

# SYSTEMNEWS



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JULY 2019



## DRIVING RESULTS: Lancaster General Health's Journey to Improve Community Health

For more than 125 years, Penn Medicine Lancaster General Health has worked with community partners to assess and address the health needs of the community it serves. “Our hospital’s founding fathers recognized even then that our obligation as a hospital was to go beyond the walls of treating patients that were sick,” said **Jan Bergen**, president and CEO. “We needed to look at how we can help people stay healthy.”

The health system, which spans into Lancaster, Lebanon, York and Chester Counties, utilizes a specialized model to identify health priorities and then strategically addresses those priorities through community partnerships, programs and services, as well as policies, systems and government changes. In 2018 alone, LG Health committed over \$4 million in community programs and outreach to build partnerships and coalitions with organizations that share goals to improve the health and well-being of the community.

“In order to truly impact lives within our community, we need to address the social and physical environments that individuals in our community face,” said **Alice Yoder**, executive director of Community Health. “Social determinants of health are not mutually exclusive from one another; many of the factors that influence the health of a community are codependent and intricately connected, which has guided our organization’s investment of resources.”

LG Health’s community outreach has not only made a proven difference in the lives of its underserved populations, it has also received national attention. In early 2019, LG Health was recognized by the American Hospital Association and Baxter Allegiance Foundation as the 2018 recipient of the Foster G. McGaw Prize for Excellence in Community Service.

“Receiving the Foster G. McGaw Prize is truly a testament to the dedication of our partners throughout the county to making

our community a better to live, work and play. We know that community health is a long-term journey, and this national honor continues to inspire us to develop innovative tactics to help Lancaster become one of the healthiest communities in the country,” said Bergen. (Learn more about this prestigious award at <https://bit.ly/2G77UTr>).

Read below for a glimpse of the many ways LG Health gives back to those in need.

### Demonstrating Dedication to Our Residents

For Lancaster City resident Pedro Martinez, his bicycle serves as his primary source of transportation. “When there wasn’t a bike lane, I had a couple of close calls [with cars],” he said.

Now, with dedicated bike lanes throughout the city, thanks in part to the work of LG Health, Martinez feels safer in his daily commute. “A city that pays attention to the small details, like adding bike lanes to



roadways, says a lot about its dedication to its residents,” he said.

LG Health regularly partners with Lighten Up Lancaster, a coalition dedicated to combating obesity and promoting healthy lifestyles through community programs to promote the health and wellness needs of the community. One area of focus for the coalition involves supporting safe spaces throughout Lancaster County for walking and biking.

Following a bike and pedestrian safety study, the coalition and the health system not only installed bike lanes for residents, like Martinez, they also installed signage for bikes and widened and paved shoulders along heavily traveled roadways.

Continued on page 2

## 5 Questions with Kevin Mahoney

**Kevin B. Mahoney, a 23-year veteran of Penn Medicine, became CEO of the University of Pennsylvania Health System on July 1. With these five questions, get a glimpse of his insights and inspiration as he steps into this new role.**



► CEO Kevin Mahoney addresses members of the Pavilion’s construction team during the topping off ceremony, when the last beam was put in place.

### ► IN THIS ISSUE

- Expanding the Reach of First Responder Treatment .....2
- Focusing on LGBTQ+ Needs...2
- Penn Medicine @ Work .....3
- A Day of Service Sets Youth Up for Success .....3
- The Lovebird That Flew into PAH’s Heart .....3
- Leadership Transitions .....4
- DeLuca Named IBX “Celebrate Caring” Winner .....4
- Recognizing Nursing Excellence .....4
- A Message Regarding Unauthorized Access of Electronic Patient Records .....4

### What do you see as Penn Medicine’s three greatest strengths today?

Above all, we have incredible talent at all levels — from international award-winning scientists to the most compassionate doctors and nurses you could ever meet, to the courteous and helpful employees who help our patients to find their way to appointments when they come in the door.

Second, the stability of our mission and unwavering strategy are a cornerstone of our success. We focus on excellence and execution in everything we do, whether it’s advanced medicine, scientific discovery, or community care. That stability is also

evident in the longevity of our leadership and the tenure of our employees — that’s very unique, and creates a genuine, collegial spirit across the institution. People really care about one another.

