

A *Symphony of* Care

2010 Report to Our Community

# A Classical *Performance*

**Elliot Sussman, M.D., led the health network to national recognition**



For 17 years, Elliot Sussman, M.D., furthered the dream of Lehigh Valley Health Network founder Leonard Parker Pool. During Sussman's tenure as president and chief executive officer, Lehigh Valley Health Network garnered national recognition and provided award-winning care for people in and around the Lehigh Valley.

The health network experienced its greatest period of growth under Sussman's leadership and evolved into one of the nation's leading academic community hospitals. In November, Sussman resigned from his longtime role to pursue national opportunities.

Among the many health network accomplishments during the tenure of Elliot Sussman, M.D.:

## People

- Grew workforce from nearly 5,000 employees to more than 9,800 employees.
- Expanded Lehigh Valley Physician Group (LVPG) from 14 specialties with 40 physicians to 40 specialties with more than 500 physicians and nearly 200 advanced practice clinicians.
- Partnered with more than 200 fully aligned non-LVPG physicians.
- Listed among the "100 Best Companies to Work For" by *FORTUNE* magazine for three consecutive years.
- Listed among *Computerworld's* "100 Best Places to Work in Information Technology."

## Service

- Grew community benefit and uncompensated care from \$18 million annually to \$191 million.
- Received American Hospital Association Carolyn Boone Lewis "Living the Vision" Award for improving the community's health beyond traditional hospital care.

- Established Patient-Centered Experience initiative to provide exceptional service to patients and families.

## Quality

- Listed among the nation's top five performing Academic Medical Centers in the University HealthSystem Consortium's Quality and Accountability Study.
- Ranked as having the best heart attack survival rate in Pennsylvania and the United States in 2008.
- Named a *U.S. News & World Report* "America's Best Hospital" for 15 consecutive years, with 31 specialty category listings in the past seven years alone.
- Twice designated Magnet for national nursing excellence.
- Recognized by The Leapfrog Group as a top hospital for quality and patient safety.
- Listed on *Hospital and Health Networks'* "100 Most Wired" list for nine straight years and "25 Most Wireless" list for six years.
- One of 30 health networks nationwide to be selected as a National Cancer Institute Community Cancer Centers Program.

- Certified as a Primary Stroke Center in Allentown and Bethlehem by The Joint Commission.
- Named one of *Becker's Hospital Review's* "10 Best Hospitals in America."
- Listed among SDI's "Top 100 Integrated Health Networks" for nine straight years.
- Named the first community hospital and seventh in the nation to receive full accreditation from the Association for the Accreditation of Human Research Protection Programs.
- Established 13 endowed chairs; perpetual funds from donors to support research and education in medicine, critical care medicine, cardiology, pediatrics, pediatric subspecialties, surgery, neurology, health systems management, nursing, family practice, emergency medicine, colon and rectal surgery, and community health and health studies.
- Grew annual outpatient registrations from 296,000 to more than 463,000.
- Transformed Lehigh Valley Hospital–Cedar Crest:
  - Opened the John and Dorothy Morgan Cancer Center.
  - Built the five-story Jandl Family Pavilion, featuring additional medical-surgical, trauma, critical, labor and delivery, and neonatal intensive care, and ambulatory testing.
  - Constructed the seven-story Kasych Family Pavilion, featuring private patient rooms, the Body Family Medical Library, and expanded heart, burn, medical-surgical and intensive care floors.
  - Built the Center for Advanced Health Care, combining world-class outpatient care with a state-of-the-art building to facilitate learning in multidisciplinary health teams.
  - Broke ground on the Hackerman-Patz House, a modern facility to house families of patients who come from far away.
- Transformed emergency care:
  - Grew annual emergency department visits from 62,000 to nearly 144,000.
  - Provided emergency room services to Sacred Heart Hospital and Hazleton General Hospital.
  - Expanded emergency departments at Lehigh Valley Hospital–Muhlenberg to 29 bays and Lehigh Valley Hospital–17th Street to 13 bays.
  - Expanded Lehigh Valley Hospital–Cedar Crest emergency department to 48 bays.
  - Implemented the Fleming Trauma System.
  - Dedicated the Mattioli Trauma Center.
  - Planned the soon-to-open, 12-bay Children's ER.

## Financial strength

- Grew revenues from \$250 million a year to more than \$1.3 billion a year.
- Established the System for Partners in Performance Improvement to reduce cost and increase quality.
- Joined a state pilot for patient-centered medical homes to provide higher quality and more efficient, affordable primary care.
- Grew the health network's total endowment and quasi-endowment from \$6 million to \$90 million in 2010.
- Transformed Lehigh Valley Hospital–Muhlenberg:
  - Merged Lehigh Valley Health Network and Muhlenberg Hospital Center.
  - Built a seven-story expansion featuring all private patient rooms, expanded cancer, heart, medical-surgical and critical care, and ambulatory testing.
- Transformed Lehigh Valley Hospital–17th Street:
  - Expanded the pediatric clinic, Center for Women's Medicine, dental clinic, HIV clinic, AIDS Activities Office, Sleep Disorders Center, all medical and specialty clinics, hospice services and the transitional skilled unit.
  - Built the Center for Healthy Aging and a renovated lobby, cafeteria and entryway.

## Growth

- Grew annual network inpatient admissions from 31,000 to more than 63,000.
- Established one of the nation's first advanced intensive care units (AICU), nearly tripling the number of 24/7 monitored ICU beds to 144. Published the first comprehensive study that reported the observed mortality rate for the group monitored by telemedicine and intensivists in the AICU was 30 percent lower than the control group.
- Established an educational partnership with the University of South Florida to educate future medical students. The collaboration created a health care leadership track called SELECT (Scholarly Excellence, Leadership Experiences, Collaborative Training,) that will provide medical education to a new generation of 21st-century physician leaders. This program will address the physician shortage by adding 56 medical students per year.
- Added nine community health centers.



# Passing the *Baton*

Centuries after the world's greatest composers added notes to an original piece of sheet music, their work endures. Throughout history, countless conductors and musicians have replicated and carried forth this beautiful music for the delight of future generations.

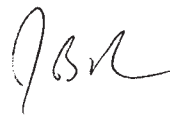
Similarly at Lehigh Valley Health Network, we continue to carry forth the aspirations of our founder, Leonard Parker Pool. He envisioned a superior, regional hospital here in the Lehigh Valley so that no one would have to leave home to receive leading-edge care. That dream has evolved over the years. For the past 17 years, thanks to the unwavering commitment to excellence of our former president and chief executive officer, Elliot Sussman, M.D., our health network grew and prospered as it never had before.

As the baton is passed to new leadership, we are humbled and honored to continue the great work of our predecessors. Although challenges undoubtedly lay ahead, our health network will continue to thrive, guided by its mission to heal, comfort and care for the people of our community.

Lehigh Valley Health Network is like the orchestra that brings a composer's classical score to a new generation of listeners. Like an orchestra, we comprise many parts—skilled health care professionals; physician practices; three state-of-the-art hospitals; pharmacy, imaging, laboratory, and preferred provider services; and community health centers. Our colleagues' passion for better medicine

ensures the numerous parts of our health network work together to meet our patients' needs now and into the future.

During this period of revolutionary change in health care, it takes an innovative health network to provide the comprehensive services our community needs. At Lehigh Valley Health Network, we are grateful and in awe of the outstanding contribution of Elliot Sussman, M.D., and look forward to the future because we are driven to provide our patients and their families with a symphony of care.



J.B. Reilly  
Chair, Board of Trustees



Ronald W. Swinfard, M.D.  
President and Chief Executive Officer

# The *Performance* of Our People

## Our staff is driven to provide leading-edge care that is recognized nationally

To produce an inspiring performance, a symphony orchestra must have talented musicians. To provide the best possible care, a health network must have a skilled, experienced and driven staff. At Lehigh Valley Health Network, our health care professionals make us unique. Their drive for excellence led to several recognitions that identify us as one of the nation's top health care providers.

According to government data (U.S. Centers for Medicare and Medicaid Services), we have the second-best heart attack survival rate in the nation and the best in Pennsylvania. We received national attention when this information was reported in *USA TODAY*. Patients experience our passion for heart care at Lehigh Valley Hospital–Cedar Crest and Lehigh Valley Hospital–Muhlenberg.

For the 15th consecutive year, we rank as one of the nation's top hospitals in *U.S. News & World Report's* Best Hospitals list. We're among the nation's best hospitals for geriatrics this year, and have had a total of 31 specialty category listings in the past seven years alone.

For the ninth consecutive year, we're among the "100 Most Wired" hospitals in the United States. For the sixth time, we're among the "25 Most Wireless" hospitals in the United States. Our information systems are an integral part of the way we deliver leading-edge, seamless care. For example, our physicians use electronic medical records to access patient information quickly and securely so patients receive timely and accurate

diagnoses and treatments. Nurses use medication bar-coding technology to ensure patients receive the right medication and dose at the right time.

The efforts of our people to reach out to our community were recognized when we earned the American Hospital Association's Carolyn Boone Lewis "Living the Vision" Award. The honor recognizes health systems that play leadership roles in helping community members reach their highest health potential. Our Miles of Smiles mobile dental van, which delivers dental care to 3,000 children annually, and our partnership with Communities In Schools of the Lehigh Valley, a program for adolescents at risk for dropping out of school, are examples of how we're building a healthier community.

In recognition of our passion for providing the best possible care, we received the 2010 University HealthSystem Consortium (UHC) Quality Leadership Award. UHC, an alliance of the top 107 advanced medical centers in the nation, presents the award to academic medical centers that demonstrate excellence in safety, timeliness, effectiveness, efficiency, equity and patient centeredness.

Our commitment to continuous quality improvement and patient safety was recognized with two awards. We are one of only 37 general hospitals in the nation and the only one in Pennsylvania recognized by The Leapfrog Group. We also received the Lehigh Valley Business Coalition on Health Care Quality Award.



