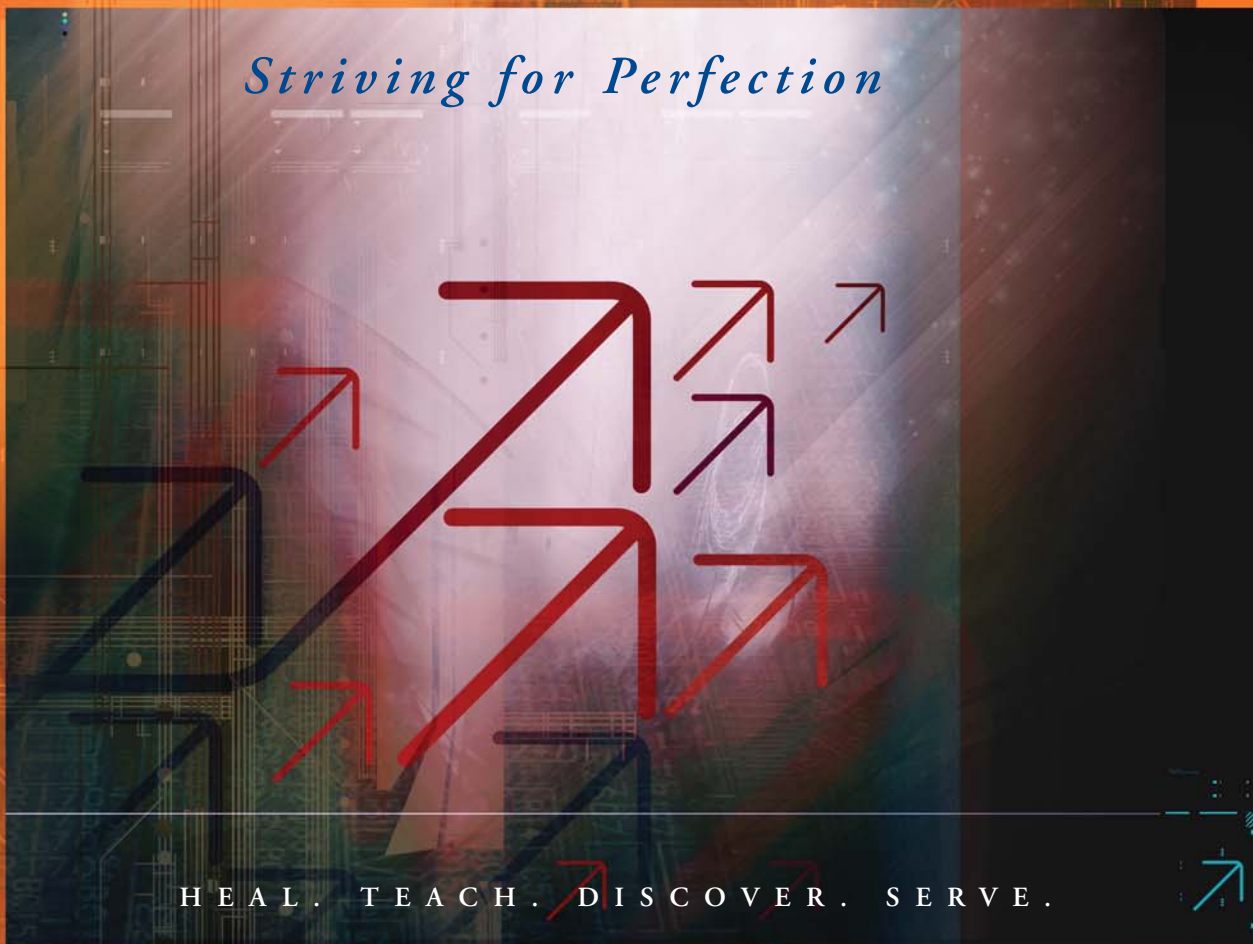


Quality

Geisinger

Striving for Perfection



HEAL. TEACH. DISCOVER. SERVE.

GEISINGER

2006 | ANNUAL REPORT

TABLE OF CONTENTS

Leadership Message2
The Vision4
The System12
Education22
Information Technology26
Research30
Recognitions36
Financial40
Appendices44



(1913) Board of Directors at groundbreaking of George F. Geisinger Memorial Hospital



"Mrs. Geisinger was a small, white-haired woman who wore gold-rimmed spectacles. She was invariably alert and cheerful. She constantly exhibited a lively interest in her surroundings, in her friends, and in local events. She possessed a keen sense of humor and was given to chuckling at the many things amusing her... I recall an amusing incident which suggests the modesty of Mrs. Geisinger's pretensions. I had purchased a phonograph, one of early vintage with a hand crank at its side and costing about \$100. Mrs. Geisinger was delighted with it and with the music it produced. One day she said to me, 'I wish I could afford one of those things.' Perhaps she was joking—I don't know."