Finally, I’m very proud of our commitment to our employees. We’re always looking for more ways to support them and invest in them. You can see it in the \$25 million in tuition assistance we provide each year, in the way we’ve worked to hold the line on employee contributions for health insurance this year, and in all the training programs we’ve put in place through Penn Medicine Academy to help employees in all kinds of roles build new skills and advance in their careers.

### What areas do we have for growth and improvement?

Don’t settle. Don’t say “I did my best today,” because that implies we reached our goal. Rather, let’s focus on trying to be better tomorrow than we are today. That sustained effort is how we advance patient care and science; it’s how we’re going to create more treatments and cures.

Finding new ways for people to access care at Penn Medicine is critical — whether that’s by making it easier to get to our downtown facilities by car, by building new ambulatory practices close to where people live in the suburbs, by connecting them with their care teams through their smart phone, or just making it easier to schedule appointments.

Continued on page 4



► (From left) Michael Bizzarro, Kenneth Burkert, and Jim Schneider, all members of Princeton House's First Responder Treatment Services.

## EXPANDING THE REACH of First Responder Treatment

Since 2013, Princeton House, a division of Penn Medicine Princeton Health, has treated more than 1,100 individuals through its First Responder Treatment Services, an innovative inpatient program tailored to the needs of individuals in high-stress and high-danger occupations, including law enforcement and corrections officers, emergency medical services (EMS) personnel, active duty military, and veterans. These first responders experience higher rates of behavioral health issues, including substance abuse and post-traumatic stress disorder (PTSD), which are associated with an increased risk of suicide.

Now, thanks to a \$250,000 grant from the New Jersey Department of Health, Princeton House Behavioral Health will bolster follow-up support for military personnel, veterans, and first responders after they are discharged from inpatient treatment. "The health care we provide is integrated and comprehensive, and we go deeper to assess any additional resources

they need, such as housing, employment or legal services," said **Michael Bizzarro, PhD, LCSW**, director of clinical services for first responders. "The goal is to ensure that every patient who leaves our care will have the resources and referrals to continue their treatment and recovery, and we will have the staff necessary to conduct targeted follow-up after discharge."

For many years, PTSD and other behavioral health issues among first responders went undiagnosed and untreated — in part because the type of strong-willed individuals who choose those careers often find it difficult to admit they need help. Another complicating factor is they may fear losing their jobs if they come forward. "We are working to change an entire culture," Bizzarro said. "Not just among first responders, but also public officials and citizens. We need everyone to recognize that asking for help is a show of strength, not a sign of weakness."

Continued from page 1

## Driving Results: Lancaster General Health's Journey to Improve Community Health

"We continue to think about building places where people live, work, play, go to school, all in the same area, and then make sure we have the infrastructure so that people feel safe walking and biking," said **Brenda Buescher**, health promotion specialist.

### Talking More About Mental Health

In a recent study, more than a third of adults in Lancaster County shared that their mental health was not good for at least one day in the last month. LG Health has joined forces with Let's Talk to reduce the stigma that often surrounds mental illness and ensure that resources are available. "It is easier for a patient to share their emotions when their support structures — both personal and medical — are equipped with the proper resources to meet their needs," Yoder said. "So, through community education and integrated medical support, we hope that individuals facing mental illness have multiple outlets of support."

Standardized screening tools, administered during primary-care visits, are the most effective way to identify a mental and/or physical health concern, resulting in earlier care, referral and treatment. In addition to the opening last year of Lancaster Behavioral Health Hospital, LG Health has integrated counselors at LG Health Physicians primary-care practice locations to enhance access and promote earlier identification and treatment of mental health issues, such as depression or anxiety.

Now, through the efforts of Let's Talk, Lancaster, LG Health and other health care providers across the county have implemented a standardized mental health screening process, which have increased the rate of screening from 30 to 60 percent.

### Building Support for the Vulnerable

"For the patients themselves, Care Connections often represents a chance to regain a sense of hope and control over their health and their lives," said **John Wood, MD**, LG Health Care Connections medical director.