### My Passion: Collaborating to Provide Exceptional Care

**Chief of cardiology Ronald Freudenberger, M.D.**, has studied and practiced at prestigious health care institutions across the United States. He recognizes that Lehigh Valley Health Network has an important and unique characteristic: experienced physicians and health care professionals who are eager to collaborate to provide patients with exceptional care. This willingness to work together led to the creation of one of the only programs in the nation to care for pregnant women with heart disease. "Taking care of patients within Lehigh Valley Health Network allows me to work on the best team possible," says Freudenberger, who holds The Walter M. May and A. Hazel May Endowed Chair for Excellence in Cardiology. "Collaborations occur here that don't occur at other organizations, which leads to the best result—healthy and happy patients."



### **My Passion: Being a Voice for Patients**

As executive director of Neighborhood Health Centers of the Lehigh Valley, **Lissette Lahoz** hears from community members about what they want their health care experience to be like. She takes what they tell her and shares it with Lehigh Valley Health Network's Patient-Centered Experience Advisory Council. Comprised of former patients, family members and community members, the group provides input on ways the health network can enhance every patient and family member's experience. "It's exciting to know that Lehigh Valley Health Network and the community are working together to transform patient care," Lahoz says. "Patient-centered initiatives are designed based on the Advisory Council's input, which means the community's voice is truly being heard."

# Service That *Resonates*

## We focus on providing the highest level of care for patients and their loved ones

The members of a renowned symphony orchestra immerse themselves in their performance. They make every effort to produce a memorable concert for their audience. Similarly, Lehigh Valley Health Network strives to provide exceptional service to the people of our community.

It's the basis of our Patient-Centered Experience (PCE) initiative, which works to ensure all patients and visitors have ideal experiences at any health network location.

One example of a PCE initiative enacted this year is bedside shift reporting. Instead of meeting privately, a nurse ending her shift now meets with the nurse taking over in each of their patients' rooms including any family members present. This allows nurses to spend more time at the bedside and gives patients and their loved ones an opportunity to get their questions answered.

We're also attuned to the needs of our patients' family members. Because people are traveling longer distances to receive our care, we began constructing the Hackerman-Patz House, a family lodging center at Lehigh Valley Hospital-Cedar Crest. Funded by a \$2 million gift from Willard Hackerman and his wife, Lillian Patz Hackerman, the facility will be a "home away from home" for families of loved ones requiring a longer hospital stay or patients needing treatment that requires several round trips to the hospital. The convenience of the

Hackerman-Patz House will allow family members to remain close to their loved ones.

When H1N1 (swine flu) hit the Lehigh Valley last year, our commitment to community service continued. We erected surge capacity tents to care for and isolate patients with an influenza-like illness. We helped distribute more than 12,000 H1N1 vaccinations and distributed 14,000 free flu shots at our annual drive-thru clinics.

As part of our pledge to provide quality care to community members regardless of ability to pay, we advertised our reduced-cost-of-care program, which links community members with our financial counselors. In the two years of this outreach, we've increased our health network's total charity care by \$9.16 million. This is part of the record \$191 million in community service we provided this year.

As Pennsylvania's first and the region's largest Level I Trauma Center, we're passionate about helping people avoid illness and injury. That's why we launched a distracted driving public awareness campaign. Because 80 percent of all crashes happen within three seconds of driver distraction, our campaign will educate people about the risks and encourage them to stop using their cell phones when behind the wheel.

# *Quintessential* Quality

## We provide specialized care close to home for our community

Musicians, instruments, song selection and venue—each of these ingredients must be of the highest quality to ensure a flawless performance. At Lehigh Valley Health Network, we strive for an unmatched level of quality care in every service we provide.

When it comes to providing quality children's care, Lehigh Valley Health Network is unequalled locally. Severely ill and injured children receive care in the region's only pediatric intensive care unit, while critically ill newborns receive the highest level of care in the area from a Level III b neonatal intensive care unit. We provide a full range of inpatient and outpatient services for children and teens in 28 clinical specialties.

In response to our growing population and the expanding health care needs of our community, we began taking children's care to a new level by starting construction on the area's first Children's ER. Scheduled to open in the spring of 2011 at Lehigh Valley Hospital–Cedar Crest, the Children's ER will be staffed by dedicated pediatric emergency physicians and nurses, specially educated to address children's unique needs. Child-life specialists also will be on staff to help the 15,000 children who turn to us for emergency care annually cope emotionally while they're in the hospital.

Quality care is evident throughout our health network. We are the region's neuroscience leader, offering the most advanced brain and spine care.

Our Stroke Center is the first in the region to be certified by the The Joint Commission as a Primary Stroke Center. Our neurosurgeons are experts at diagnosing and treating complex spinal conditions, and our neuroscience intensive care unit is the only one in the region.

When community members need leading-edge cancer care, they receive it from physicians who are board-certified in at least one specialty, and nurses who are certified in oncology. This year, we became a selected member of the National Cancer Institute Community Cancer Centers Program (NCCCP). We are one of only 30 NCCCP hospitals in the United States with this designation. It gives the people of our community access to more clinical research trials, and helps us increase access and decrease barriers to leading-edge cancer care.

When someone in our community suffers a serious injury, we're prepared. We are the region's largest Level I trauma center, providing the area's highest level of trauma care for children and offering a unique trauma care program for older adults. This year, a \$1 million gift from Drs. Joseph and Rose Mattioli named the Mattioli Trauma Center. As part of the Fleming Trauma System, the gift will enhance patient care, education and research in trauma care and emergency medicine.



### My Passion: Providing Unparalleled Care

With the most advanced telemedicine technology and two-way video and audio capabilities at her fingertips, **advanced intensive care unit (AICU) caregiver Lorraine Valeriano, R.N.**, monitors critically ill and injured patients overnight from the health network's off-site facility. Under the supervision of a critical care intensivist, Valeriano and the AICU nursing staff provide an extra layer of care that is unparalleled in our region. "We don't replace the ICU bedside nurses," Valeriano says. "We serve as an extra pair of eyes." Using the AICU's patient-monitoring system to view each patient's vital signs, lab results, diagnostic images and more, Valeriano and her colleagues are proud to provide the highest level of critical care that ultimately shortens hospital stays and saves lives. "The AICU has made a difference in the way night-shift nurses work in the ICU," says Valeriano. A study conducted at Lehigh Valley Health Network and published in the *Archives of Internal Medicine* shows that our AICU lowers death rates by nearly 30 percent. If every hospital had AICU technology like ours, more than 300,00 lives could be saved nationwide annually.



### My Passion: Finding Efficiencies and Savings

As co-leader of the Mack Transition Team, **controller Ed O'Dea** helped to develop protocols and streamline processes that colleagues moving to the former Mack Trucks World Headquarters building would need to successfully adapt to their new workspace. "The team needed to find ways to help 1,000 colleagues work effectively and efficiently in an open environment," O'Dea says. With the consolidation of various departments into one building, the health network will save more than \$1 million annually in lease payments. The transition team also identified other cost-saving benefits. "In the past, when a department moved to another space within the health network, we incurred considerable construction and moving costs," O'Dea says. "If departments move or expand within Mack Boulevard, we'll experience significantly lower costs. This building lends itself perfectly to our needs."

# *Fine-tuning* the Cost of Care

In the midst of reform, we're pioneering the way health care is delivered

Musicians practice diligently because they long for their music to be heard. Likewise, Lehigh Valley Health Network wants everyone who needs care to turn to us. To ensure every community member has access to affordable care, we're continuously searching for and discovering ways to lower costs and increase quality, raising the value of our care.

That's the basis behind our System for Partners in Performance Improvement, our continuing journey to discover more efficient ways to provide health care. This year's most significant cost-saving initiative involved consolidating administrative offices from nine buildings into the former Mack Trucks World Headquarters in south Allentown. The move will save the health network more than \$1 million in lease payments annually. More than 250 employees moved into the building this year. Other administrative departments will do so in 2011. When the move is complete, 1,000 employees will collaborate more efficiently, eliminating traveling expenses and lost productivity caused by traveling from building to building.

We are well-prepared to face health care reform because we continuously take steps to raise the value of our care. Our efforts to decrease hospital infections and administer medications safely help us perennially exceed our cost-per-case goal, which is the average cost of providing care for one patient. We're also driving down health care costs by helping people quit smoking, lose weight and learn how to stay healthy after they are discharged from the hospital.

Our health network is already working on the next steps. Eight physician practices are participating in a commonwealth-sponsored, insurer-funded pilot to create medical homes across Pennsylvania. A medical home is a coordinated hub of care in which a primary care physician works with a team of nurses and other professionals to help a patient actively manage his condition and head off problems. Seventeen more practices will be considered for the pilot upon receiving certification. We're learning that care is more affordable, and people live longer and healthier when they regularly see their primary care physician.

# *Harmonious* Growth

## Purposeful development ensures we meet our community's needs today and tomorrow

When more instruments are added to an orchestra, its music becomes stronger and more powerful. At Lehigh Valley Health Network, we're continuously growing by adding and enhancing services to ensure we meet the ever-expanding needs of our community.

In 2010, we cared for more patients than ever before. Total bed use increased from 63,743 in fiscal year 2009 to 65,411 in fiscal year 2010. More than 163,000 people visited our emergency rooms this year. Registrations for outpatient care increased to more than 463,000. Plus, physicians from Lehigh Valley Physician Group had more than 1.3 million visits this year, an increase of nearly 30 percent.

We continue to attract the best and brightest physicians to our community. We have 1,200 primary care and specialty physicians on staff. Our physicians are involved in more than 400 ongoing clinical research protocols. We also have 200 physician residents in 20 graduate medical education programs.

We've been a regional medical campus for a major teaching program for more than 10 years. Now we're cultivating tomorrow's physician leaders through our new partnership with the University of South Florida (USF). We're recruiting students for our new health care leadership track program called SELECT, which will educate doctors to drive the health care reform our nation needs. SELECT

stands for "Scholarly Excellence. Leadership Experiences. Collaborative Training." SELECT students spend their first two years taking classes at the USF College of Medicine in Tampa, Fla., and then complete clinical education at Lehigh Valley Health Network. The first 24 SELECT students will begin third-year studies in our health network in 2013. SELECT is different from other medical school programs because the distinctive curriculum emphasizes physician leadership development, cost management, inter-professional collaboration, and high-quality, safe care for patients, as well as traditional courses in clinical and biological sciences.

