



transforming health care

2009 Report to Our Community



Elliot J. Sussman, M.D.
President
Chief Executive Officer

Lehigh Valley
Health

what it means to transform

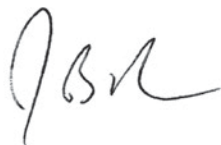
Protecting your health means staying ahead of the curve. It means discovering new treatments through clinical research and embracing innovative education models, all to provide you with the highest-quality patient care. This year, health systems nationwide are addressing a more fundamental change—a transformation in the way we deliver care.

As our nation discusses health care *reform*, Lehigh Valley Health Network already is *transforming*. Our transformation is guided by our five priorities: people, service, quality, cost and growth. In our hospitals, doctors' offices, laboratories—throughout our entire health network—we are finding new efficiencies daily. We are pioneering new ways to teach tomorrow's medical professionals and leaders. We are reaching out to our community, providing financial counselors to help people with their medical bills.

By transforming our health network, we're ensuring that our organization remains strong. No matter what shape health care reform will take, Lehigh Valley Health Network is prepared to further our mission—to heal, comfort and care for the people of our community—well into the future.



Elliot J. Sussman, M.D.
President and Chief Executive Officer



J.B. Reilly
Chair, Board of Trustees

Treating Brain and Spine Conditions Without Surgery



Lehigh Valley Health Network is a pioneer in advanced nonsurgical treatments for complex brain and spine conditions. One example, the Penumbra device (*left*)—which president and chief executive officer Elliot Sussman, M.D., shares with Board of Trustees chair J.B. Reilly (*opposite page*)—gently suctions clots from blood vessels, restoring blood flow to the brain and saving lives. These and other devices, inserted through

a catheter and directed by X-ray guidance to blood vessels leading to the brain, offer treatment for strokes and aneurysms. This often means less risk, less pain and faster recovery.

the power of our people



About Our People

- We are among *FORTUNE*'s 100 Best Companies to Work For in the United States for the **third consecutive year**.
- We are a **Magnet** hospital, the nation's highest nursing honor.
- We teach **202** physician residents in **13** residency and fellowship programs.
- Our education and research is supported by **12** endowed chairs.
- We currently educate **75** medical students on campus at any one time. In conjunction with USF Health, we will educate **112** medical students per year starting in 2013.



It wasn't the news Jill Montgomery, R.N. (*left*), wanted to hear. She had just completed our health network's critical care internship when she learned the job she originally wanted—emergency room (ER) nurse—no longer was open. Other opportunities were available. "I chose the neuroscience intensive care unit (NSICU) because I wanted to stay in critical care," she says.

Within six weeks, Montgomery became an integral part of the NSICU team, helping people recover from strokes and traumatic brain injuries. While she hopes to work in the ER someday, "I know my NSICU experience will make me a better nurse," she says.

Montgomery is one of 9,800 people on our health network's team. We made a commitment to keep our team together this year while other health networks nationally announced layoffs due to the recession. Doing so meant some sacrifices, including colleagues adopting new roles, wage reductions for senior leaders and directors, no merit-based wage increases or incentive payouts, and for the first time, a payroll deduction for dependent health care. While sacrifices are never easy, we believe they were necessary to keep our team intact.

Our team includes medical students such as Ihab Abdelaal (*right*), who are learning the art of medicine. To best prepare future health professionals, Lehigh Valley Health Network took a bold step this year to transform education. We partnered with one of the nation's most progressive medical schools, USF Health of the University of South Florida.

Together our organizations will create a new curriculum with a health care leadership track. It will teach professionals the modern realities of health care—efficiency and cost management as well as high-quality, safe care. This will help stem the tide of an expected nationwide physician shortage and bring outstanding medical professionals to our community. The first students from USF will arrive in 2013; each class will live and study in the Lehigh Valley for two years.





service

to our community

As an accountant for one of the nation's top law firms, 40-year-old Jeremias Nivar always had the resources to afford health care. Then he lost his job—and his health insurance—due to the recession. He and his wife, Josefina, 39, moved from New York City to Allentown late last year.