Care Connections provides medical and behavioral health support, along with additional services, to chronically ill and complex patients, who consume disproportionate amounts of care. "Managing diabetes can be difficult under the best of circumstances. Managing



## Focusing on LGBTQ+ Needs

"Our goal is to be a leading patient care team within our health care system that creates a welcoming, inclusive, and safe environment for the LGBTQ+ community, proactively caring for their needs," said **Kyle Finucane**, of the Emergency Department at Chester County Hospital. Finucane serves as a co-chair with **Marianne Culmone, MSN**, of a subcommittee of CCH's longstanding Diversity Committee, that was formed to better focus on the needs of LGBTQ+ (Lesbian, Gay, Bisexual, and Transgender Plus) employees and patients. The group includes employees, members of the community and the hospital's Board of Directors.

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In celebration of Pride month in June, the committee coordinated multiple panel discussions and seminars to raise awareness and promote acceptance. "Working together to create a strong, inclusive atmosphere can result in a happy and safe work environment. There is a true correlation between people being happy and feeling safe at work and work productivity — which ultimately leads to excellent patient care," said **Jacqueline Felicetti, CHRO** at the hospital.

Last year, CCH was honored as a recipient of Leader status in the Human Rights Campaign Health Equality Index, recognizing the hospital's commitment to providing equitable and inclusive care, support and advocacy for LGBTQ+ patients, staff and the community. All six of Penn Medicine's hospitals will be recognized as 2019 leaders in LGBTQ healthcare equality by the Human Rights Campaign (HRC) Foundation, the educational arm of the country's largest lesbian, gay, bisexual, transgender, and queer (LGBTQ) civil rights organization.

"The hospital's support of the LGBTQ+ community makes people want to come to work because they not only feel safe, they also feel accepted.," Felicetti said.



► Celebrating the Foster McGaw Prize

diabetes while also struggling with depression, unemployment, lack of transportation and dysfunctional family relationships is often overwhelming," Wood said. "Without the coordination and support offered by Care Connections and similar programs, patients often simply drift from one health crisis to the next."

Since 2011, the Care Connections team, comprised of physicians, nurses, nurse practitioners, integrated behavioral health therapists and patient care navigators, has enrolled 475 patients. Their comprehensive approach has helped reduce health care costs while increasing the overall quality of care and long-term success of their patients.

Programs like Care Connections, Lighten Up Lancaster and Let's Talk, Lancaster are just a few of the many ways LG Health helps drive results within the community. The health system has also partnered with other organizations to lower opioid deaths by increasing access to care and helps new moms raise healthy children through the Nurse-Family Partnership program (Read more about the program at <https://bit.ly/2wL4PnN>).

"LG Health has always placed an emphasis on improving the overall health of our community. This continues to be the motivating factor behind the health system's commitment to leading programs and building strong partnerships that drive long-term results," Bergen said. "With dozens of community partnerships, LG Health looks to leverage strategic collaboration to improve the overall health of the community, a mission that extends well beyond the walls of our hospitals."

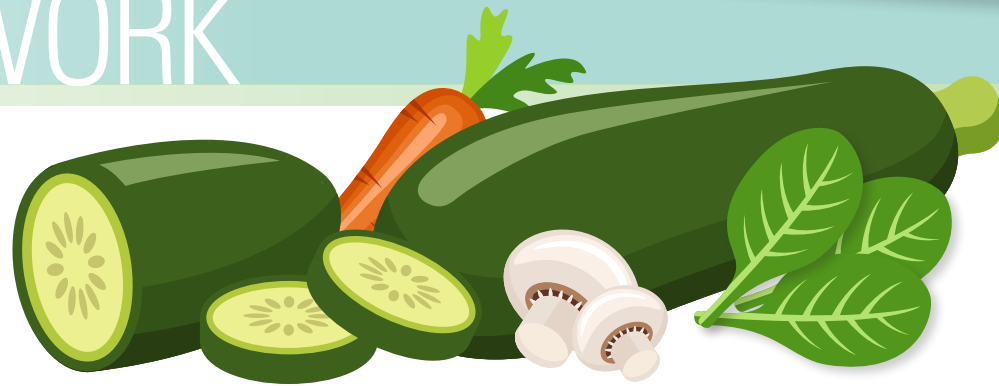
## The Road to HEALTHIER HOSPITALS at Penn Medicine

Take a look around. Have you noticed a difference? The vending machines are filled with 100% sugar-free beverages, the snacks are beginning to get healthier and our hospital cafeterias are offering healthier options such as more bright and colorful fruits and vegetables. You may have also noticed fountain machines have been removed or changed and an increased number of healthier beverages like seltzer water, zero calorie sports drinks and unsweetened teas in the café coolers.