—Harold Foss, *The Story of the George F. Geisinger Memorial Hospital*, Grit Publishing Company, Williamsport, Pennsylvania



Hospital Electric Ranges (1931)



Laboratory Research (circa 1920)



Nursery (circa 1945)



Heal. Teach. Discover. Serve.

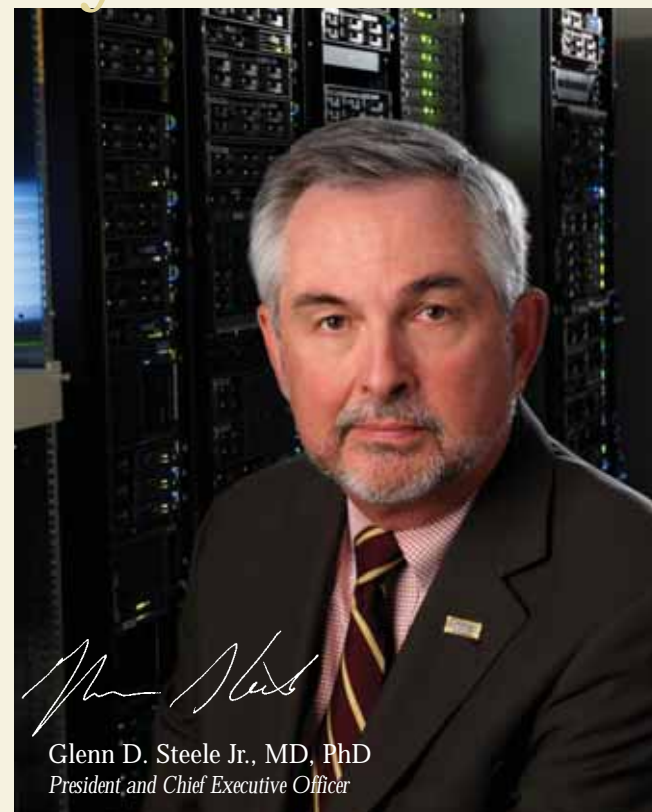
George F. Geisinger Memorial Hospital (circa 1915)

Leadership Message

Innovation. Quality.

More than five years ago, Geisinger established the “Vision for the Second Century.” That first five-year vision—grow clinical programs, extend our clinical market, expand education and research, and develop an entrepreneurial arm—has come to fruition. Geisinger has successfully created multidisciplinary, system-wide clinical service lines supported by more than 650 physicians, dedicated staff, and state-of-the-art technology. Geisinger’s “hub & spoke” service design extends care out into our communities. Approximately 55 Geisinger community clinic sites serve our 40-county region. These include community practice sites with primary and specialty care and ancillary services, as well as specialty outreach clinics. The addition of Geisinger South Wilkes-Barre now allows us the opportunity to serve that vibrant, but medically underserved neighborhood. Extensive and ongoing growth in research programs, facilities, clinical diagnostic and treatment programs, educational programs, and successful entrepreneurial spin-off companies ensure that we will leave a legacy for future generations, while serving as a national model for delivering high-quality, integrated clinical care.

Geisinger enjoys exciting collaborations with well-known and respected organizations—such as the Temple School of Medicine, the Philadelphia College of Osteopathic Medicine, the Fox Chase Cancer Center, Thomas Jefferson School of Nursing, the Pennsylvania Cancer Control Consortium, the March of Dimes, and IBM—as well as affiliations with numerous educational institutions. We continue to have mutually beneficial collaborations with hospitals and practices throughout our service area. We extend access to our nationally recognized electronic health record to more than 700 non-Geisinger users (physicians and their authorized office staff) for patients whose care we share—a boon to referring physicians who need to receive results of specialty care provided at Geisinger facilities. We also encourage patients to become proactive participants in their own healthcare by giving them access to their electronic health records and links to trusted medical information. To date, nearly 70,000 users have signed on for this type of confidential access. Along with other local hospitals and practices, Geisinger formed the Central Pennsylvania Regional Health Information Collaborative—the first regional health information organization (RHIO) in our area. We have also successfully competed for state and national funding to help kick-start this effort, a response to a national movement to share information technology that will improve patient care quality and safety by providing information when and where it is needed.