When Josefina developed bronchitis and other health concerns from an autoimmune disorder (sarcoidosis), she needed emergency care at Lehigh Valley Hospital–Cedar Crest. “We didn’t have a health plan,” Jeremias says. “We didn’t know what to do.” The Nivars found assistance from financial counselor Mayra Ramirez, who helped them qualify for the health network’s reduced-cost-of-care program. “It provides pharmacy and medical assistance for patients who do not have the means to pay,” Ramirez says.

Thanks to the program, Josefina received the care she needed. “We now can go to sleep knowing that if we need any medical care, we have somewhere to go,” Jeremias says.

At a time when people like the Nivars (*bottom left*) and many others needed extra help, Lehigh Valley Health Network chose to advertise our reduced-cost-of-care program in local newspapers and on our Web site (lvhn.org). Our program applications increased by 21 percent this year.

It’s part of the record \$181 million we invested in community service this year. Besides charity care, that number includes 40 clinics and health care programs for the uninsured and underinsured, more than 12,000 free seasonal flu shots, school health and wellness programs, and community education and prevention through classes, screenings, health fairs, our 610-402-CARE information line and *Healthy You* magazine. Regardless of the economy, our community service is here for you.

About Our Service

- We provided **\$181 million** in community service.
- We approved **6,161** applications for our reduced-cost-of-care program, an increase of nearly 1,300 from the prior year.
- We hosted **147,868** patient visits to our clinics.
- We provided health information and education to **93,666** callers through our 610-402-CARE information line.
- We held **3,988** parent education classes.



the quest for quality



About Our Quality

- Among *U.S. News & World Report's* "America's Best Hospitals" for **14 consecutive years**, and one of 33 **Leapfrog Top Hospitals** for quality and patient safety
- The **best heart attack results** in Pennsylvania (U.S. Dept. of Medicare and Medicaid Services)
- Advanced **neurosurgery** procedures, such as awake craniotomy (which removes tumors while preserving speech and comprehension)
- **Breast cancer detection rates** well above the national average
- **RapidArc™** technology for faster and more precise radiation cancer treatments
- **Level 1** trauma and burn centers providing the highest level of pediatric trauma care

It started as an upper respiratory infection...or so it seemed. When Ashlynn Rice's severe chest pain and shortness of breath didn't improve, a chest scan revealed a blood clot (pulmonary embolism) that had completely blocked the 16-year-old Quakertown girl's right lung.

Rice (*right*) was rushed to Lehigh Valley Hospital—Cedar Crest, where bedside caregivers and "tele-intensivists"—intensive care physicians who monitor patients 24/7 from an off-site location—provided constant attention and kept her calm. The care team soon detected another clot in the right atrium of her heart. There wasn't time to see if clot-busting medication would work. "The best option," says cardiologist Melvin Schwartz, M.D., "was open-heart surgery."

Cardiothoracic surgeon James Wu, M.D., successfully removed a 4 1/2-inch clot from Rice's lung, and against the odds, she survived. Now the 11th grader is back at school and getting stronger daily. "This experience made me realize how precious life is," she says.

This teamwork among heart, lung and intensive care specialists—along with technology that instantly tracked and documented Ashlynn's condition—shows how high-quality care saves lives. Lehigh Valley Health Network is recognized nationally for quality. That means leading-edge technology like tele-intensivist software, electronic medical records and prescription bar coding; expert care in areas such as heart, cancer, neurosurgery, trauma and burn; and a highly skilled, compassionate team of colleagues. This combination ensures your safety in the hospital.







cost consciousness

Do we *really* need that new equipment? It's a question our operating room colleagues looked at this past year. Our ORs perform nearly 30,000 surgeries annually, and each one requires precision instruments that need to be cleaned prior to use. That's where sterile processing colleagues like Bob Ruhf (*below*) play a vital role.

Ruhf and a team of colleagues from inside and outside the OR performed a transformational “rapid improvement event”—a weeklong focus on improving a process. It's a key part of the System for Partners in Performance Improvement (SPPI), our health network's initiative to find efficiencies. After spending five full days combing over every detail of



sterile processing, the team gained an extra 30 percent capacity in our current machines. That saved our health network more than \$800,000, the amount it would have cost to purchase a new machine and create room for it had we not improved our efficiency. “SPPI challenges us to question what we do every day and find a better way,” Ruhf says. “In the end, it's all about our patients.”