Our growth allows us to care for more people. For example, we're creating the Health Center at Moselem Springs in Richmond Township, Berks County, a growing area of our community. Located in what was formerly The Inn at Moselem Springs, our 10<sup>th</sup> community health center will serve as a medical home, a model for delivering care that recognizes the importance of high-quality, whole-person care. The Health Center at Moselem Springs will have one phone number, centralized scheduling, after-hours walk-in care and multiple health care services.



### My Passion: Collaborating to Continue a Family Tradition of Caring

For family medicine physician **Kimberly Sheets, M.D.**, taking care of people is a family tradition. Her mom volunteered with an ambulance service. When Sheets graduated from college with a chemistry degree and joined the ambulance service, she realized she wanted to be a doctor. "I knew I was helping patients by taking them to the hospital, but I never found out how the story ended. That really bothered me," Sheets says. "By becoming a doctor, I'm able to follow-up with patients, get to know them and get involved with the whole family." Today, Sheets is a family medicine physician at Valley Family Medical Center, which is located in the newly opened Health Center at Emmaus.

# Health Care in *Concert* With You

**Lehigh Valley Physician Group** is transforming the health care delivery system

## My Passion: Making a Difference

"You have to go beyond the walls of a hospital to make a difference." That is why **trauma surgeon Robert Barraco, M.D.**, does more than provide hands-on care. His passion for educating the community about ways to stay safe led to his collaboration with emergency medicine colleagues on the health network's distracted driving campaign, which encourages people to put down their cell phones while driving. His enthusiasm for raising the level of care statewide led to his chairmanship of the Pennsylvania Trauma System Foundation Committee on Geriatric Trauma. "We're setting new standards that will require trauma centers caring for geriatric patients to put greater emphasis on education, prevention and performance improvement," Barraco says. "I'm honored to work on projects that could potentially help thousands of people."



Just as percussion instruments provide the foundation of a musical composition's beat, physicians provide the foundation of a health network's care. At Lehigh Valley Health Network, our exceptional care is exemplified by the employed physicians of Lehigh Valley Physician Group (LVPG).

LVPG is comprised of more than 500 physicians and 170 advanced practice clinicians who provide primary and specialty care in offices throughout the Lehigh Valley. During this significant period in our nation's health care history, LVPG physicians are poised to deliver care in innovative and integrated ways. Here are examples.

### Formation of a Clinical Practice Council

LVPG plays a significant role in helping Lehigh Valley Health Network become an Accountable Care Organization, a new concept in health care that encourages groups of health care providers to work together to improve quality and lower costs. To achieve this goal, LVPG created the Clinical Practice Council.

The Clinical Practice Council brings together representatives from LVPG's clinical department (i.e. pediatrics, family medicine, surgery, internal medicine, emergency medicine, obstetrics/gynecology and psychiatry) and professionals from throughout the health network (i.e. nurses, pharmacists, information technology experts, practice operations and finance) to work toward achieving these common goals:

- Delivering high-quality, consistent care throughout the health network
- Discovering efficient ways to care through the creation of standard work
- Optimizing the use of information technology
- Cultivating a culture of quality, service excellence and teamwork
- Providing multiple specialties in a clinical practice

LVPG's Clinical Practice Council is enhancing how care is delivered throughout the health network, in turn making our community a healthier place in which to live.

## Introduction of Electronic Medical Records

In 2010, LVPG continued to roll out electronic medical records (EMR) to more physician practices. EMR, a computer system that replaces patients' paper files, improves efficiency, patient safety and the way information is reported. EMR allows multiple physicians to review a patient's medical history. Consequently, EMR lowers costs and increases quality, allowing LVPG to provide high-value care.

Introducing EMR requires an orchestrated team effort by the health network's information services department and physician-led work groups. By the end of fiscal year 2010, the team effectively connected 65 new physicians in 30 LVPG

practices on a secure, common EMR system. This brings the total number of LVPG physicians on the system to 150. The system allows physicians to order prescriptions electronically, track referrals, review diagnostic images and test results, and analyze clinical outcomes in a timely and complete manner.

As EMR continues to be introduced, additional high-tech tools are being developed. A web-based patient portal is being designed to allow patients to interact easily with their care providers. Plus, a disease management system will give physicians the information they need to ensure effective care for patients with chronic disease.



## Creating Patient-Centered Medical Homes

The Patient-Centered Medical Home (PCMH) is a model for delivering primary care that recognizes the importance of high-quality, whole-person care. Medical homes rely on teams to deliver care. Team members care for the patient and help coordinate care when the patient needs to go outside of the primary care office for a test, to see a specialist or to be admitted to the hospital. This is especially beneficial for patients with a chronic illness. Electronic medical records, currently being implemented in all LVPG practices, facilitate communication between different members of the team.

This year, seven LVPG practices were recognized by the National Committee on Quality Assurance (NCQA) as being Level Three PCMHs, the highest level of recognition:

- LVPG General Internal Medicine
- Internal Medicine of the Lehigh Valley
- Lehigh Valley Family Health Center
- Lehigh Family Medicine Associates
- Hamburg Family Practice
- Pleasant Valley Family Practice
- ABC Family Pediatrics, Center Valley



The long-term goal is for all LVPG primary care practices to serve as medical homes, coordinating care for patients throughout the medical neighborhood.

## Caring in Your Neighborhood

Nearly 15 years ago, Lehigh Valley Health Network opened its first health center. In January, we will open our 10<sup>th</sup> health center. They are located in:

- Bath
- Bethlehem Township
- Emmaus
- Hamburg
- Hellertown
- Kutztown
- Moselem Springs (opening in January 2011)
- Saucon Valley
- Trexlertown
- Upper Bucks (in conjunction with Grand View Hospital)

All of our health centers provide primary care from family medicine, general internal medicine and general pediatric physicians. Diagnostic services provided include laboratory testing, diagnostic radiology, bone density scans, ultrasound and digital mammography. Additional services, including physical therapy and rehabilitation services, vary from site to site based on community need.

Specialty services provided at our health centers include general surgery, obstetrics/gynecology, neurosurgery, colon-rectal surgery, orthopedics, psychology, urology,

dermatology, gastroenterology, cardiothoracic surgery, rheumatology, podiatry, allergy, diabetes education, ophthalmology, occupational medicine and cardiology.

Our health centers are well-positioned to provide a foundation for the Patient-Centered Medical Home. The addition of electronic medical records in our health centers allows us to efficiently exchange test results and other important information to deliver the best possible care.

A complete list of LVPG physicians begins on page 34.

### My Passion: Achieving Constant Improvement

What makes Lehigh Valley Health Network unique? **Internist Jennifer Mariotti, D.O.**, believes it is the “can-do attitude” of her colleagues. “When our people are faced with a challenge, they work together to determine how to overcome it,” she says. “That is what makes our health network a progressive institution.” Whether she is caring for patients or educating tomorrow’s physicians, Mariotti practices this same positive approach. Ultimately, it leads to enhanced patient care and sustainable quality improvement. “Lehigh Valley Health Network will continue to gain momentum because we are a forward-thinking organization,” Mariotti says. “In the end, patients benefit. That is what matters most.”



# *Innovative* Laboratory Services

With precision, **Health Network Laboratories** provides diagnoses that are on the mark

## My Passion: Discovering the Cause and Right Treatment

Health Network Laboratories **neuropathologist Daniel Brown, M.D.**, is the only physician of his kind in all of northeastern Pennsylvania. He's an expert at identifying the pathology of brain tumors and diseases of the nervous system. "I'm passionate about marrying the pathology of what's happening inside the brain with the right course of treatment," he says. When Brown joined the health network, he established a specialized neuropathology laboratory where he analyzes muscle, nerve and brain tumor biopsies. That means biopsy samples don't need to be sent to off-site laboratories. Brown can provide quick test results for nerve and muscle biopsies, and immediate consultation while brain tumor patients are still in surgery. "Rapid turnaround of biopsies is a big advantage for our patients," he says. "It gets them onto the right treatment course and takes away the anxiety of waiting for test results."



Health Network Laboratories (HNL) has been providing convenient, compassionate and professional medical laboratory testing and related services since 1998. Lehigh Valley Health Network is the majority owner.

Headquartered in Allentown, HNL performs more than 5.6 million clinical and pathology tests each year for hospitals, physician offices, nursing homes, assisted-living centers and government agencies across 27 counties in Pennsylvania and New Jersey. From precision testing for the most complex medical conditions to simple drug screening for employment purposes, HNL experts do it all.

HNL invests in subspecialty expertise and innovation. A team of board-certified physicians and Ph.D.-level scientists with expertise in specialized clinical areas, such as cancer and infectious diseases, collaborate to ensure timely, accurate test results. They work in state-of-the-art facilities with capabilities that include molecular diagnostics, neuropathology, immunohistochemistry and more.

Although these experts may work in different clinical settings, they are connected through technology. Through a technique called telepathology, HNL pathologists use telecommunications technology to transfer and view pathology images from remote locations. That means a pathologist based at Lehigh Valley Hospital-Cedar Crest can ask a colleague at Lehigh Valley Hospital-Muhlenberg to view a specimen simultaneously and offer a second opinion.

Using this wide range of advanced technology, HNL has the ability and technology to perform a wide spectrum of laboratory tests, minimizing the need to send samples to off-site labs. This allows for quicker, more accurate diagnoses, and ultimately less anxiety, better treatment plans and improved outcomes for patients.

