



TOWER HEALTH

Advancing Health. Transforming Lives.



# 2018 TOWER HEALTH Annual Report

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*Executive Vice President & Chief Financial Officer*  
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 Claire Mooney, DNP  
*President and CEO, Jennersville Hospital*  
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*President and CEO, Pottstown Hospital*  
 Steve Tullman  
*President and CEO, Phoenixville Hospital*

# Message to the Community

It has been a transformative year for Tower Health. We expanded and enhanced our services throughout the region with one essential purpose in mind: **to advance the overall health and wellness of our communities.**

To deliver on our promise of “Advancing Health. Transforming Lives,” we remain committed to offering wellness programs and services that ensure our communities are the healthiest they can be. We are advancing this promise by arming patients with knowledge and resources, connecting them to their personal health information, and providing access to high quality, compassionate care. It is this shift in mindset — empowering patients to be a part of their own care team — that will transform lives.

With that goal in mind, we’ve expanded our services to include additional urgent care sites, as well as home health services, and we’ve partnered with Drexel University to build a new regional campus of Drexel University College of Medicine in West Reading. We’ve taken the next step in our joint venture with Acadia Healthcare and broke ground on a new behavioral health facility dedicated to meeting the behavioral health needs in our region. Read about these, and many other exciting initiatives, in the pages that follow.

Tower Health will continue on this path of growth to provide the highest quality care, by investing in the people, technology, and processes needed to effectively deliver that care, and by offering a patient experience that’s second to none.

All of these efforts will continue to ensure that Tower Health is a leading healthcare system in our region. We are here to support you in your quest for excellent health, ensuring you have access to the right care, in the right place, at the right time.

Sincerely,

Brent Wagner, MD  
*Chair, Board of Directors*  
 Tower Health

Clint Matthews  
*President and CEO*  
 Tower Health



# Engaging Patients Through Innovative Treatment and Research

The thousands of patients who enter the doors of any Tower Health facility all have one thing in common: They have questions. Am I healthy? What were my test results? What must I do to feel better? At Tower Health, it's our job to have the answers. Across our health system, dedicated and talented physicians and professionals are working together to find new ways to answer our patients' important questions. Here's a snapshot of some of the innovative work being done:

## **New Stroke Treatment Guidelines**

Interventional radiologist David Sacks, MD, led a group of 12 international medical societies to propose new treatment guidelines. These new protocols are expected to lead to better treatment outcomes. The guidelines, published in the April 2018 issue of the *Journal of Vascular and Interventional Radiology*, were endorsed by the Society of Interventional Radiology (SIR) and 11 other medical societies.

## **TCAR**

Reading Hospital became the first hospital in Berks County to treat carotid artery disease and prevent future strokes using a new procedure called TransCarotid Artery Revascularization (TCAR). TCAR is a clinically proven, minimally invasive and safe approach for high-risk surgical patients who need carotid artery treatment.

## **Remote Patient Monitoring**

Reading Hospital implemented a new remote patient monitoring system which provides Bluetooth-enabled scales and blood pressure equipment to patients with heart failure. With this technology, our nurse navigators and paramedicine partners provide continuous monitoring, education, and care in the patients' homes resulting in fewer readmissions to the hospital.

## **Bedside-to-Home Care**

Reading Hospital has implemented a new bedside-to-home care transition model to improve the care of diabetic patients. This innovative and patient-centered approach includes patient education, motivational interviewing, and transitional coaching with a certified diabetes nurse educator — and has significantly reduced the need for readmission for high-risk diabetic patients.



# Assessing the Needs of Our Community



As a nonprofit health system, Tower Health conducts a Community Health Needs Assessment every three years. These assessments guide us in developing relevant resources and programs to advance the health of our communities.

While Reading Hospital has been conducting assessments for some time, 2018 marked the first year that Tower Health conducted assessments in the communities surrounding all six hospitals in our system. We look forward to publishing the results of these assessments in 2019.

In the meantime, however, Tower Health has been hard at work developing resources and plans that can be utilized system-wide in response to the needs identified in the last assessment done by Reading Hospital in 2016. That assessment identified four key health concerns for our community: **Obesity, Mental Health, Addiction, and Access to Care**. On the next page, we describe a few of the initiatives aimed at addressing these priority concerns.