Glenn D. Steele Jr., MD, PhD
President and Chief Executive Officer

The diversity of our corporate portfolio includes a managed healthcare organization, four hospitals, our community practice sites, three outpatient procedure facilities, and for-profit entities that generate resources to support our mission of "...patient care, education, research, and community service." Geisinger remains fiscally sound. As you will see in this report, Geisinger has made exceptional advances that allow us to invest substantially in staff, facilities, and equipment to bring more quality programs to our communities and extend Geisinger Quality to new markets.

Geisinger Health Plan (GHP), our award-winning health insurance company, is one of the largest rural HMOs in the country and ranks as a national leader in disease management programs. Recognizing that the nation is moving toward pay-for-performance models (payment for meeting or exceeding established best practice guidelines), GHP and the Geisinger Clinic are working collaboratively to define and implement best practices—rooted in evidence-based care, quality outcomes, and patient satisfaction.



Geisinger is blessed to have a staff of dedicated employees who are not content to sit back and applaud their accomplishments. Rather, they have worked together this past year to create a new vision for the next five years. This Vision for the Next Five Years is built upon the success of past years. Our strategic priorities are:

- Geisinger Quality—Striving for Perfection
—*Providing the highest quality of care with complete focus on each patient*
- Expanding the Clinical Market
—*Bringing Geisinger Quality close to where patients live and work*
- Innovation
—*Disseminating creative problem-solving throughout our entire family*
- Securing the Legacy
—*Recognizing our employees as our most valuable resource*

We hope this report provides a summary of some of our achievements over the past two years, as well as our program goals to accomplish the Vision for the Next Five Years.

Geisinger Quality—Striving for Perfection

Clinical Market.

Securing the Legacy.

The VISION

Geisinger* prides itself on delivering quality healthcare to the residents of northeastern and central Pennsylvania. Geisinger's vision focuses on four major themes: *QUALITY*—providing outstanding healthcare across the system; *VALUE*—providing efficient and effective care at the right place and time; *PARTNERSHIPS*—working with all facets of business and the community; and *ADVOCACY*—promoting research and resources to improve healthcare, particularly as it applies to rural populations.

At the beginning of the twenty-first century, Geisinger developed a vision to ensure that the system would be viable for years to come. Programmatic areas included:

- building clinical programs and multidisciplinary service lines
- expanding the clinical market
- establishing the Center for Health Research and promoting the science of translational research
- developing an entrepreneurial arm (Geisinger Ventures)

Having successfully met this first set of goals, the Geisinger family worked collaboratively to identify four strategic priorities for the next five years—our **Vision for the Next Five Years**:

- Quality—Striving for Perfection
- Expanding the Clinical Market—providing care that is convenient and close to where patients live and work
- Innovation—developing leading-edge methods in patient care, research, education, and technology
- Securing the Legacy—recruiting, educating, and training our employees as the key to our future

Quality.

*Throughout this document the acronym GHS and the terms "system," "Geisinger," or "Geisinger Health System" refer to the entire healthcare system, comprised of Geisinger Health System Foundation (the foundation) as parent and all subsidiary corporate entities comprising the healthcare system.