We are approaching the one-year mark of Penn Medicine's path to help our patients, families and colleagues make healthy choices when it comes to food and beverages. Last summer, we announced that the Health System would be eliminating the sale of sugar sweetened beverages (SSBs) in all Penn Medicine owned facilities. We know that sodas, sports drinks, sweetened juice and other sugar filled items are a staple in the American diet and are a major contributor to obesity and chronic disease. As of July 1, a "no sugar sweetened beverage" policy went into effect, and entities sold their *last* sugar sweetened beverage.

The timing of this initiative coincides with a recently published article in the *Journal of the American Medical Association*, which suggests that consuming sugary beverages, including fruit juices, is associated with all-cause mortality. "As a cutting edge, world-renowned academic medical center, we must create a model environment for the health and wellness of our patients, their families, our employees and the surrounding community," said **Bill Hanson, MD**, chief medical information officer of UPHS and executive sponsor of the SSB initiative. "Providing access to healthier options means these changes will impact the health of everyone who engages with Penn Medicine."

Penn Medicine has also committed to participating in the Good Food Healthy Hospital Program (GFHH). This initiative focuses on the food and beverages served in the hospital environment and has five categories: vending machines, procurement, catering, food served to patients, and food served in the cafeteria. All of our downtown Philadelphia hospitals have committed to participating in this program and are making tremendous strides to achieve success in each category.



"So far, every entity has made significant progress in becoming healthier," said **Jen Brady**, associate director of Employee Benefits and Wellness, who is spearheading this project. "A great amount of time and effort has been put in by the food services and operations teams at the hospitals, and the impact we are making on our employees, patients and our community is tremendous." Both Pennsylvania Hospital and Penn Presbyterian have received awards for meeting specific criteria, in food served to patients and in the cafeteria, in product labeling, and nutrition standards. LG Health has been 100% sugar free since last September and Chester County eliminated sugar sweetened beverages in January 2019.

"Not only is this the right thing to do for our patients, families and staff, but we should also be setting the example within our communities and leading the way when it comes to establishing life-long healthy habits that ensure optimal well-being and longevity," said **Bob Russell**, associate executive director at Penn Presbyterian Medical Center.

After sugar sweetened beverages are phased out, the focus will switch to the snack vending machines. The goal isn't to remove all unhealthy snacks. Rather, we want to increase the number of healthy options and label them as "healthier" so that making a healthier choice is easier. To meet the Good Food Healthy Hospital criteria for vending, we will be moving to a 65% healthy, 35% less healthy ratio.

Stay tuned as we make even more progress on the road to healthier hospitals at Penn Medicine. For more information about the Good Food Healthy Hospital program happening across the city of Philadelphia, visit the website at <http://foodfitphilly.org/good-food-healthy-hospitals>.



## A DAY OF SERVICE Sets Youth Up for Success

Resumes, interviews, and job searches can be tough for young people even if they have a full set of job-readiness tools, great relationships with mentors, and a clear idea of the opportunities they want to pursue. But for youth facing homelessness, poverty, and other traumatic circumstances, even putting together an outfit for an interview can seem like an insurmountable challenge. To set these young people up for success and help them become confident, job-ready adults, staff from Penn Presbyterian Medical Center and members of Penn's Human Resources team put together a workshop for young people at the local Covenant House shelter.

Building on the relationship she has already built with Covenant House, **Jean Boles, RN**, an emergency room nurse, enlisted the help of staff from departments across the hospital, to talk to young people about finding employment. The group discussed résumé writing and how to seek out professional and educational advancement, held mock interviews, and answered questions about the wide variety of opportunities available in health care, such as housekeeping, food and nutrition, and clinical roles. **Terez Moye, CNA**, a certified nursing assistant on Cupp 3 East, spoke about the challenges she faced in her own past and urged the kids not to give up on their dreams.



"It was a really meaningful experience for us, and the youth who participated were really grateful for the advice," said **Joann Crowley**, HR manager for Corporate Services. "Covenant House does incredible work of taking in homeless youth and helping them to develop the tools to lead happy, healthy, independent lives. And even after they turn 21, Covenant House is still there, helping them find their first apartment."

"It was a great experience to do something meaningful. Several participants expressed interest in health care, but whatever they decide to do next, I hope they'll have a better understanding of the employment process and their ability to do anything they set their minds to."