## Obesity

In 2018, Tower Health launched a system-wide, three-month-long social media campaign called TowerGimmeFive to promote healthy eating. Employees, patients, and the community were challenged to eat five servings of fruits and vegetables per day for five days, then post a video using the hashtag #TowerGimmeFive, and tag five more people to participate. In addition to encouraging healthy eating habits and demonstrating how these habits can control or reduce the risk of obesity, Tower Health also offered a series of cooking classes in the community as part of the challenge. The campaign tallied more than one million impressions overall.

## Mental Health

In December 2017, Tower Health announced a joint venture with Acadia Healthcare to provide behavioral health services to Berks and the surrounding counties. In December 2018, we broke ground on construction of a new behavioral health campus located on Route 183 in Bern Township. This campus will include a 144-bed inpatient facility, which is expected to open in spring 2020.

## Addiction

Reading Hospital was designated as an Opioid Use Center of Excellence (COE) by the Pennsylvania Governor and Department of Human Services in 2016. The Reading Hospital ED has received state and national recognition for its Warm Handoff Program, which was funded through the COE, and helps overdose patients in our ED move directly from the hospital to a substance-abuse rehabilitation program. The process has directed more than 1,500 people into recovery programs. This program is now being implemented in all Tower Health hospitals.

## Access to Care

Finally, Tower Health shared several exciting announcements in 2018 centered on improving access to care for patients in our community. Read more about how we're doing this on pages 14-15.

# Caring for Our Community Through Advocacy, Education, and Engagement

Caring for our community: that's why we're here. Across southeastern Pennsylvania, Tower Health is implementing programs that allow us to more effectively impact the health of our communities. Here's a peek inside what's happening at each of our six hospitals.

## Reading Hospital



### Berks Trail Challenge

To fight obesity and promote heart health, Reading Hospital created the Berks Trail Challenge which encourages use of county parks, hiking trails, and mountain biking areas for exercise. There were more than 600 participants in 2018.

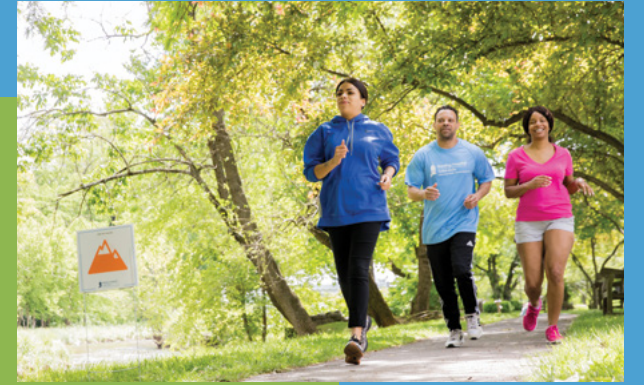
To learn more about Reading Hospital's community activities, visit [reading.towerhealth.org/community](http://reading.towerhealth.org/community) or [bewellberks.org](http://bewellberks.org).

### Street Medicine

Reading Hospital's Street Medicine Program brings medical care to residents living in homeless shelters and on the streets. Physicians, clinical staff, and other professionals volunteer their time to provide much-needed medical care for these individuals. The program also helps guide patients through traditional and specialist healthcare services and connects them with social services. In 2018, the program supported more than 800 patients with Reading Hospital staff volunteering more than 1,000 hours to provide this important community service.

“For various reasons there are often residents who are unable to obtain health insurance and therefore do not receive medical care. Street Medicine helps in addressing that gap. Without Street Medicine, this vulnerable population would have a much more difficult time taking care of their medical issues.”

-Elise McCauley, Case Manager,  
Hope Rescue Mission



### Community Connection Project

Known locally as the Community Connection Project (CCP), Reading Hospital is working to implement the Accountable Health Communities (AHC) model after being awarded a federal cooperative agreement from the U.S. Department of Health & Human Services (HHS), Centers for Medicare & Medicaid Services (CMS). This model focuses on identifying and addressing social determinants of health (SDOH) that can become access barriers for CMS populations. CCP team members carefully and confidentially screen patients for needs such as housing, transportation, food, utilities, and interpersonal violence. Patients are then connected with social service agencies for assistance in resolving those needs. The CCP is made possible because of strong community and clinical partnerships. To date, more than 21,000 patients have been screened for SDOH and connected to the support they need. The project described was supported by Funding Opportunity Number CMS-1P1-17-001 from the U.S. Department of Health & Human Services, Centers for Medicare & Medicaid Services. The contents provided are solely the responsibility of the authors and do not necessarily represent the official views of HHS or any of its agencies.