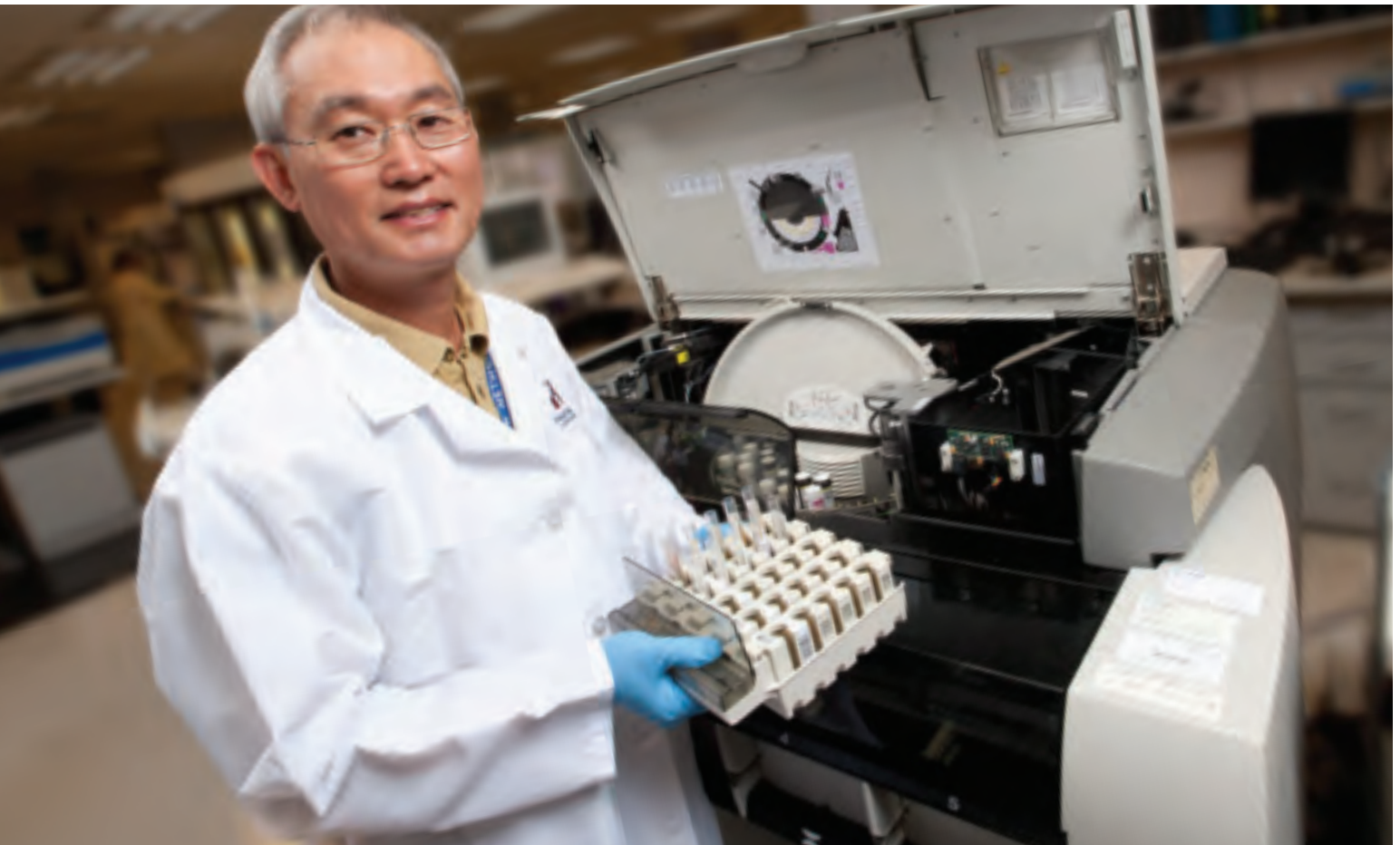
Because HNL provides high-quality, courteous and responsive service, it is consistently accredited by the College of American Pathologists and the American Association of Blood Banks. Plus, HNL was one of the first facilities in the United States



to be named a Roche Molecular Center of Excellence. This stamp of approval from the world's largest biotechnology company confirms HNL uses the most advanced molecular diagnostic technologies available and proves HNL does more than stay ahead of the curve—it sets the curve.

HNL is a public health surveillance laboratory and has been the first lab to identify seasonal influenza when flu season hits. HNL is a leader in the appropriate use of laboratory testing. Its efforts to ensure patients do not undergo unnecessary tests have led to an estimated \$3.2 million savings annually. HNL also is involved in the health network's continuous quality improvement initiatives and has conducted 62 projects that have improved productivity and operational efficiency.

Clearly, HNL is poised to move into the future with confidence. Driven by its leadership, technology and strategy, HNL is committed to deliver the most advanced medical laboratory tests and related services for years to come.



# Building Dynamic *Relationships* for a Healthier Community

**Valley Preferred** orchestrates three-part harmony of collaboration, accountability and outreach

## My Passion: Helping People Get and Stay Healthy

Nurse health coaches in Valley Preferred's office exchanged high fives when they learned one of their diabetic patients had lost 20 pounds and was successfully controlling her blood sugar. Best of all, the patient felt she was back in control of her life, thanks to the education and motivation her coach provided. Success stories like this begin when Valley Preferred establishes partnerships with health insurance companies, says **Christina Lewis, R.N., Valley Preferred administrator, health services.** "By introducing our health insurance partners to the value and quality of care here at Lehigh Valley Health Network," Lewis says, "we provide a critical link that enables their health plan members to access our services. Helping these members—the people of our community—get healthy and stay healthy is incredibly gratifying. It is at the core of everything Valley Preferred does."



Founded as a community partnership between physicians and Lehigh Valley Hospital in 1993, Valley Preferred is a Preferred Provider Organization (PPO). Valley Preferred provides health insurance companies with access to our local medical community. Its mission, however, extends far beyond that.

By overseeing and strengthening relationships among health insurance companies, employers, physicians and other health care providers, Valley Preferred helps deliver high-quality, affordable health care to our community. Valley Preferred also helps community members live healthier lifestyles through a variety of education and wellness initiatives. This multifaceted mission, called "Care Beyond the Coverage," requires a carefully orchestrated harmony of collaboration, accountability and outreach.

## Collaboration

One of the fundamental differences between Valley Preferred and other PPOs is that Valley Preferred is a physician-driven organization.

Consequently, its health insurance partners—such as Health America and UnitedHealthcare—rely on Valley Preferred to facilitate collaboration between their members and our physicians. This collaboration is particularly important in the management of complex, chronic illness.

In these cases, Valley Preferred health coaches—specially educated registered nurses—work directly with physician practices to educate patients about the nature of their illness, their medications and any necessary lifestyle changes. Patients are thus empowered to better manage their own care and be more compliant with their physicians' recommendations. Coaches also link patients to Lehigh Valley Health Network resources such as tobacco cessation and weight management programs, and the Helwig Health and Diabetes Center.

## Accountability

To support Lehigh Valley Health Network's commitment to clinical excellence, Valley Preferred holds its physicians to a rigorous set of quality standards and rewards them for meeting those standards. Through this performance-based incentive plan, physicians are rewarded for participating in Valley Preferred education and research initiatives, and for coordinating care with health network data-sharing technologies such as electronic medical records.

Because positive care outcomes and affordability form the heart of Valley Preferred's mission, physicians are encouraged to use a self-audit tool to compare and measure the quality and efficiency of their practices versus their peers. They are rewarded based on the results and for enrolling patients in disease and care management programs when appropriate.

## Outreach

Valley Preferred's commitment to better health through education and wellness reaches into many corners of our community. Valley Preferred actively supports local chapters of the American Diabetes Association,

American Heart Association, American Lung Association and National Multiple Sclerosis Society, and sponsors programs and events that raise community health awareness, including:

- Valley Preferred Cycling Center—offers corporate and youth programs to promote fitness
- Spirit of Courage Award Celebration—recognizes heroes who save others from burn tragedy, and benefits Lehigh Valley Health Network's Burn Center and the Burn Prevention Network
- Speakers' Bureau—member physicians share clinical expertise on topics such as women's heart health, diabetes and osteoporosis

To promote a culture of wellness in the business community, Valley Preferred's BeneFIT program brings health educators on-site to screen employees for blood pressure, body mass index, bone density and other health indicators. BeneFIT also offers a variety of wellness programs and an online health assessment tool, which helps employees better understand their health risk factors.



# *Instrumental* Diagnostic Services

**Lehigh Valley Diagnostic Imaging** provides a wide variety of outpatient services

## **My Passion: People**

**Radiologic technologist Lisa Ficarro** chose a career in radiology to combine her passion for medicine with her desire for patient care. She joined LVDI to stay at the forefront of imaging technology and has remained here for an additional reason. "I'm passionate about the teamwork among the staff and the compassionate care we provide patients," she says. As office manager, Ficarro oversees LVDI's daily operations and still makes time to see patients daily. "When patients come to us with a problem, it's important they leave with a solution," she says. "I'm a people person, and I enjoy helping our patients each day."



Formed in partnership with Lehigh Valley Health Network in 1989, Lehigh Valley Diagnostic Imaging (LVDI) today serves as the health network's primary provider of outpatient imaging services. LVDI services include CT, PET/CT, ultrasound, fluoroscopy, bone densitometry, varicose vein and spider vein treatment, coronary CT angiography, virtual colonoscopy and general X-ray.

LVDI remains on the leading-edge of the imaging field by investing in state-of-the-art equipment and staff development. LVDI produces digital (filmless) scans and provides rapid report turnaround for referring physicians. Subspecialized radiologists from Medical Imaging of Lehigh Valley, P.C., provide accurate and detailed interpretation for Lehigh Valley Health Network, including LVDI. LVDI images and reports reside within the health network's information system.

LVDI partners with different areas of the health network to deliver radiology services. For example, to stay current with new developments in oncology, LVDI colleagues attend the health network's tumor board meetings and assist cancer specialists in accurately identifying tumor location for radiation treatment. LVDI's coronary CT angiography program is supported collaboratively with cardiologists at Lehigh Valley Heart Specialists. When patients cannot undergo a traditional colonoscopy in the health network's GI Lab, they can receive a virtual colonoscopy at LVDI.

As the imaging field continues to evolve, LVDI remains committed to delivering high-quality imaging in state-of-the-art facilities by a certified and compassionate staff.

## Lehigh Magnetic Imaging Center provides quality care with technology and collaboration

With a wide variety of diagnostic uses, magnetic resonance imaging (MRI) plays an instrumental role in health care. In 1987, Lehigh Magnetic Imaging Center (LMIC) brought this type of imaging to our community. As part of Lehigh Valley Health Network, LMIC is the largest provider of MRI services in northeastern Pennsylvania with a total of seven magnets. Our 29 radiologists specialize in reading MRI images of the brain and spine, musculoskeletal system and the body, including the subspecialized areas of breast, heart and blood vessels.