Finding efficiencies and cost savings will be important for all health networks nationwide. Financial forecasts show that hospital expenses are rising by 5 percent, while revenues are rising by just 2-3 percent. Lehigh Valley Health Network cared for more inpatients and outpatients than ever before this year. Still, our net margin—the amount we reinvest in facilities, programs, services and technology for our community—was \$36 million, less than last year and less than we anticipated.

As a charitable, not-for-profit organization, we are committed to using our community's resources wisely. It's why we're embracing SPPI. The better we can provide high-quality care while reducing costs, the more value we'll bring to you. That's an attribute we all can appreciate.



Transforming a Local Icon



Next year, Lehigh Valley Health Network administrative colleagues will move into Mack Trucks, Inc. World Headquarters in Allentown. Instead of leasing space in nine buildings across six locations, we will consolidate all administrative functions into one location. This will reduce lease payments and travel expenses. Most importantly, it will bring professionals from throughout our health network under one roof, allowing closely related departments to work together better. This move and expected efficiencies will save us more than \$1 million annually and keep a landmark building active and vibrant.

continuing our growth



You hear about it on the news, but what exactly is an electronic medical record (EMR)? “It’s a valuable communication tool,” says family physician Mark Wendling, M.D. (*below, left*). “It allows me to capture information such as a patient’s medication and immunization lists, and to show a patient how well her health is improving. It also helps me connect with other doctors and specialists in ways I never could.”

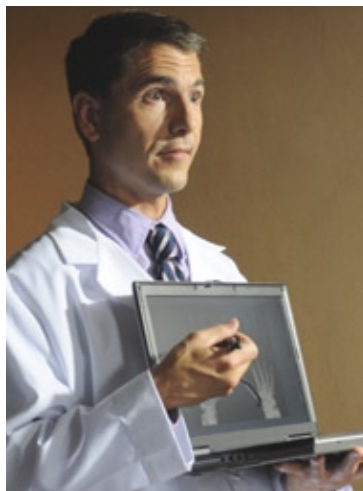
The use of EMRs is growing at Lehigh Valley Health Network. Such records currently are used by 160 of our doctors, and by the end of 2011, they will be in all Lehigh Valley Physician Group practices. As we grow to care for you, technology such as EMR will link our hospital with doctors’ offices across the region to provide integrated care.

Over the next few years, our health network’s growth will be measured by how well we connect with our community and with people in outlying areas. It’s why we’re growing the number of doctors on our medical staff, which now includes nearly 1,100 active physicians (an increase of 37 over last year). Lehigh Valley Physician Group includes 435 primary care and specialty doctors, and we hope to increase that number to 500 in the next year. We also signed affiliation agreements with two of our region’s largest primary care groups—Medical Associates of the Lehigh Valley and Lehigh Area Medical Associates.

We also grow by working with other hospitals. These partnerships allow our health network to provide specialty care in regions that otherwise would not receive it. We currently have partnerships with nine such hospitals, providing expert heart, emergency, trauma, burn and high-risk pregnancy care to people in Carbon, Luzerne and Schuylkill counties.

About Our Growth

- Our medical staff includes **1,090** active physicians.
- Lehigh Valley Physician Group includes **435** physicians.
- Our hospitals accommodated **63,743** inpatient admissions, observation and overnight stays, an increase of **4.5 percent**.
- We had **1.7 million** outpatient encounters, including doctor’s office, emergency room and home care visits. That’s an increase of 156,478.