## THE Lovebird THAT FLEW INTO PAH'S HEART

Pennsylvania Hospital is used to having hundreds of visitors come in each day to check up on their loved ones, but earlier this summer, a rather unusual visitor dropped in. **Jeff O'Neill**, senior director of Facilities Services, was walking through PAH's Preston lobby when a vibrant green and orange lovebird suddenly landed on his shoulder. O'Neill's figurative feathers were far more ruffled than the bird's — he was happily perched and just as calm when he later landed on a coffee mug held by hemostasis technician **Pete Schiavo**.

PAH worked with Penn Medicine's Communications team to share the story of the winged wanderer on Facebook and with the local media in the hopes of reuniting him with his family, but even after community members posted photos of the same bird flying through South Philly prior to his arrival at Pennsy, no one stepped up to claim him.

The staff at PAH purchased a cage for the lovebird — nicknamed "Petey" in honor of Schiavo — and kept him in the Patient & Guest Relations office until a veterinary appointment could be set up. After receiving a check-up from La'Toya Latney, DVM, a clinical assistant professor of Clinical Zoo & Exotic Animal Medicine, Petey got a clean bill of health from the Penn Vet team. But, still, no owner had been found. While "Petey the Pennsy Pet" certainly had a ring to it, PAH staff decided to find him a good home.

**Gary Holloway**, senior telecom technician, enthusiastically offered to take him, and for a

few weeks now, Holloway and his wife have been fostering the lovebird and hope to make him a permanent addition to their family.

"Petey's really loving life right now and doing really well!" Holloway said, adding that they already had a large bird cage that his wife had won in an auction last year. "We were hoping to bring a bird home someday, so this has been a perfect coincidence."

Holloway said Petey is allowed out to fly around every day. "He'll even sit in the sink and give himself a bath, but he always comes back to my shoulder or my knee," he said. "I certainly didn't expect to bring home a lovebird from work, but what can I say — I love the little guy!"



# LEADERSHIP TRANSITIONS



## Crowley New CHRO for CPUP

**George Crowley** has been chosen to become the chief Human Resources officer for the Clinical Practices of the University of Pennsylvania (CPUP). In this new role, Crowley will oversee the CPUP HR team and act as a liaison with peer-CHROs to support the physicians and on-site clinical practice staff, leveraging Penn Medicine's shared human resources services including compensation, benefits and organizational and leadership development programs. For the last six months, he had served as the interim CHRO for CPUP.

Crowley has more than 25 years in human resources operations within dynamic and fast-paced organizations.



## Puchtler Selected as CFO at HUP

**Julia Puchtler** has assumed the role of chief financial officer at HUP. She was previously VP of Finance Operations and Budget where she worked across all components of the organization, improving the annual and multiyear budget and forecasting process. Puchtler succeeds **Joe Huber**, who stepped down from the position.

Prior to joining Penn Medicine, Puchtler served as VP for Strategic Financial Planning & Decision Support at Trinity Health, where she led strategic finance across a 70-hospital system. She served as a link between individual entities and corporate management to enhance budgeting processes and drive financial improvement initiatives.

## DELUCA Named IBX "Celebrate Caring" Winner

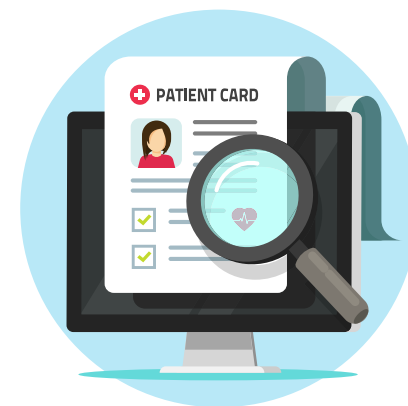
Creating a makeshift sleep-over with popcorn and plenty of pillows for a young dad, now bald and bedridden due to terminal cancer, and his bubbly 4-year-old daughter wearing her Disney princess nightgown.

That's just one example of the extreme kindness and compassion **Anne DeLuca, BSN**, provides as an inpatient nurse at Penn Hospice at Rittenhouse. It's also one of many reasons Independence Blue Cross (IBX) selected her as one of only three "Celebrate Caring" winners from among 700 submissions — nurses who truly goes above and beyond for patients and families.