Remaining steadfast in its mission to provide superior MRI services, LMIC continually invests in the most advanced technology and process improvement. LMIC is one of only two MRI centers in the Lehigh Valley to have a 3.0 Tesla field strength magnet, the most powerful magnet available. Staff members carefully review MRI orders to tailor services to each individual patient. LMIC then utilizes a large team of radiologists, most of whom sub-specialize in reading specific MRI scans, to ensure the most accurate interpretations.

LMIC collaborates with many health network departments to provide the highest level of patient care. LMIC's breast MRI program, which aims to detect breast cancer and other breast abnormalities earlier, is provided in coordination with Breast Health Services. To evaluate the anatomy and function of the heart, LMIC offers cardiac MRIs, allowing cardiologists to view the heart in motion. Bringing a new dimension to neurosurgery, LMIC works with neuroscience to perform functional MRI to examine how a normal, diseased or injured brain works. And, to relieve the discomfort of patients who are claustrophobic or anxious, LMIC has partnered with anesthesiology and the post-anesthesia care unit to sedate patients during their study.

As MRI capabilities continue to grow, LMIC will remain at the forefront of this ever-evolving field and find new ways to integrate its services throughout the health network.



### My Passion: Providing Care With Evolving MRI Technology

As one of LMIC's first employees, **chief technologist Lynne Fowler-Blatt** has seen the transformation of MRI. "I fell in love with radiology because it's part science, part art," she says. "MRI is still evolving, and its possibilities are endless."

With her passion for radiology, Fowler-Blatt found her home at LMIC. "I see each patient as my mother, father or brother, and I've witnessed the impact we can have on a patient's life and quality of care," she says. "LMIC invests in the latest technology so we can provide the best patient care. With new advances in MRI, we can give patients hope, peace and confidence."



# Lehigh Valley Health Network's Community Benefit – Fiscal Year 2010

## How a Not-for-Profit Organization Determines Community Benefit

The not-for-profit entities of Lehigh Valley Health Network qualify as charitable organizations under Pennsylvania Act 55. The Act sets specific criteria for what constitutes a charitable organization, defines the uncompensated goods and services that qualify as community benefit, and prescribes how these goods and services are measured.

**Grand Total \$190,566,248**  
*Total of our community benefit*

### DIRECT PATIENT CARE (\$149,347,309)

**Medicare Shortfall\*** ..... **\$50,020,583**  
The difference between Medicare and Medicare Managed Care payments and the cost of providing patient care.

**Medical Assistance Shortfall\*** ..... **\$47,675,486**  
The difference between Medical Assistance and Medical Assistance Managed Care payments and the cost of providing patient care.

**Bad Debt** ..... **\$25,205,430**  
The cost of providing care to patients who the health network believes were able to pay for their services but did not.

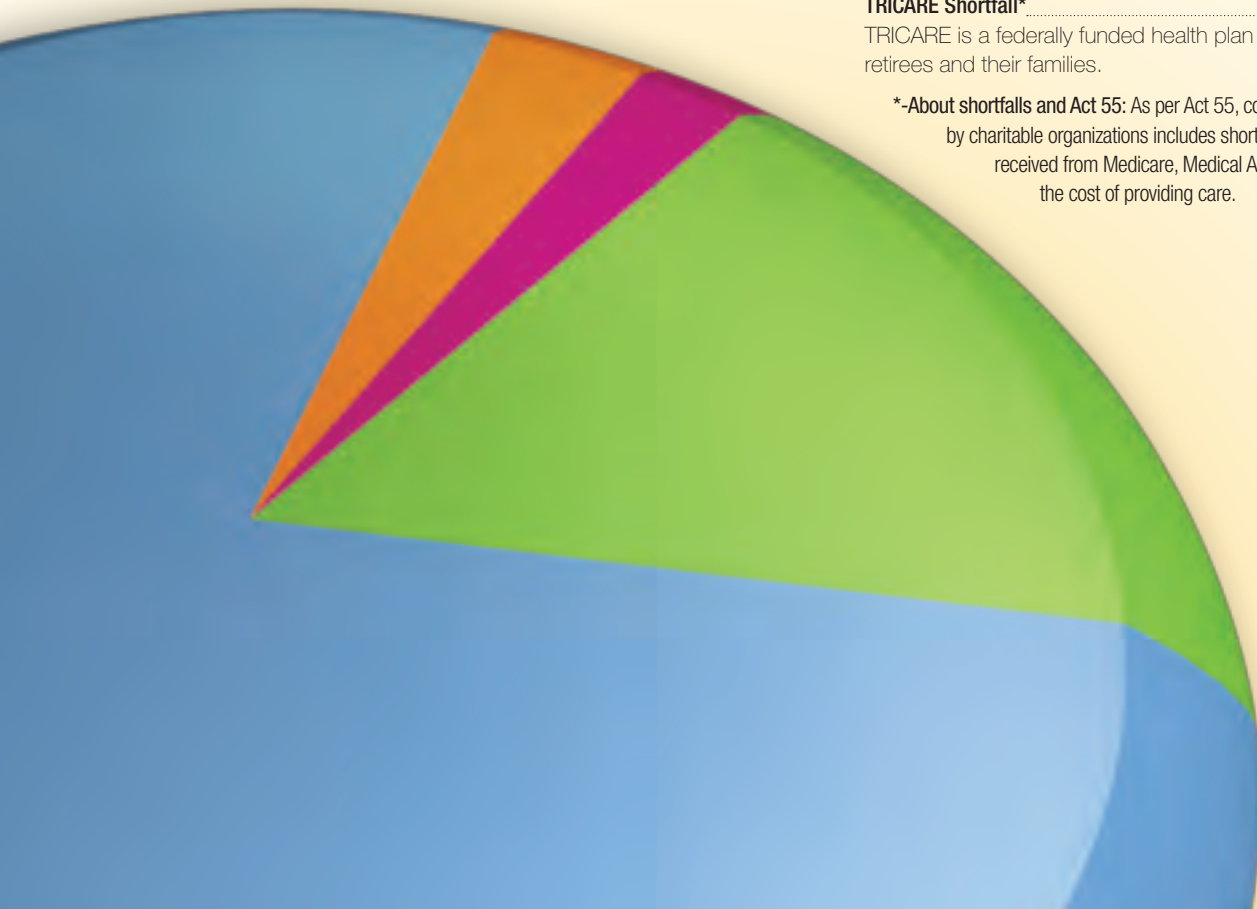
**Uncompensated Charity Care** ..... **\$14,043,861**  
Free care for people unable to pay.

**Care for People Who Are Uninsured or Underinsured** ..... **\$11,432,519**  
Includes difference between clinic payments and costs for primary and specialty clinics and related services.

**Blue Cross Special Care and CHIP Shortfall\*** ..... **\$537,461**  
Blue Cross Special Care is a low-cost insurance plan for people who otherwise would be uninsured. CHIP (Children's Health Insurance Program) is a state program to provide health insurance to uninsured children and teens who are not eligible for or enrolled in medical assistance.

**TRICARE Shortfall\*** ..... **\$431,969**  
TRICARE is a federally funded health plan for military personnel, retirees and their families.

\*-About shortfalls and Act 55: As per Act 55, community benefit provided by charitable organizations includes shortfalls between payments received from Medicare, Medical Assistance and patients, and the cost of providing care.



## COMMUNITY PARTNERSHIPS AND SUPPORT (\$8,034,148)

### Equivalent Value of Support for Agencies and Municipalities.....\$3,085,970

Includes free physical exams for municipal workers, disease prevention programs, the School Health Center at Allentown's Central Elementary School and Communities In Schools of the Lehigh Valley. Also includes real estate taxes paid by health network not-for-profit entities on owned and leased property.

### Equivalent Value of Volunteer Assistance\*.....\$2,567,123

Includes 1,151 volunteers donating 122,171 hours.

### Patient Care Community Activities.....\$1,242,822

Includes free flu shots, free medications for people unable to pay, portion of wages and benefits for pharmacy coordinator and the difference between payments for mental health services from Lehigh County and the cost of providing services at two residential aftercare programs.

### Interpreting Service and Patient Representative.....\$947,168

Includes hospital-based language interpreting services, purchased foreign language and sign language interpreting services provided free of charge, and costs associated with patient satisfaction surveys.

### Sponsorships for Community Service Organizations.....\$191,065

Includes support for numerous not-for-profit organizations that reflect our health network's mission, along with support of the Burn Prevention Network.

\*-About volunteers and Act 55: As per Act 55, it is appropriate for charitable organizations to report volunteer service. This shows how valuable volunteers are to the institution and the community. Act 55 provides a formula for calculating this based on the Pennsylvania Workers Compensation Act. We follow that formula.

## COMMUNITY EDUCATION AND PREVENTION (\$5,081,168)

### Health Promotion and Disease Prevention.....\$1,048,973

Includes *Healthy You* magazine, Healthy You programs, health fairs, Heart Help for Women programs, patient education publications and other publications promoting wellness and disease awareness.

### Pastoral Care.....\$1,023,917

Provides ministry to patients, family and staff. Includes a portion of salaries and benefits for pastoral care staff, and the cost of our pastoral care residency program after Medicare reimbursement.

### Department of Community Health, Health Studies and Education.....\$846,679

Includes support of community-based initiatives through grant acquisition and management, including Community Exchange, the Access-to-Care Task Force and school-based dental sealant program.

### Neighborhood Health Centers of the Lehigh Valley.....\$483,707

Contribution to provide health services at The Caring Place New Life Clinic and Casa Guadalupe Vida Nueva Clinic in Allentown.

### AIDS Activities Office.....\$424,599

Provides services for people affected by HIV/AIDS, including free testing and counseling. This amount reflects the cost of providing these services free of charge.

### Emergency Education.....\$413,840

Includes training and education for physicians, nurses and first-responders region-wide. We also provide free bioterrorism and disaster preparedness training in our community.

### Community Help Line.....\$353,512

Provides free phone-based health services through 610-402-CARE.