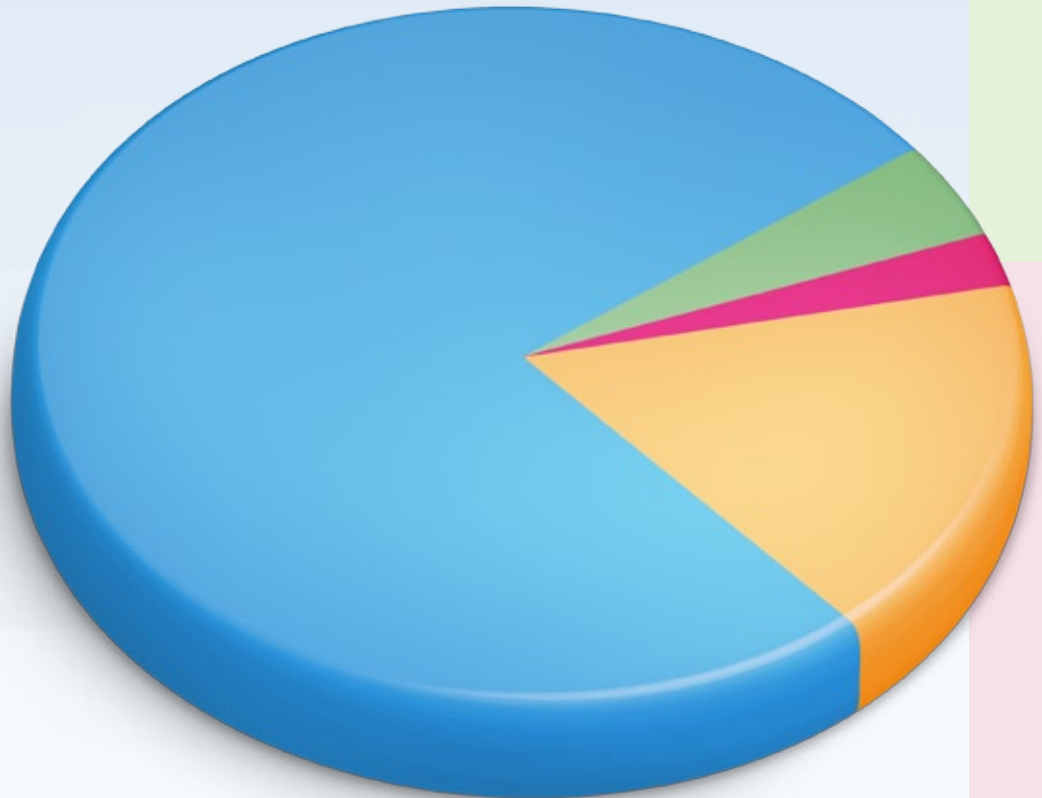


Lehigh Valley Health Network's community benefit – fiscal year 2009

Grand Total \$180,785,748
Total of our community benefit

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.



Direct Patient Care (\$137,529,001)

Medicare Shortfall*	\$59,583,558
The difference between Medicare and Medicare Managed Care payments and the cost of providing patient care.	
Medical Assistance Shortfall*	\$40,000,544
The difference between Medical Assistance and Medical Assistance Managed Care payments and the cost of providing patient care.	
Bad Debt	\$19,369,514
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	\$10,132,262
Free care for people unable to pay.	

Care for People Who Are Uninsured or Underinsured	\$7,504,463
Includes difference between clinic payments and costs for 40 primary and specialty clinics and related services.	
TRICARE Shortfall*	\$687,660
TRICARE is a federally funded health plan for military personnel, retirees and their families.	
Blue Cross Special Care Shortfall*	\$251,000
Blue Cross Special Care is a low-cost insurance plan for people who otherwise would be uninsured.	

**-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 (\$8,193,180)

Equivalent Value of Support for

Agencies and Municipalities \$2,730,302

Includes free physical exams for municipal workers and support for municipal health care costs, 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 the health network on owned and leased property.

Equivalent Value of

Volunteer Assistance* \$2,667,066

Includes 1,271 volunteers donating 129,863 hours.

Patient Care Community Activities \$1,476,828

Includes free flu shots, free medications for people unable to pay, free custom-fit garments for burn patients, portion of wages and benefits for pharmacy coordinators, 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 \$1,066,314

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 \$252,670

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

**-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 (\$4,757,485)

Health Promotion and

Disease Prevention \$1,080,755

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

Pastoral Care \$1,027,685

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 \$896,919

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

Emergency Education \$419,427

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

Lehigh Valley Hospital Cancer Center \$357,149

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.

Community Help Line \$312,071

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

The Caring Place \$301,285

Contribution to the operations of The Caring Place youth development center in Allentown.

AIDS Activities Office \$209,194

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.

Helwig Health and

Diabetes Center Programs \$153,000

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 (\$30,306,082)

Medical Education* \$16,128,540

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 library.

Nursing Education* \$12,062,773

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 \$1,834,227

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

Patient Education \$187,368

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

Tuition Assistance \$93,174

Includes tuition assistance not funded by grants.