According to her nomination letter, DeLuca not only provides exceptional clinical care, but offers something else. "It's immeasurable, but unmistakable, it's invisible but palpable. It is a beautiful blend of being sincere, bestowing a 'peace of mind,' being human, building trust and being able to 'read the room' and then enrobe it with empathy."

In pulling together this one special time for the patient and his young daughter, "Anne created a meaningful memory which that young girl can carry with her through her entire life."

IBX will also donate \$1,500 to the charity of choice for each winner. DeLuca requested that her donation be made to Camp Erin in Philadelphia, a Bereavement Camp for children.



## A Message Regarding Unauthorized Access of Electronic Patient Records

Ensuring the privacy of our patients is crucial and Penn Medicine is fully committed to it. As part of this commitment, we have a dedicated privacy monitoring program, including an artificial intelligence-based system for detecting inappropriate access to patient information.

We are confident that our workforce overwhelmingly uses our patient information systems appropriately — to carry out our mission of providing outstanding patient care. However, unfortunately, some have not and we have learned about it through our program. Unauthorized access to patient information is unacceptable. This is why, in 2018, we took strong action responding to such cases, including by terminating the employment of some Penn Medicine employees.

The rule is simple — Penn Medicine's clinical systems may only be accessed by users for job-related purposes or as otherwise specifically authorized. If you have any questions about permissible access, please direct them to your supervisor, medical leadership, and/or the Privacy Office.

## RECOGNIZING *Nursing Excellence*

The annual UPHS Nursing Excellence Awards honor nurses who every day give their most to improve the health and outcomes of patients. At a ceremony held earlier this year, nurses from nine Penn Medicine entities were individually recognized in one of five categories (Exemplary Practice, Leadership, Research & Innovation, Community/Patient/Family Relationships, and Transformational Leadership) and thanked for their efforts. Go to [pennmedicine.org/systemnews](http://pennmedicine.org/systemnews) to see the list of winners and photos.



## Five Questions with Kevin Mahoney Continued from page 1

We also have a lot of opportunities to improve the electronic medical record — EMR innovation is an area where we can lead nationally, especially to leveraging the data our providers spend so much time putting into the EMR. We need to develop artificial intelligence tools that help us use that information to improve care. We need to reduce the human burden and associated burnout from inefficient data entry. We have teams working on this every day, thinking about how to turn these technologies from something that's often a burden to use to a vital tool to care for patients, just like an MRI and a stethoscope.

### What do you like to do to relax or as hobbies?

I love to go walking with my wife, Pam, in places like Valley Forge National Historical Park. Spending time with my friends, some of whom I have known since the Little League fields. Our three grown children are the most important things to us, so we love spending time with them — my daughter is a high school teacher, and we have two sons, one who is a farmer in Chester County, and one who is an

Army Special Forces officer. His wife is an emergency medicine resident. I also enjoy working in my yard.

I love to travel. We are always up for a trip — Ireland, France, Italy, the West Coast are some of the best trips I've taken. I'm always up for a visit to a new place. And we binge-watch good TV — *Billions* and *The Wire* are two of my favorites.

### Who is your favorite historical figure?

T.E. Lawrence — more often referred to as "Lawrence of Arabia" for the movie made about him — was a remarkable British soldier during World War I. His vision and willingness to go outside the box and get proximate with the situation inspires me. He didn't believe in the rules of the British army — he was successful because he made up his own rules. He didn't try to run the war from London or Cairo; he went out and immersed himself in the Arab culture and saw first-hand what was happening; then developed a winning strategy in the field by putting disparate cultures together in new ways no one had tried before.

### What qualities do you look for when hiring new leaders and staff in the health system?

Intellectual curiosity, willingness to learn and grow, passion, and an understanding of Penn Medicine and our mission. When you're working at Penn Medicine, at any level, you're working on big, big problems, and you're contributing — everyone's role matters. Just one example: I always tell the men and women working on the Pavilion project that they're not building a hospital — they're building a platform to cure cancer, among many other things.

### Do you have questions for Kevin Mahoney about Penn Medicine or where the Health System is headed?

Submit your questions for possible inclusion in a future issue of *System News* by emailing [AskKevinMahoney@pennmedicine.upenn.edu](mailto:AskKevinMahoney@pennmedicine.upenn.edu).

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