# Phoenixville Hospital



Committed to improving community health and wellness, Phoenixville Hospital offered over 600 free health and wellness presentations and community outreach initiatives in 2018, which gathered more than 15,500 participants. Additionally, the hospital supported more than 40 local charitable organizations, including raising more than **\$50,000 through the Phoenixville Hospital Thrift Shop** grant program.

## Community Garden

Phoenixville Hospital's Community Health nurses partnered with the Chester County Housing Authority, Chester County Food Bank, Phoenixville Green Team, public health students, and local volunteers to create a community garden for residents living in a local low-income housing complex. The program has grown to provide residents with a wide variety of healthy fruits and vegetables during the growing season, as well as nutrition education and cooking demonstrations.

## Tobacco Cessation and Prevention Programs

As a grant recipient of Pennsylvania's Tobacco Master Settlement agreement, Phoenixville Hospital provides free tobacco cessation and prevention programs for adults and teens in the community. In collaboration with numerous local partners in 2018, these programs led to:

- 108 adults attending a smoking cessation program, with more than half of the participants completing the program.
- More than 375 persons receiving tobacco prevention and/or cessation education at outreach sites.
- Teens Against Tobacco Use participating in Kick Butts Day and Great American Smoke Out meme contest.

# Chestnut Hill Hospital

## Healthy Woman Program

Chestnut Hill Hospital has focused on providing accessible care to women in the community for many years. To ensure access to mammograms, regardless of ability to pay, Chestnut Hill Hospital joined the Pennsylvania Department of Health's Healthy Woman program. This program provides free breast and cervical cancer screening for women meeting the eligibility criteria. In 2018, 77 women were screened at Chestnut Hill Hospital through the Healthy Woman program.

## LUNAFest

The Chestnut Hill Hospital medical staff launched participation in LUNAFest™ — a series of short films made for, by, and about women — to raise money for a free mammography screening program. More than 325 attendees packed a local theater to learn more about breast health and the importance of annual mammograms. The event raised more than \$9,000, which was directed toward screenings for women without insurance.



## Brandywine Hospital



Brandywine Hospital supports many community organizations, including Health Care Connect Academy, Honey Brook Food Pantry, and Brandywine YMCA.

### Strawberry Festival

The hospital has also been a longtime supporter of the annual Strawberry Festival, a four-day event on the hospital's campus organized by the Brandywine Health Foundation. Proceeds benefit the Greater Coatesville community. Brandywine Hospital not only hosts the event but donates more than \$10,000 of in-kind services and many of its employees serve on the Festival Committee, volunteering their time to ensure the event's success.



Brandywine Hospital also offers behavioral health educational programs to area school districts and monthly educational programs to seniors in the community.

## Jennersville Hospital



Jennersville Hospital has been serving the Southern Chester County community for more than 100 years.

The hospital's community outreach initiatives support YMCA scholarships and programs, Southern Chester County EMS, Southern Chester County and Oxford Area Chambers of Commerce, Historic Kennett Square, and Oxford Main Street organizations.

## Pottstown Hospital

Pottstown Hospital encourages its employees to participate in community service.

Hospital leaders, medical staff members, and employees lend their time and talent to community boards and in other roles at local organizations.

The hospital's "Casual for a Cause" campaign, a weekly employee dress-down day, has raised more than \$20,000 to support Pottstown Library, Tri-County Active Adult Center, Foundation for Pottstown Education, Amazing Raise, and Boyertown Multi-Service. Other local organizations supported by Pottstown Hospital employees include: Emmanuel Lutheran Community Meals, Pottstown Early Action for Kindergarten Readiness (PEAK), Tri-County Community Network, and the Pottstown Bike Race.



# Giving Back to Our Community



Beyond providing healthcare, Tower Health's more than 11,000 employees are committed to supporting the communities we serve.

Across our health system, a variety of initiatives throughout the year provide employees with opportunities to give back. For example, Reading Hospital's Employee Engagement Initiative provides employees with a variety of volunteering opportunities. In 2018, more than 100 employees volunteered more than 10,000 hours to support a dozen community organizations. Check out these great examples of how Tower Health gives back to the communities it serves.