**-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, 2009 and 2008

	<u>2009</u>	<u>2008</u>
Assets		
Current assets:		
Cash and cash equivalents	\$21,676	\$22,798
Patient accounts receivable, net	166,016	166,365
Prepays, inventories and other current assets	36,624	33,669
Assets limited under bond-debt service fund—current portion	17,336	8,162
Assets limited under primary professional liability and workers' compensation arrangements—current portion	<u>3,489</u>	<u>2,895</u>
Total current assets	<u>245,141</u>	<u>233,889</u>
Noncurrent assets:		
Assets whose use is limited or restricted:		
Assets limited by Board of Trustees for capital improvements	364,683	396,120
Assets limited by Board of Trustees for retained excess professional liability arrangements	19,265	15,121
Assets limited by management	21,990	22,636
Assets limited under bond indenture, bond construction, debt service, and debt service reserve agreements—held by trustee	19,850	37,455
Assets limited under workers' compensation arrangements—held by trustee	1,707	1,873
Assets limited under primary professional liability arrangements	29,323	16,909
Assets restricted by donors	102,583	121,839
Assets limited to fund-deferred compensation and other liabilities	25,784	33,755
Property and equipment, net	649,740	649,439
Partnership investments	24,968	21,207
Deferred financing costs, net and other noncurrent assets	<u>26,290</u>	<u>27,123</u>
Total noncurrent assets	<u>1,286,183</u>	<u>1,343,477</u>
Total assets	<u>\$1,531,324</u>	<u>\$1,577,366</u>
Liabilities and net assets		
Current liabilities:		
Accounts payable	\$40,641	\$32,460
Accrual for estimated third-party payer settlements	11,058	8,553
Accrued compensation	43,768	43,318
Other accrued expenses	28,364	23,813
Pension	2,075	1,752
Professional liability	2,652	2,224
Workers' compensation	857	721
Current portion of long-term debt	<u>10,550</u>	<u>6,606</u>
Total current liabilities	<u>139,965</u>	<u>119,447</u>
Noncurrent liabilities:		
Long-term debt, net of current portion	533,838	543,414
Deferred compensation and other liabilities funded with matching assets	25,784	33,755
Pension	169,185	56,471
Professional liability	47,042	40,040
Workers' compensation	1,707	1,873
Other liabilities	<u>23,636</u>	<u>15,130</u>
Total noncurrent liabilities	<u>801,192</u>	<u>690,683</u>
Total liabilities	<u>941,157</u>	<u>810,130</u>
Net assets:		
Unrestricted	487,584	645,397
Temporarily restricted	65,883	56,026
Permanently restricted	<u>36,700</u>	<u>65,813</u>
Total net assets	<u>590,167</u>	<u>767,236</u>
Total liabilities and net assets	<u>\$1,531,324</u>	<u>\$1,577,366</u>