### Lehigh Valley Hospital Cancer Center.....\$342,102

Includes support groups, classes, programs, screenings, a patient education library, nutrition counseling and survivor celebrations. This amount reflects the cost of providing these services free of charge.

### Helwig Health and Diabetes Center Programs.....\$143,839

Includes inpatient diabetes management, support groups for adults and children, Camp Red Jacket and community programs. This amount reflects the cost of providing these services free of charge.

## PROFESSIONAL AND PATIENT EDUCATION AND RESEARCH (\$28,103,623)

### Medical Education\*.....\$17,636,914

Includes salaries and benefits for medical residents, a portion of salaries and benefits for program directors and administrative/support staff, and education activities such as the health network medical library.

### Nursing Education\*.....\$7,794,027

Includes salaries and benefits for nurses during the extended period of time in which they are learning the professional skills for our acute environment. During this time, nurse orientees participate in classroom and clinical activities and are not directly responsible for patient care. Also includes salaries and benefits for personnel providing education and professionals attending mandatory education.

### Research Activities.....\$2,428,759

Includes research in areas such as cardiology, neurology and internal medicine that are not grant funded.

### Patient Education.....\$243,923

Includes salaries, benefits and other expenses for patient educators and patient education materials.

\*-About education and Act 55: As per Act 55, community benefit provided by charitable organizations includes the difference between the full cost of education and research programs and payments received to support these programs.

# Lehigh Valley Health Network and Component Entities

## COMBINED STATEMENTS OF FINANCIAL POSITION

(In Thousands) For the periods ended June 30, 2010 and 2009

| <u>ASSETS</u>  | <u>2010</u>        | <u>2009</u>        | <u>LIABILITIES AND NET ASSETS</u>  |                    |                    |
|--|--------------------|--------------------|--|--------------------|--------------------|
| <b>Current Assets:</b>   |                    |                    | <b>Current liabilities:</b>  |                    |                    |
| Cash/short-term investments  | \$31,630           | \$21,676           | Accounts payable   | \$45,857           | \$40,641           |
| Patient accounts receivable, net   | 178,746            | 166,016            | Accrual for estimated third-party settlements                                | 17,531             | 11,058             |
| Prepays, inventories and other current assets  | 35,118             | 36,624             | Accrued compensation   | 61,803             | 43,768             |
| Assets limited under bond-debt service fund  | 17,621             | 17,336             | Other accrued expenses   | 27,952             | 29,221             |
| Assets limited under primary professional liability arrangements                         | <u>3,075</u>       | <u>2,632</u>       | Pension plan   | 2,556              | 2,075              |
| <b>Total current assets</b>  | <b>266,190</b>     | <b>244,284</b>     | Professional liability   | 3,075              | 2,652              |
| <b>Other Assets:</b>   |                    |                    | Long-term debt   | <u>10,891</u>      | <u>10,550</u>      |
| Assets limited by Board of Trustees for capital improvements                             | 512,857            | 367,247            | <b>Total current liabilities</b>   | <b>169,665</b>     | <b>139,965</b>     |
| Assets limited by Board of Trustees for retained excess liability arrangements           | 15,141             | 19,265             | <b>Other liabilities:</b>  |                    |                    |
| Assets limited under primary professional liability arrangements including IBNR          | 34,699             | 29,323             | Long-term debt, net of current portion                                       | 523,600            | 533,838            |
| Assets limited by management   | 23,058             | 21,990             | Liabilities with matching assets, chiefly deferred compensation arrangements | 31,233             | 25,784             |
| Assets limited under bond construction funds, debt service and debt service reserve fund | 11,223             | 19,850             | Pension plan   | 229,173            | 169,185            |
| Assets limited or restricted by donors or grantors                                       | 119,042            | 102,583            | Professional liability   | 45,327             | 47,042             |
| Property and equipment, net  | 613,186            | 649,740            | Other liabilities  | <u>32,949</u>      | <u>25,343</u>      |
| Partnership investments  | 23,015             | 24,968             | <b>Total other liabilities</b>   | <b>862,282</b>     | <b>801,192</b>     |
| Deferred charges, net and other assets   | 23,893             | 26,290             | <b>Total liabilities</b>   | <b>1,031,947</b>   | <b>941,157</b>     |
| Assets with matching liabilities, chiefly deferred compensation arrangements             | <u>31,233</u>      | <u>25,784</u>      | <b>Net assets:</b>   |                    |                    |
| <b>Total other assets</b>  | <b>1,407,347</b>   | <b>1,287,040</b>   | Unrestricted   | 522,548            | 487,584            |
| <b>Total assets</b>  | <b>\$1,673,537</b> | <b>\$1,531,324</b> | Temporarily restricted by donors/grantors                                    | 78,681             | 65,883             |
|  |                    |                    | Permanently restricted by donors   | <u>40,361</u>      | <u>36,700</u>      |
|  |                    |                    | <b>Total net assets</b>  | <b>641,590</b>     | <b>590,167</b>     |
|  |                    |                    | <b>Total liabilities and net assets</b>                                      | <b>\$1,673,537</b> | <b>\$1,531,324</b> |

## COMBINED STATEMENTS OF OPERATIONS

(In Thousands) For the periods ended June 30, 2010 and 2009

| <b>Patient services and supporting operations:</b>   | <b>2010</b>             | <b>2009</b>             |
|--|-------------------------|-------------------------|
| Net patient service revenue  | \$1,363,015             | \$1,250,308             |
| Other supporting operations revenue  | 31,718                  | 37,908                  |
| Net assets released from restrictions-operations   | <u>4,608</u>            | <u>3,715</u>            |
| <b>Total revenue</b>   | <b><u>1,399,341</u></b> | <b><u>1,291,931</u></b> |
| <b>Expenses:</b>   |                         |                         |
| Wages  | 582,900                 | 545,744                 |
| Benefits   | 131,052                 | 116,984                 |
| Supplies   | 237,561                 | 228,351                 |
| Purchased services   | 132,633                 | 132,376                 |
| Other  | 69,905                  | 72,607                  |
| Depreciation and amortization  | 87,292                  | 84,317                  |
| Bad debts  | <u>94,038</u>           | <u>75,115</u>           |
| <b>Total expenses</b>  | <b><u>1,335,381</u></b> | <b><u>1,255,494</u></b> |
| <b>Patient services net margin</b>   | <b><u>63,960</u></b>    | <b><u>36,437</u></b>    |
| Interest expense   | 23,902                  | 25,052                  |
| <b>Operating income</b>  | <b><u>40,058</u></b>    | <b><u>11,385</u></b>    |
| <b>Other revenue and expense:</b>  |                         |                         |
| Realized investment earnings, gains (losses)   | 30,005                  | (15,252)                |
| Provisions for income taxes  | (2,046)                 | (4,087)                 |
| Other nonoperating gains (losses)  | (63)                    | (166)                   |
| Other revenue and expenses, net  | <u>27,896</u>           | <u>(19,505)</u>         |
| <b>Net available for community needs and debt repayment before non-cash gains (losses)</b> | <b><u>\$67,954</u></b>  | <b><u>\$(8,120)</u></b> |

## UNDERSTANDING THIS REPORT

The Combined Statements of Financial Position report our assets, liabilities and net assets. The Combined Statements of Operations report our revenues and expenses. The amount of revenues minus the amount of expenses creates our patient services net margin. Also listed is our operating income (which factors in interest expense).

A vertical banner for Lehigh Valley Health Network. The banner features a dark blue background with a large white circle in the center. The text "Lehigh Valley Health Network" is written in white, with "Lehigh Valley" on the top line, "Health" on the second line, and "Network" on the third line. The banner is attached to a metal pole and has green and blue decorative elements at the top and bottom.

Lehigh  
Valley  
Health  
Network

The Lehigh Valley Health Network Board of Trustees provides oversight of management, approves the health network's yearly budget, and selects and evaluates the health network's chief executive officer. Trustees are community leaders with experience in large organizations and expert knowledge in areas such as higher education, business, technology, finance, human resources, medical science and government affairs.

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*\* Through November 12, 2010*



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The following groups provide oversight of the major entities within Lehigh Valley Health Network.

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**David M. Regan, M.S., FACMPE**

Senior Associate Executive Director

**James D. Prowant, M.S.**

Associate Executive Director,  
Primary Care Practices

**Susan Aloj, M.P.A., FACMPE**

Associate Executive Director,  
Specialty Practices

**Michael Callahan, CPA**

Associate Executive Director, Finance

### ASSOCIATE AND ASSISTANT MEDICAL DIRECTORS

**Aaron D. Bleznak, M.D.**

Assistant Medical Director, Surgery

**Jonathan J. Burke, D.O.**

Assistant Medical Director, Family Medicine

**Joseph A. Candio, M.D.**

Assistant Medical Director,  
Internal Medicine

**Debra L. Carter, M.D.**

Assistant Medical Director,  
General Pediatrics

**Michael J. Consuelos, M.D., M.B.A.**

Assistant Medical Director,  
Pediatric Subspecialties

**Joseph D. DeFulvio, D.O.**

Assistant Medical Director, Obstetrics  
and Gynecology

**Edward R. Norris, M.D.**

Assistant Medical Director, Psychiatry

**MaryAnne K. Peifer, M.D.**

Associate Medical Director,  
Clinical Informatics

**Alex M. Rosenau, D.O.**

Assistant Medical Director,  
Emergency Medicine

**Michael Sheinberg, M.D.**

Associate Medical Director,  
Quality and Patient Safety

**Mark A. Wendling, M.D.**

Associate Medical Director,  
Performance Improvement

### DEPARTMENT CHAIRS

**Jeff Etchason, M.D.**

Chair, Department of Community Health,  
Health Studies and Education

**Peter E. Fisher, M.D., M.B.A.**

Chair, Department of Pathology

**Thomas A. Hutchinson, M.D.**

Chair, Department of Obstetrics  
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**Michael W. Kaufmann, M.D.**

Chair, Department of Psychiatry

**Richard S. MacKenzie, M.D.**

Chair, Department of Emergency Medicine

**William L. Miller, M.D.**

Chair, Department of Family Medicine

**Debbie Salas-Lopez, M.D.**

Chair, Department of Medicine

**John D. Van Brakle, M.D.**

Chair, Department of Pediatrics

**Thomas V. Whalen, M.D.**

Chair, Department of Surgery

## Lehigh Valley Physician Group Hospital-Based Providers

### Children's Clinic at Lehigh Valley Hospital

Kimberly Brown, M.D.