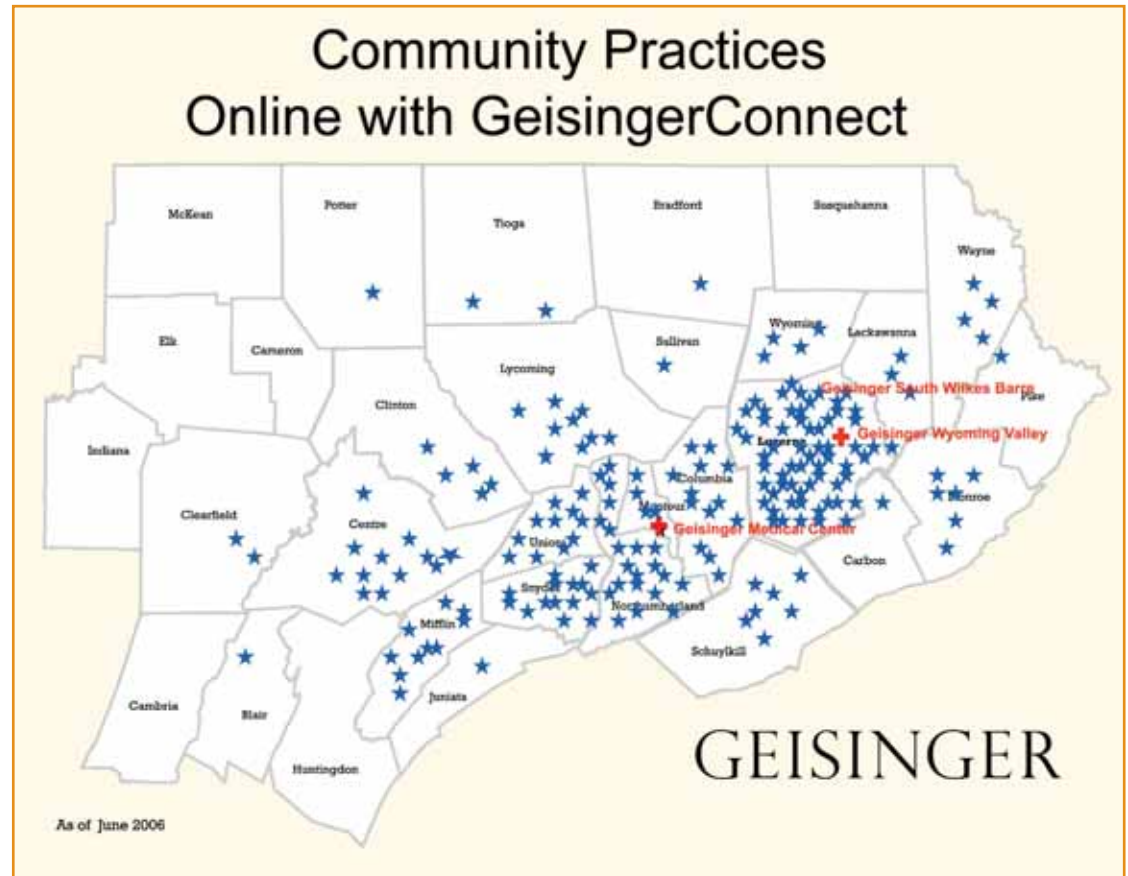
QUALITY—STRIVING FOR PERFECTION

Geisinger's commitment to quality drives every patient care decision. All employees view quality as their first and foremost responsibility. State-of-the-art tools and equipment support this quality mission. New technologies, such as diagnostic imaging systems and surgical and pharmaceutical robotics, play a large role in providing caregivers with tools to make the best decisions for each patient. For example, SimMan™ and SimBaby™, automated mannequins used to teach clinical methods and decision-making skills in realistic patient situations, reduce risks since technique proficiency is ensured before use on a patient.

Encouraging our patients and community physicians to take advantage of the ability to access our electronic health record (EHR) is an essential part of our vision. Geisinger is well beyond the halfway point of meeting its goal of 100,000 patients having access to the patient EHR connection—MyGeisinger—to view their records, communicate with their caregivers, make appointments, and research various medical topics through links to trusted medical information available on the Internet. Non-Geisinger physicians and their staff can access their patients' Geisinger EHR by using the GeisingerConnect/EMRLink portals and communicate electronically with Geisinger specialists and subspecialists (Figure 1).

The new Geisinger Quality Institute has been established to educate multidisciplinary clinical teams about providing integrated and reliable care, serving as a national model for quality healthcare. The Geisinger Quality Institute is working with several organizations—such as the Institute of Medicine, the Institute for Healthcare Improvement, and the Centers for Medicare and Medicaid Services—to develop strategies to ensure safe, effective clinical care.

(Figure 1)



