patient. Our staff’s concerns were focused outward on caring for the patient and protecting our community. It’s admirable. Our employees are wonderful.”

SHERRI STAHL
Senior Vice President for Hospital Services, Summit Health, on staff response during the International Ebola Crisis in late 2014
LEAN improvement events are designed to produce a better patient experience throughout the Summit Health organization.

We have held improvement workshops on everything from our registration processes, to medication reconciliation, and the scheduling of tests and procedures.

Three years ago, Summit Health chartered the course of our LEAN journey. Bea Hoffman, Director of Summit Health’s LEAN Promotion Office provided updates for 2015.

Q: What does “LEAN” mean and why is it important to our patients?

A: LEAN is a methodology of continuous improvement. The term “LEAN” was coined during a Massachusetts Institute of Technology (MIT) study of the auto industry in the 1980s. LEAN thinking recalibrates our expectations, inspires a spirit of excellence, and transforms the way we deliver healthcare.

Q: How does operationalizing LEAN methodology accomplish these objectives?

A: The transformation of our patients’ experience is achieved through process improvement workshops and innovative events. Perhaps sharing some of our successes will help to explain our LEAN engagement.

Summit Health has declared Patient Safety and Quality as our number one priority. We are committed to making lives safer, every day, every way. To embed this declaration into our culture, the Summit Safety Alert system (SSA) was developed. Through this system, every single employee has the ability to report a safety alert. Within this Culture of Safety, employees feel safe reporting a patient safety event, potential threat or a “near miss”.

For employees to embrace this initiative, we believe they must experience a culture of respect in the workplace. Consequently, Summit Health has adopted a Respect for People culture in which employees feel safe about communicating barriers to patient safety, and also feel empowered to follow through on ideas for improvement.

As part of our Summit Safety Alert system, each month an employee is chosen to receive a “Great Catch” award highlighting a patient safety initiative. Since implemented, Karen Amon, Karen Horchner, Deann Smith, Nicole Thuahnai, Kelly Spencer, Karen Kiskaddon and Maureen Miller are our award winners.
Our Culture of Safety led us to develop the “Care of the Caregiver Program”. This initiative provides care and support for any associate who caused or was associated with a patient safety incident. To date, 25 associates have taken advantage of these resources.

Safety initiatives are changing the narrative throughout our entire health system:

» A “Patient Safety Declaration” occurs with surgical patients. Our surgical teams use checklists and other mistake proofing methods so that each procedure is performed with the highest degree of quality and safety.

» The “Lucas” Chest Compression System allows Code Blue responders to standardize the quality of chest compressions, avoid rescuer fatigue, and focus on additional life-saving tasks.

» We’ve developed protocols to more quickly identify and treat Sepsis, a life threatening complication of an infection.

LEAN concepts were used in the planning of our new Waynesboro Medical Office Building. Providers and nurses work side by side in “pods” allowing them to communicate more efficiently. The check-out process is done in the exam room, which reduces wait times. Multiple specialties and primary care practices are available in one location, offering access, convenience, and open communication among providers and staffs. Based on feedback, more patient-centered improvements are planned.

Q: What’s on the horizon?

A: We are still very early in our LEAN journey. Upcoming LEAN events include greater operating room capacity for our surgical procedures, emphasis on reducing hospital acquired infections, and continued focus on Emergency Department throughput, among many others.

We’re excited about the additional value, safety and quality our LEAN experience has brought to our patients. We celebrate our success, and look forward to how LEAN will continue to assist in enhancing clinical outcomes, employee engagement, and improving our patients experience.

**Great Catch Awards**

We have implemented a system-wide award to recognize staff who have intervened to ensure our patients and staff remain safe at all times.
We had a year of unprecedented growth, not only among our provider base, but also in the services and locations that we can offer our community.