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M.D.

Anita Daniels

Rodriguez, M.D.

Elaine Donoghue, M.D.

Kamini Kalola, D.O.

Stephen Katz, M.D.

Jarret Patton, M.D.

Deborah Allen, C.R.N.P.

Nancy Crane-Roberts,  
C.R.N.P.

Ellen Fairchild, C.R.N.P.

Kristin Flora, C.R.N.P.

Courtney Kazmierczak,  
C.R.N.P.

Heather Muhr, C.R.N.P.

Kelly Rexford-Hudson,  
C.R.N.P.

### Emergency Medicine

Emily Barbee, M.D.

Gavin Barr, Jr., M.D.

William Bond, M.D.

Gary Bonfante, D.O.

Eric Bruno, M.D.

David Burnmeister, D.O.

Robert Cannon, D.O.

Michelle Carraro, D.O.

Nicole Ceccacci, D.O.

Gerald Coleman, D.O.

Matthew Cook, D.O.

Jerome Deutsch, D.O.

Elizabeth Evans, D.O.

Stephen Fooskas, M.D.

Steven Frei, M.D.

Jeffrey Gesell, D.O.

Stephanie Goren-  
Garcia, D.O.

Mama Greenberg, D.O.

Mark Guzzo, M.D.

Greg Hellwig, MD

Charles Harris, M.D.

Stella Kalantzis, D.O.

Bryan Kane, M.D.

Kathleen Kane, M.D.

Vivian Kane, M.D.

Susan Krieg, M.D.

Jeffrey Kuklinski, D.O.

Sandra Latona, M.D.

Marc Lewbart, D.O.

Rezarta Lloyd, D.O.

Brian Lovett, M.D.

Ronald Lutz Sr., M.D.

Richard MacKenzie,  
M.D.

Annette Mann, D.O.

John McCarthy, D.O.

Andrew Miller, D.O.

Laura Mory, M.D.

Frank Moyes, D.O.

Shawna Murphy, D.O.

Brian Nester, D.O.

Michael Nguyen, M.D.

Constantina Pippis-  
Nester, D.O.

Shawn Quinn, D.O.

David Richardson, M.D.

Alexander Rosenau, D.O.

Kevin Roth, D.O.

Diane Saldukas-Mazur,  
M.D.

Amit Sareen, M.D.

Joseph Sexton, M.D.

Stanley Skonieczki III,  
M.D.

Ernest Sully, D.O.

Donald Talenti, M.D.

Ryan Tenzer, M.D.

Robert Tomsho Jr., D.O.

John Viteritti, D.O.

Kevin Weaver, D.O.

Michael Weigner, M.D.

Anthony Werhun, M.D.

John Wheary, D.O.

Scott Winot, M.D.

Colleen Wladyslawski,  
M.D.

Charles Worriow, M.D.

William Zajdel, D.O.

Jennifer Zambo, D.O.

Angela Acevedo, P.A.

Jose Barreto, P.A.

Marcie Basile, P.A.

Brandon Bossard, P.A.

Nani Cuadrado, P.A.

Jason Dos Santos, P.A.

Catherine Ehrig, C.R.N.P.

Scott Fillman, P.A.

Joan Finno, C.R.N.P.

Dana Fish, P.A.

Robert Gamble, P.A.

Kimberly Gey, C.R.N.P.

Rachel Guerrero, P.A.

Andrea Haas, P.A.

Kelly Harrison, P.A.

Michele Hartzell, P.A.

Mark Houle, P.A.

Greg Jones, P.A.

Keith Micucci, C.R.N.P.

Stephanie Petry, P.A.

Robert Pica, P.A.

Kenneth Rachwal, P.A.

Shawn Reynolds, P.A.

Raymond Rivera, P.A.

Terry Russo, P.A.

Annie Singh, C.R.N.P.

Laura Slomiak, P.A.

Justin Stauffer, P.A.

William Wert, P.A.

Kery Willis, C.R.N.P.

# Lehigh Valley Physician Group Practices

## **Inpatient Pediatrics**

Diane Begany, M.D.  
Scott Brenner, M.D.  
Claudia Busse, M.D.  
Liborio LaRussa, M.D.  
Sabrina Logan, M.D.  
Richard Mazzaccaro,  
M.D., Ph.D.  
Kris Rooney, M.D.  
Samuel Umaru, M.D.  
Timothy Yeager, D.O.

## **Lehigh Valley Hospice**

Bruce Ellsweig, M.D.

## **Lehigh Valley Hospital-Cedar Crest Hospitalists Program**

Daniel Bitetto, M.D.  
Manjeera Cherukuri,  
M.D.  
Craig Chuhran, M.D.  
Amy Collis-Cowitch,  
M.D.  
Bolanie Dada, M.D.  
Thomas Doherty, M.D.  
Yasser Khalil, M.D.  
Mohammad Khan, M.D.  
Michael LaRock, M.D.  
Joseph Mallon Jr., M.D.  
Chris Martin, M.D.  
Greg Miller, D.O.  
Michael Pistoria, M.D.  
Diana Rivera-Mundo,  
M.D.  
Caroline Shedlock, M.D.  
Fortunata Verdetti, M.D.  
Clare Grubb, P.A.  
Eugene York, M.D.  
Angela Rosenberg,  
C.R.N.P.  
Michelle Rummel,  
C.R.N.P.  
Erin Treaster, C.R.N.P.

## **LVHN Hospital Medicine at Muhlenberg**

Michael Ehrig, M.D.  
Jeffrey Faidley, M.D.  
Michael Goldner, D.O.  
Clinton Holumzer, M.D.  
Kevin Joyce, M.D.  
Najma Khanani, M.D.  
Lary Levin, M.D.  
James McNelis, D.O.  
Wayne McWilliams,  
M.D.  
Ahmad Mizyed, M.D.  
Daniel Mulcahy, D.O.  
Gonzalo Pimentel, M.D.  
Patricia Quinlan, M.D.  
Bhavash Satashia, M.D.  
Lino Rafael Trinidad,  
M.D.  
James Wertz, D.O.  
Jessica Gross, P.A.  
Amy Keeler, P.A.  
Barbara Morici, P.A.

Christy Niemkiewicz,  
P.A.  
Amy Pena, P.A.  
Lori Quick, P.A.  
Aaron Robertshaw, P.A.  
Nicole Sansone, P.A.  
Kimberly Soleymani,  
P.A.

## **LVPG Float Pool – Internal Medicine**

Gerriane Burke, M.D.  
Mari McGoff, M.D.

## **LVPG Float Pool – Pediatrics**

Colleen Cooper, M.D.  
Colleen Gulczynski,  
D.O.  
Charles Kelley, M.D.  
Frank King, M.D.  
Stacey Lacey, M.D.  
Steven Nemerson, M.D.  
Ingrid Sterling, M.D.  
Annette Vazquez-Aran,  
M.D.

## **Medical Intensive Care Unit**

Traci Stahl, C.R.N.P.  
Elizabeth Tomaszewski,  
C.R.N.P.  
Tina VanBuren, C.N.S.

## **Neonatology**

Nachammai  
Chinnakaruppan, M.D.  
Lorraine Dickey, M.D.  
Samir Henien, M.D.  
Anthony Killian, M.D.  
Wendy Jo Kowalski,  
M.D.  
Ophira Silbert, M.D.  
Erika Yench, M.D.  
Marijo Zelinka, M.D.  
Cathy Bailey, C.R.N.P.  
Barbara Nissenbaum,  
C.R.N.P.  
Karen O'Leary, C.R.N.P.  
R. Lynn Peterson,  
C.R.N.P.  
Melissa Schaefer,  
C.R.N.P.  
Mary Walters, C.R.N.P.

## **FAMILY MEDICINE**

### **Bethlehem Medical Center**

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Bonita Heydt, C.R.N.P.  
610-694-1000

### **Blandon Medical Group**

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### **Vida Nueva at the Caring Place**

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Eric Gertner, M.D.  
Abby Letcher, M.D.  
Kristin Reihman, M.D.  
Suzanne Cressman, P.A.  
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### **Vida Nueva at Casa Guadalupe**

218 N. 2<sup>nd</sup> St., Allentown  
Malaika Stoll, M.D.  
Suzanne Cressman, P.A.  
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### **Danielsville Family Medicine**

1365 Blue Mountain Dr.,  
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### **Eagle Point Family Medicine**

5507 MacArthur Rd.,  
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Louis Spikol, M.D.  
610-262-2706

### **Hamburg Family Practice**

*Health Center at Hamburg*  
700 Hawk Ridge Rd.,  
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Robert Blausner, M.D.  
David Clymer, M.D.  
Michelle Henning, D.O.  
Cynthia Martin, D.O.  
Rebecca Odorizzi, D.O.  
Raji Srinivasan, M.D.  
Gloria Robinson, L.P.C.  
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### **Hellertown Family Health**

*Health Center at Hellertown*  
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## **Heritage Family Practice**

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## **Kutztown Primary Care Associates**

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333 Normal Ave., Kutztown  
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## **Lehigh Family Medicine Associates**

1251 S. Cedar Crest Blvd.,  
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Anna Keane, D.O.  
Henry Liu, M.D.  
Joseph Zienkiewicz, D.O.  
Debra McGeehin,  
C.R.N.P.  
Sharon Smith, C.R.N.P.  
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## **Lehigh Northampton Family Medicine**

5507 MacArthur Rd.,  
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## **Lehigh Valley Family Health Center**

1730 Chew St., Allentown  
Holly Binnig, M.D.  
Julie Dostal, M.D.  
Bruce Ellsweig, M.D.  
Sweety Jain, M.D.  
Drew Keister, M.D.  
Jeffrey Mathieu, M.D.  
Susan Mathieu, M.D.  
William Miller, M.D.  
Robert Motley, M.D.  
Kristin Reihman, M.D.  
Brian Stello, M.D.  
Jeffrey Sternlieb, Ph.D.  
Malaika Stoll, M.D.  
Catherine Monhollen,  
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Heidi Wengerd, Pharm.D.  
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**LVPG Medicine Clinic**