- Tower Health donated \$15,000 to local food banks in Berks, Montgomery, and Chester counties in recognition of the community's participation in the TowerGimmeFive social media challenge focused on promoting healthy eating habits.
- The Reading Hospital United Way campaign raised more than \$340,000 in 2018.
- Pottstown Hospital hosted a free Thanksgiving dinner for members of their community.
- Reading Hospital staff donated over 1,200 pair of shoes to support victims of Domestic Abuse in the community.

- Reading Hospital participated in Cups of Compassion, an annual event that offers food and clothing to people in need.
- Pottstown Hospital raised \$12,000 for the Amazing Raise campaign conducted by the TriCounty Community Network.
- Chestnut Hill Hospital raised \$6,000 for the Alzheimer's Association.
- The Reading Hospital Foundation hosted a diaper drive that collected nearly 1,400 diapers and more than 20 packs of wipes to assist families in the community.
- Reading Hospital Nursing Magnet Champions, in partnership with the Greater Berks Food Bank, coordinated the 2018 Pound Per Person Food Challenge and employees donated more than 12,000 pounds to feed the hungry in Berks, Schuylkill, and western Montgomery counties.





# Improving Access to Affordable Healthcare in Our Community



We are committed to providing patients with access to healthcare throughout all stages of life — from prevention and screening, to diagnosis and treatment, to emergencies and everything in between. No matter the need, patients and community members can turn to Tower Health for the right care, in the right place, at the right time.

## Tower Health Urgent Care

In December 2018, Tower Health acquired Premier Urgent Care, expanding our network of urgent care facilities throughout our service area. The 19 newly acquired urgent care facilities, now referred to as Tower Health Urgent Care, make Tower Health the largest provider of urgent care services, based on weekly visits, in the Philadelphia region. The expansion also helps Tower Health address a community need for access to walk-in care when a patient's doctor is not available or when a consumer does not have a doctor.



## Tower Health at Home

Tower Health announced plans to expand home healthcare services in 2018 as another way to provide patients in our community with access to in-network care, when and where they need it. Tower Health at Home was officially established on January 1, 2019, when Home Health Care Management (HHCM) became part of Tower Health. HHCM included the Berks VNA, Pottstown VNA, and Advantage Home Care. Home healthcare offers patients a seamless continuum of care following inpatient discharge, as well as ongoing management of chronic conditions, in the patient's home.

## Ambulatory Surgery Centers

Also in 2018, Tower Health announced the formation of a joint venture with United Surgical Partners International (USPI), designed to expand our network of ambulatory surgery services. The joint venture will acquire and develop ambulatory surgery centers in southeastern Pennsylvania with a goal of improving access for patients to high-quality, high-value surgical procedures. This supports the continued development of the most appropriate setting for surgical services to best serve our community in a cost-effective manner and reduce readmissions to the hospital.

# Growing to Meet the Needs of Our Community

Tower Health is on a journey of strategic growth, driven by our mission to better manage the health of the communities we serve. We are committed to delivering high-quality outcomes, enhancing the patient experience, and investing in the people, technology, and processes to establish our system as a unique and trusted healthcare provider.

## Tower Health-UPMC Health Plan Joint Venture

In 2017, our joint venture with UPMC Health Plan created the Tower Health UPMC Health Plan, which provides patients with affordable access to quality care in our area. With both individual and group health insurance options, this partnership brings together two of the area's biggest healthcare organizations to create cost savings for patients.

## Tower Health and Independence Blue Cross Letter of Intent

Similarly, in 2018, Tower Health signed a Letter of Intent with Independence Blue Cross to begin discussions around how we can work together to develop innovative programs that will better manage care, improve outcomes, and lower costs for patients. The collaboration, which will include Tower Health's participation in the Independence Facilitated Health Networks model, is focused on improving how the healthcare system works in the communities served by both organizations. Working together, we will build upon existing approaches and develop new methods to ensure that patients receive care in the most appropriate, high-quality, and cost-effective settings.

## Drexel University College of Medicine at Tower Health

Our region, like others across the country, is expected to experience a shortage of physicians over the next several years. To ensure that Tower Health can continue to provide patients in our community with access to the care they need, we recently announced a partnership with Drexel University to build a regional campus of Drexel University College of Medicine in West Reading, less than a mile from Reading Hospital. The campus, which is pictured in the rendering below, is expected to be complete in time for the 2021-2022 academic year. When fully operational, the campus will educate and train up to 200 medical students. As an institution known for clinical excellence and nationally recognized care, Reading Hospital provides the optimal environment in which to train physicians of the future. Research shows that physicians are more likely to practice medicine in the community where they receive their education and training. Opening this new regional campus of Drexel University's College of Medicine will also generate significant economic benefit for the community.