**Urgent Care**
Shippensburg Urgent Care opened in November 2014. Chambersburg Urgent Care opened in March 2015. Both facilities provide treatment for common, non-life threatening conditions, while offering enhanced services like x-rays, IV treatments, and treatment for more severe issues like broken bones and deep lacerations. Summit Health is opening a Summit FastCare facility in the Giant Foods Store located on Wayne Avenue, Chambersburg in early 2016.

**Waynesboro Medical Office Building Construction**
Construction was completed and the building opened to patients on May 4, 2015. The 3-story building offers multi-specialty care under one roof. The modern, healing atmosphere was designed to create a better experience for our patients. The building was designed using LEAN concepts offering staff minimal waste of movement and motion, as well as a better experience for patients. When the building opened, the following services were available: Summit Cancer & Hematology Services, Summit Cardiology, Summit Endocrinology, Summit ENT & Hearing Services, Summit Orthopedic Group, Summit Primary Care & Walk-in, Summit Surgical Group – Waynesboro, Stephen L. Carter, MD, General Surgeon, and Summit Women’s Group Waynesboro.

More services have been added, including: Summit Breast Care Services and Summit Urology.

**Primary Care Expansion**
Several new primary care offices have joined Summit Health this year, including Summit Primary Care – Menno Haven, Summit Primary Care – Philadelphia Avenue and Summit Primary Care – 8th Street.

**Mont Alto Health Center Lab**
We reopened our Waynesboro Hospital Lab Services at the Mont Alto Health Center to provide even more convenient service for our community.
Plastic Surgery (reconstructive and cosmetic)
Dr. Wayne Ledinh joined Summit Physician Services from the Cleveland Clinic and opened Summit Plastic Surgery & Skin Care Center. This practice includes our former Summit Dermatology and Summit Aesthetic Center practice.

Low-Dose Lung Cancer Screening Program
Summit Health hired a dedicated Lung Screening Nurse Navigator who assists patients who meet criteria for a Low-dose lung CT scan. The program is aimed to help residents find lung cancers earlier, when they are more treatable.

Expansion into Shippensburg
Summit Surgical Group – Chambersburg and Summit Orthopedic group began seeing patients out of offices in our Shippensburg Medical Campus building. We also expanded into the Carlisle area in March 2015 with Summit Urology.

New Technology
Summit Health Sleep Centers began offering patients at-home sleep studies. They allow patients to sleep in the comfort of their own bed while initial sleep studies test for common disorders.

Pulmonologists now have access to navigational bronchoscopy at Chambersburg Hospital. This allows doctors to see even further into the lungs. This will help detect tumors earlier, when they are smaller and more treatable.

Summit Breast Care Services
Dr. Lori Eakin, a dedicated breast surgeon, joined Summit Health this year under Summit Breast Care Services.

PHOTO CAPTIONS:
(left) Chambersburg Urgent Care Ribbon Cutting, March 2015
(right, top to bottom) Summit Plastic Surgery & Skin Care Center; Dr. Jeffrey Lutton of Summit Orthopedic Group; Summit Pulmonology during Lung Cancer Awareness Month; Dr. Lori Eakin of Summit Breast Care Services with Dr. Wayne Ledinh of Summit Plastic Surgery & Skin Care Center.
AWARDS & HONORS

VHA awarded Chambersburg Hospital with their Gold Award for Outstanding Commitment to the Partnership for Patients (PfP)

Chambersburg Hospital’s Cardiac Catheterization Lab, received the ACTION Registry-GWTG Platinum Performance Achievement Award; one of only 256 hospitals nationwide to receive this award.

The American Heart Association and the American College of Cardiology Foundation recognized Chambersburg Hospital with the Get with the Guidelines - Heart Failure Bronze Quality Achievement from for treatment of heart failure patients.

Chambersburg Hospital received the American Heart Association’s Mission: Lifeline Gold Plus Performance Achievement Award for 2014; we are the only hospital in PA to receive the Gold Plus award & one of only 51 hospitals across the nation to receive this honor.
Waynesboro Hospital was recognized as a 2013 Top Performer on Key Quality Measures by The Joint Commission.