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484-777-7555

**MacArthur Family  
Medicine**

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Gregory Tomcho, D.O.  
Geoffrey Carlson, P.A.  
610-434-9561

**Manor Family Medicine**

1111 Sixth St., Whitehall  
Lisa Medina, M.D.  
610-403-3800

**Moorestown Family  
Medicine**

586 Moorestown Dr., Bath  
Rachel Liebman, D.O.  
610-746-2010

**Orefield Family  
Medicine**

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Craig Christine, D.O.  
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**Pleasant Valley  
Family Practice**

12 Kevin Ln.,  
Brodheads ville  
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Jonathan Burke, D.O.  
Daisy Thomas  
Gobalakrishna, D.O.  
Teresa Duda, L.C.S.W.  
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**Riverside  
Family Practice**

5649 Wynnewood Dr.,  
Laurys Station  
Lori Erschen, D.O.

Gina Fitzsimmons, D.O.  
Paul Lynott, M.D.  
Daniel Spatz, M.D.  
Sarah Hilbert, P.A.  
610-261-1123

**Southside  
Family Medicine**

141 E. Emmaus Ave.,  
Allentown  
Neal Berkowitz, M.D.  
Christine Chen, M.D.  
610-791-5930

**Trexler town  
Medical Center**

*Health Center at  
Trexler town*  
6900 Hamilton Blvd.,  
Trexler town  
Patricia deAngelis, D.O.  
David Glueck, M.D.  
Kevin McNeill, M.D.  
Stephen Motsay, M.D.  
John Peters II, D.O.  
Victorino Sandoval, M.D.  
Melissa Taylor, D.O.  
Donna Knox, L.P.C.  
610-402-0101

**Valley Family  
Medical Center**

*Health Center at Emmaus*  
1040 Chestnut St.,  
Emmaus  
Carol Hunter, M.D.  
Amy Miller, D.O.  
Victor Otero, M.D.  
Mary Anne Peifer, M.D.  
Madalyn Schaefergen,  
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Kimberly Sheets, M.D.  
Mark Wendling, M.D.  
610-966-5549

**West Broad Street  
Family Medicine**

801 W. Broad St.,  
Bethlehem  
John Gray, D.O.  
Kathy Gray, C.R.N.P.  
610-867-3874

**Whitehall  
Family Medicine**

3691 Crescent Court East,  
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**FAMILY AND  
INTERNAL  
MEDICINE****Muhlenberg  
Primary Care**

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Linda Augelli-Hodor,  
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Gavin Barr, Sr., M.D.  
Michael Ehrig, M.D.  
Jyoti Gopal, M.D.  
Clinton Holmzger, M.D.  
Larry Levin, M.D.  
Wayne McWilliams,  
M.D.  
John Pettine, M.D.  
Hugo Twaddle, M.D.  
James Wertz, D.O.  
Karen Ferrey, P.A.  
Amy Keeler, P.A.  
Barbara Morici, P.A.  
Christy Niemkiewicz,  
P.A.  
Amy Pena, P.A.  
Lori Quick, P.A.  
Nicole Sansone, P.A.  
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**Health Center at  
Bethlehem Township**

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Bethlehem  
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Michael Goldner, D.O.  
Gnanaparakash Gopal,  
M.D.  
Jennifer Keller, D.O.  
James McNelis, D.O.  
Christine Potterjones,  
M.D.  
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**INTERNAL  
MEDICINE****Centro de Salud  
Latino Americano**

17th and Chew Sts.,  
Allentown  
Edgar Maldonado, M.D.  
Oscar O'Neill, M.D.  
Orlando Penaloza, M.D.

Betty Bohorquez, P.A.  
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**Internal Medicine  
of the Lehigh Valley**

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Joseph Candio, M.D.  
Jonathan Kochuba,  
D.O.  
Robert Kovacs, M.D.  
Thomas Lakata, D.O.  
Monika Mahajan, M.D.  
Matthew Winas, D.O.  
610-402-8950

**Lehigh Internal  
Medicine Associates**

798 Hausman Rd.,  
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Thomas Brislin, D.O.  
Michael Zager, M.D.  
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**LVPG General  
Internal Medicine**

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J. Howard DeHoff, M.D.  
Eric Gertner, M.D.  
Bahar Jaharbin, D.O.  
Gina Karess, M.D.  
Yehia Mishriki, M.D.  
Debbie Salas-Lopez,  
M.D.  
Mark Shalaby, M.D.  
Stacey Smith, M.D.  
Judith Brooks, C.R.N.P.  
Sandra Kowalski,  
C.R.N.P.  
610-402-1150

**Lehigh Valley  
Physicians Practice**

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Brian Costello, M.D.  
Maria Jones, M.D.  
Jennifer Mariotti, D.O.  
Deborah Feden,  
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**PEDIATRICIANS****ABC Family  
Pediatricians**

*Allentown Medical Center*  
401 N. 17th St., Allentown  
Moshe Markowitz, M.D.  
Nicole Rosenthal, D.O.  
Becky Thomas-Creskoff,  
M.D.  
Deborah Miller, C.R.N.P.  
610-821-8033



Center Valley  
Health Center at  
Saucon Valley  
3800 Sierra Cir.,  
Center Valley

Pasquale Fugazzotto,  
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Amy Jibilian, M.D.  
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484-664-2090

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1611 Pond Rd., Allentown  
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Anthony Dimick, M.D.  
Donald Levick, M.D.  
Amil Qureshi, D.O.  
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Laurys Station  
Riverside  
Professional Center  
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Laurys Station  
Barbara Katz, M.D.  
David Meehan, M.D.  
Renee Morrow-Connelly,  
D.O.  
Patricia Shoemaker,  
M.D.  
Kerry Hood, C.R.N.P.  
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Drs. Carter & Menconi  
Health Center at  
Trexlerstown  
6900 Hamilton Blvd.,  
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Debra Carter, M.D.  
Kristin Menconi, M.D.  
610-402-0427

Drs. Goff & Helwig  
Health Center at  
Trexlerstown  
6900 Hamilton Blvd.,  
Trexlerstown  
Elizabeth Goff, M.D.  
Anne Helwig, M.D.  
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Michael D.  
Schwartz, M.D.  
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6900 Hamilton Blvd.,  
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**Scott Rice, M.D.**  
Allentown Medical Center  
401 N. 17th St., Allentown  
Kelly Costello, M.D.  
Scott Rice, M.D.  
Deborah Busch,  
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610-821-4920

## PEDIATRIC SPECIALISTS

**LVPG Pediatric Surgery**  
1259 S. Cedar Crest Blvd.,  
Allentown  
Chris Chang, M.D.  
William Hardin Jr., M.D.  
Thomas Whalen, M.D.  
610-402-7999

*The Upper Bucks Health  
and Diagnostic Center*  
99 N. West End Blvd.,  
Quakertown  
Thomas Whalen, M.D.  
215-538-7076

**Pediatric Specialists of  
the Lehigh Valley**  
2545 Schoenersville Rd.,  
Bethlehem

Pediatric  
Gastroenterologists  
Puneet Gupta, M.D.  
Naser Tolaymat, M.D.

Pediatric Hematology  
Oncologists  
Anderson Collier III, M.D.  
Philip Monteleone, M.D.  
Lesley Simpson, M.D.  
Gail Brown, C.R.N.P.  
Lori Nase, C.R.N.P.

Pediatric Neurologist  
Boosara Ratanawongsa,  
M.D.

Pediatric Pulmonologists  
Robert Miller, M.D.  
Dharmeshkumar  
Suratwala, M.D.  
Pam Prisaznik, C.R.N.P.  
484-884-3333

Adolescent Medicine  
400 N. 17th St., Allentown  
Valerie Lewis, M.D.  
Sarah Stevens, M.D.  
484-664-2450

Pediatric Endocrinologists  
400 N. 17th St., Allentown  
Laurissa Kashmer, M.D.  
Arnold Slyper, M.D.  
Kailin Slowick, C.R.N.P.  
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**Child Advocacy Center  
of the Lehigh Valley**  
740 Hamilton St.,  
Allentown  
Amanda Goddard,  
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610-776-9644

## PALLIATIVE CARE

**OACIS**  
2166 S. 12th St.,  
Allentown  
Kristin Bresnan, M.D.  
Lou Lukas, M.D.

Sarah Nicklin, M.D.  
Gretchen Fitzgerald,  
C.R.N.P.  
Lori Lucas, C.R.N.P.  
Michele Naugle,  
C.R.N.P.  
Jacaline Wolf, C.R.N.P.  
610-969-0100

## OBSTETRICS AND GYNECOLOGY

**Bethlehem Gynecology  
Associates**  
190 Brodhead Rd.,  
Bethlehem  
Susan Haas, M.D.  
Karen Sciascia, D.O.  
Judith Canaday,  
C.R.N.P.  
610-882-3100

**Center for  
Women's Medicine**  
17th and Chew Sts.,  
Allentown  
Sandra Curet, M.D.  
Gregory Kainz, D.O.  
Patricia Maran, M.D.  
Joseph Patruno, M.D.  
Rochelle Steiner-Friel,  
M.D.  
Erica Hartzell, P.A.  
Ruth Rice, C.R.N.P.  
Deborah Torres,  
C.R.N.P.  
Jerrilyn Weitz, C.R.N.P.  
Laura Zitzer, C.N.M.  
610-402-1600

**College Heights OB/  
GYN Associates**  
Christina Black, M.D.  
Joseph DeFulvio, D.O.  
Amy DePuy, D.O.  
Amanda Flicker, M.D.  
Kristin Friel, M.D.  
Edward Geosits, D.O.  
Patrick McIntyre, M.D.  
Timothy Pellini, M.D.  
Molly Peters, M.D.  
Sandra Thomas, D.O.  
Laura Croneberger, P.A.  
Erica Kleinle, C.R.N.P.  
Annemarie Miller,  
C.R.N.P.  
Jamie Ramsden,  
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Amy Swiatkowski,  
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