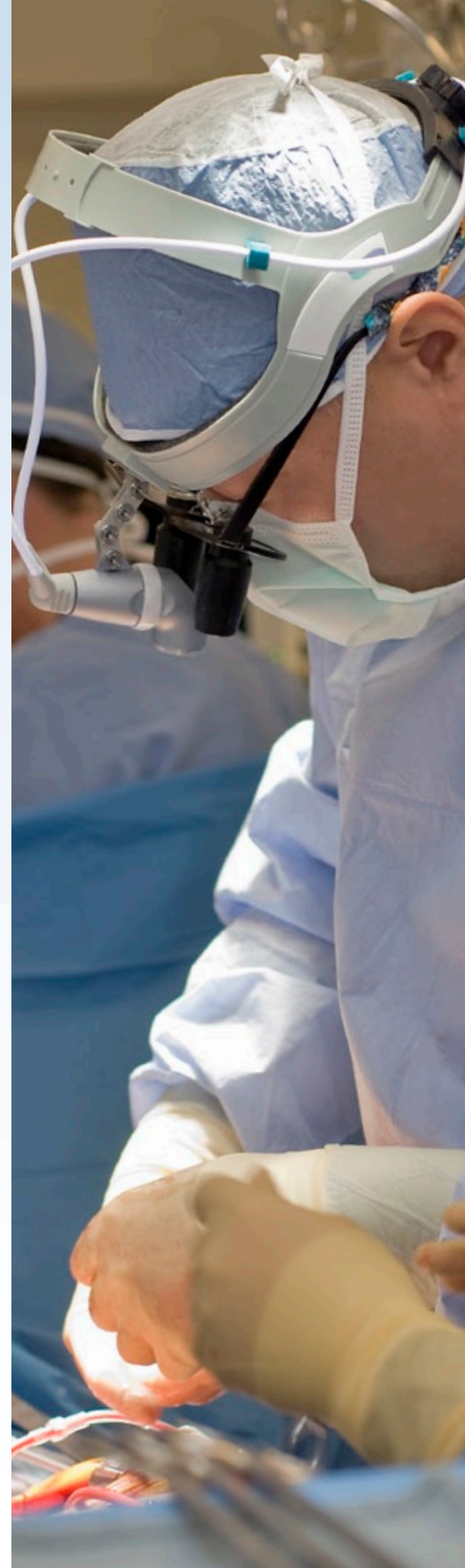
Combined Statements of Operations

(In Thousands) For the periods ended June 30, 2009 and 2008

	2009	2008
Patient services and supporting operations:		
Net patient service revenue	\$1,250,308	\$1,155,154
Other supporting operations revenue	37,908	34,777
Net assets released from restrictions used for operations	3,715	3,619
Total revenue	<u>1,291,931</u>	<u>1,193,550</u>
Expenses:		
Wages	545,744	519,747
Benefits	116,984	104,056
Supplies	228,351	214,424
Purchased services	132,376	121,934
Other	72,607	61,751
Depreciation and amortization	84,317	71,245
Bad debts	75,115	59,700
Total expenses	<u>1,255,494</u>	<u>1,152,857</u>
Patient services net margin	<u>36,437</u>	<u>40,693</u>
Interest expense	25,052	23,048
Operating income	<u>11,385</u>	<u>17,645</u>
Other revenue and expense:		
Realized investment earnings, gains (losses)	(15,252)	39,357
Provision for income taxes	(4,087)	(3,096)
Other nonoperating losses	(166)	(222)
Loss on refinancing of debt	0	(5,967)
Other revenue and expenses, net	(19,505)	30,072
Net available for community needs and debt repayment before non-cash gains (losses)	<u>(8,120)</u>	<u>47,717</u>

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).



Lehigh Valley Health Network

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transforming your hospital experience

Sarah Ochoa (*above*) just wanted to say thanks. The 29-year-old mother from Bethlehem marveled at the care the neonatal intensive care unit (NICU) gave to her newborn daughter, Addison, who recovered from a serious intestinal problem. She especially appreciated the daily rounds with neonatologist Lorraine Dickey, M.D. “I met with Addison’s entire care team,” Ochoa says. “It made me feel that my opinion counted.”

To show her gratitude, Ochoa joined Lehigh Valley Health Network’s Patient-Centered Experience (PCE) Advisory Board. It’s a group of community members who partner with hospital colleagues. The goal of the 10-year project: transforming hospital experiences for all patients.

Just one of the many PCE success stories so far: an increase in family presence, which eliminates traditional “visiting hours” wherever possible to allow families more time with their loved ones. “I know how important being there was for Addison and for us,” Ochoa says.

Connect With Us

Lehigh Valley Health Network is transforming in many ways, including the ways you can connect with us:

- **610-402-CARE**—Nurses and health experts will help you find a physician, make an appointment, arrange for a second opinion, answer your questions, register for health classes or subscribe to *Healthy You* magazine.
- **Lvhn.org**—Learn about our services. Use “Find a Doctor” to locate the right physician. Visit “Ask Our Expert” for insights on health topics. See the body in 3-D with “Human Atlas.” Compare our care with “Quality Results.”
- **Facebook**—Become our “fan” at facebook.com/lvhealthnetwork. You’ll receive regular news, tips, updates and event invitations.
- **Twitter**—At twitter.com/lvhn, you’ll find news updates and real-time “tweets” from our major events.
- **YouTube**—At youtube.com/lvhealthnetwork, you’ll find videos featuring doctors and other professionals, including our “Transforming Health Care” video.