Reading Hospital received accreditation as a Level I Trauma Center from the Pennsylvania Trauma Systems Foundation. This is the highest level of accreditation available for trauma care. As the only Level I Trauma Center in Berks County, patients in the region with the most life-threatening injuries are brought to Reading Hospital. Level I accreditation indicates that the Trauma Center provides multidisciplinary treatment and specialized resources for trauma patients, conducts trauma research, has a surgical residency program, and treats at least 600 major trauma patients per year. This accreditation is just another way we are growing and enhancing our services to meet the community's needs.



# By the Numbers

## Tower Health

895,472

PSA POPULATION<sup>1</sup>

43.9%

PSA INPATIENT MARKET SHARE<sup>2</sup>

11,385

EMPLOYEES  
(10,256 FTES)<sup>4</sup>



289,858

PATIENT DAYS<sup>5</sup>

1,467

LICENSED BEDS<sup>3</sup>

>755

EMPLOYED PHYSICIANS AND HEALTHCARE PROVIDERS<sup>6</sup>

30,925

TOTAL SURGERIES

100

AMBULATORY PRACTICES

>1.4M

PHYSICIAN OFFICE VISITS<sup>8</sup>

57,066

TOTAL ADMISSIONS<sup>5</sup>

119,400

ADJUSTED ADMISSIONS

4,468

BABIES DELIVERED

\$1.6B

REVENUES<sup>7</sup>

243,296

EMERGENCY ROOM VISITS

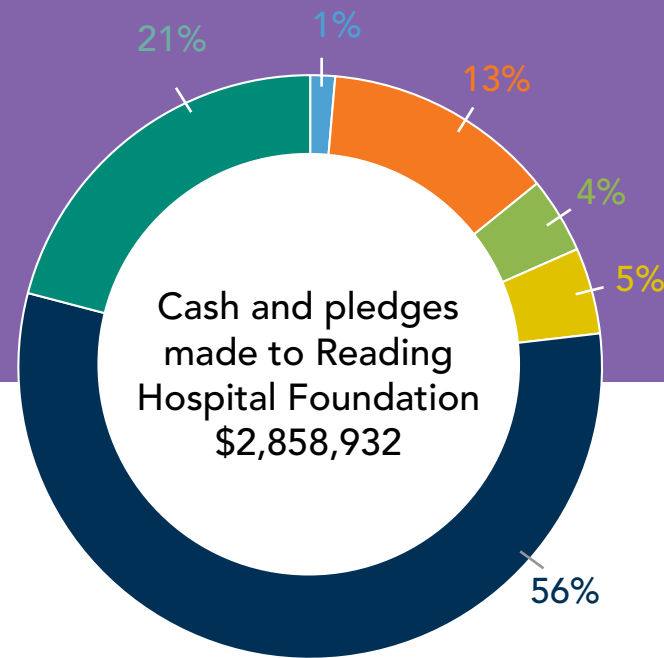


<sup>1</sup> 2019 Estimate based on Tower Health combined PSA  
<sup>2</sup> FY2018 market share based on Tower Health combined PSA  
<sup>3</sup> Excludes nursery beds; Includes 62 beds at Reading Hospital Rehabilitation at Wyomissing  
<sup>4</sup> Current as of June 30, 2018; FTEs based on hours worked; Includes hospitals, THMG, THP, Clinics, and Foundation  
<sup>5</sup> Excludes normal newborns  
<sup>6</sup> >500 physicians and 255 APCs; source THMG  
<sup>7</sup> Includes THMG, THP, Clinics and Foundation  
<sup>8</sup> Excludes anesthesia, and radiology visits

\* All data is FY2018 unless otherwise noted; Includes Full Year for Reading Hospital and 9 months (Oct-June) for New 5 Hospitals

# Reading Hospital Foundation

Fiscal Year 2018  
(July 1, 2017 – June 30, 2018)  
Reading Hospital Foundation  
– Donor Impact