Waynesboro Hospital received the VHA Platinum Award for Outstanding Commitment to Partnership for Patients (PfP).

VHA recognized Waynesboro Hospital as a top performer in 3 or more areas of focus.

Waynesboro Hospital received the Get With the Guidelines – Stroke Gold Plus Quality Achievement award from the American Heart Association/American Stroke Association.
Michael Little is a lucky man. He’s dodged death three times before turning 50!

In his 30’s he survived a brain aneurysm. In his 40’s, bad luck struck once more – a ruptured appendix. “It was bad… I spent a long time in Chambersburg Hospital,” Michael said.

“That was the first time they saved my life.”

In 2010, the stress of work, his dad’s death, his mother’s Alzheimer’s, and an unhealthy lifestyle all caught up with him. Michael had a heart attack that could have killed him.

“In addition to caring for my parents, I was a total workaholic,” Michael admitted. “That week I had 3,000 people to cater for and I hadn’t slept in 3 days. I didn’t eat well then, I was overweight, I smoked… I didn’t take care of myself at all.”

Dr. Arshad Safi, interventional cardiologist for Summit Cardiology, got the call about Michael around 6am. “Heart attacks have a higher likelihood of occurring during the early morning hours,” explained Dr. Safi. “We activated our team right away and the lab was ready for Michael in less than 20 minutes.”

At Chambersburg Hospital’s Cardiac Cath Lab, Dr. Safi quickly determined that Michael had major blockages in his three major vessels (one was 100 percent) and five blocked arteries.

Dr. Safi remembers the case well. “Michael’s heart rate was so low that we first had to insert a temporary pacemaker. We then placed 3 stents to restore blood flow to the heart muscle that was most injured,” Dr. Safi recalled. “Once we got the blood flow going, I felt that Michael had a good chance to survive his heart attack.”

“I remember some of it,” Michael recalled. “I could hear Dr. Safi yelling ‘stay with me, Michael’ and I could hear machines.” The next thing he remembers is waking up in the Intensive Care Unit feeling weighted down and hurting from the compressions that had been done on his chest.

“Why did I survive?” Michael pondered. “I’m not done here. I must have a purpose to fulfill.”

Michael has made some important changes to his lifestyle since his near-fatal heart attack. He’s lost weight, eats healthier, doesn’t smoke, and he tries to get regular exercise. He’s also working on how to say “no.”

I see the billboards on my way to work. It makes me very proud to know that our community has these kinds of doctors and this level of care.

- Michael Little
  Chambersburg
His first heart attack put Michael at a higher risk for another. Because of this and other factors he’s been invited to join a Cardiovascular Inflammation Reduction Trial (CIRT) for a drug called Methotrexate. It’s believed this cancer drug can decrease inflammation that contributes to heart disease.

Dr. Safi is the principal investigator at Chambersburg Hospital and will oversee 16 people involved in the clinical trial over the next 5 years. “People may think that Chambersburg is a small, community hospital. However, we participate in the latest research trials to bring the newest treatment options to our patients right here, close to home,” said Dr. Safi.

It’s a commitment Michael Little is happy to make. “If I can help others by doing this clinical trial, that’s great,” said Michael. “I’m thankful for what Dr. Safi and his team did for me and I want to give back. I just can’t say enough about this hospital and the cardiology department here. They saved my life.”

Michael’s commitment to participate in this trial won’t benefit him alone, but will also benefit future heart patients at Chambersburg Hospital.

- DR. ARSHAD SAFI
  Interventional Cardiologist

To read more stories from our grateful patients, visit SummitHealth.org/GratefulPatient
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Norman and Jean Harper recognize some of our unsung heroes, the Health Information Management team.

(left to right) Lori Schuchman, Jean Harper, Norman Harper, & Shawnie Snyder

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