- McGlenn Cancer Institute – \$1,598,577**  
 Support of the McGlenn Cancer Institute comes from grateful patients, as well as honor and memorial gifts from community members and families. Gifts are used to purchase equipment, fund programs and any other items deemed necessary to provide exceptional patient care.
- Reading Hospital Foundation Grant Program – \$598,133**  
 The Foundation Grant Program issues funding in the amount of \$500,000 each fiscal year, awarded to proposals that are based on innovation, education and research to benefit Reading Hospital.
- Restricted – \$365,962**  
 These gifts support more specific clinical initiatives such as creating a healing garden at the Reading Hospital Rehabilitation at Wyomissing, Neonatal Intensive Care Unit, HealthPlex Healing Garden, Reach Out and Read program, Street Medicine program, 150th Anniversary Legacy Wall, and numerous other clinical initiatives.
- Reading Hospital School of Health Sciences Scholarships – \$136,590**  
 Scholarship support given by donors who desire to provide tuition assistance to nursing students. These scholarships are an invaluable part of a student's nursing school experience.

- Clinical Education – \$120,375**  
 These gifts provide resources in support of continuing education for Reading Hospital clinicians; such resources support clinical lectures, professional conference attendance, clinical interns and continuing education to keep our clinicians on the cutting edge of patient care.
- Unrestricted – \$39,295**  
 Donors request these gifts be applied to the areas of greatest need identified by leadership of Reading Hospital.

# Tower Health System Financial Statement

Community Benefit — Fiscal Year 2018

## COMMUNITY BENEFIT TOTAL: \$243,898,827

**Direct Patient Care: \$208,529,710**

**Uncompensated Charity Care: \$57,274,032**

Free health services provided to persons who meet Tower Health's criteria for financial assistance. This amount reflects the cost of providing care.

**Unreimbursed Medicaid: \$68,874,891**

The difference between Medical Assistance charges and Medicaid payments and the cost of providing patient care.

**Bad Debt: \$12,488,944**

The cost of providing care to patients who Tower Health believes likely would qualify for financial assistance under our charity care policy.

**Unreimbursed Medicare: \$69,891,843**

The difference between Medicare charges and Medicare payments and the cost of providing patient care.

**Community Health Improvement Services: \$9,126,210**

**Community Health Education and Community Building Activities: \$1,235,107**

Includes health education programs, CPR classes, support groups, and worksite health education programs that have the purpose of improving community health and were provided free of charge from Tower Health.

Community and school based programs that drive entry into health careers, disaster readiness programs.

**Patient Care Community Services: \$4,725,366**

Includes free flu shots, cancer screenings, medications, medical equipment, and transportation for community members. Interpreting Services — including hospital-based services as well as purchased foreign language and sign language services — are provided free of charge. Free community help line and community benefit operation staff.

**Financial and In-Kind Donations: \$452,154**

Contributions made by TRHMC and their employees to nonprofit organizations. Includes cash donations, free turkeys, medical supplies, employee hours donated to the community while on TRHMC payroll, and the cost of employee fundraising for community nonprofit organizations, such as Relay for Life, American Cancer Society, United Way, and Keystone Blood Bank.

**Contributions: \$1,035,030**

Monetary support given to local communities.

**Value Volunteer Hours and Donations: \$1,673,800**

Friends of Reading Hospital financial donation and 355 volunteers donated their time to support various projects such as providing knitted baby hats,

prayer shawls, chemo hats and various compression pillows, chemo celebration, and hospice quilts. They have created Twiddle Muffs and Fidget Quilts to keep anxious hands busy.

**Community Building Activities: \$4,753**

Monetary support given to local communities to create and/or enhance surroundings.

**Professional Education and Clinical Research: \$26,242,907**

**Medical Education for Physicians/ Medical Students: \$23,783,109**

Includes salaries and benefits for medical residents, medical student meals, medical library, and continuing medical education programs that are available to all physicians within the community.

**Nursing and Other Health Professional Education: Incl. above**

Includes nursing, paramedic, and pastoral care education that result in a degree, certificate, or training that is necessary to be licensed to practice as a health professional. Includes continuing medical education programs that are offered to all nurses within the community.

**Cancer Clinical Research and Tumor Registry: \$2,459,798**

Includes research and clinical trials in the area of cancer and Tumor Registry expenses.



# TOWER HEALTH

Advancing Health. Transforming Lives.

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