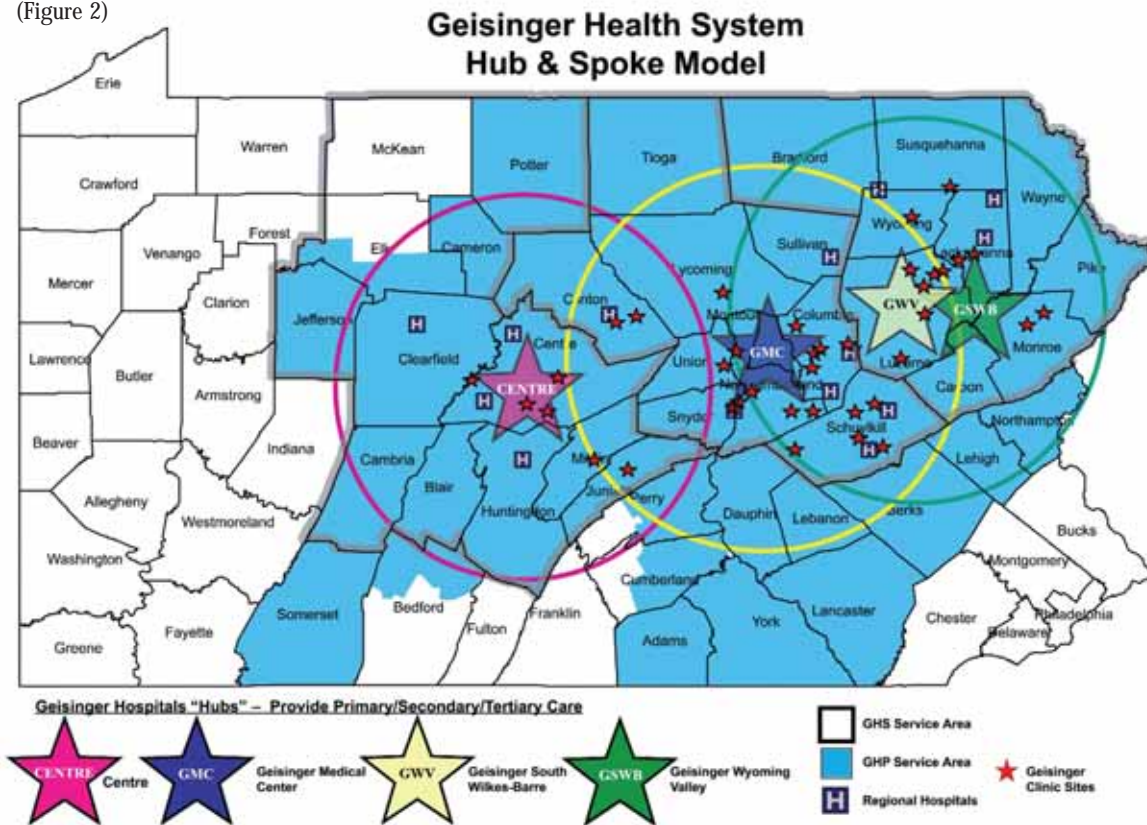
(Figure 2)

EXPANDING THE CLINICAL MARKET

Geisinger’s strategy for expanding its clinical market is based on our “hub & spoke” strategy, with three main hubs (Figure 2):

- Geisinger Medical Center (GMC)
- Geisinger Wyoming Valley Medical Center (GWV) and Geisinger South Wilkes-Barre (GSWB)
- The Centre County/State College region

Frequently, patients’ initial contact with Geisinger is through the 38 Community Practice Service Line (CPSL) clinic locations, where convenient primary and specialty care is provided. Ancillary services (e.g., laboratories, imaging centers, and physical therapy facilities) are also located in the CPSL clinics. Over the past three years, Geisinger’s inpatient and outpatient volume has steadily increased under this strategy. Further expansion is based on opportunities identified in each market. For example, the Centre County/State College area is rapidly growing. Geisinger is responding to this growth by expanding the current facility to include family medicine and gastroenterology services. Construction is also underway for a new facility in Patton Township to house primary care services for adults and children, as well as specialists in areas such as internal medicine and obstetrics/gynecology. At times, other strategies may be more effective, such as the acquisition of Geisinger South Wilkes-Barre in December 2005, where we proudly continue the tradition of excellence that began with its founding in 1896.



Geisinger also continues to seek strategic partnerships and joint ventures with other healthcare providers who have similar visions. In 2005, The Henry Cancer Center at Geisinger Wyoming Valley entered into a partnership with the Fox Chase Cancer Center to develop new strategies to prevent and treat cancer, enhance cancer research, and extend opportunities for patients to participate in clinical trials. Geisinger is also collaborating with the Thomas Jefferson School of Nursing; in 2006, the first class of registered nurses graduated from this program. The system also continues to remain active in community organizations, relying on the input of our advisory councils (Appendix 1) to recommend direction on community strategies and issues.

MASTER FACILITIES PLAN

Geisinger's Master Facilities Plan responds to the need for new and renovated facilities that support clinical and research programs. Major expansions are planned across the system—evidence of Geisinger's commitment to growth.

COMMUNITY PRACTICE

Pottsville—A new clinic opened with primary care, specialty outreach, and ancillary services.

State College Gray's Woods—Construction is underway for a new 63,000-square-foot, full-service, ambulatory care clinic building. A wide range of services will include primary care, specialty outreach, women's health, and ancillaries (including diagnostic imaging).

State College Scenery Park—A 15,000-square-foot expansion added space for a new family practice physician and an expansion of the endoscopy suite.

Wyoming County—A new 25,000-square-foot clinic consolidated the Meshoppen, Tyler, and Tunckhannock clinics.

GEISINGER MEDICAL CENTER

Danville Campus—Groundbreaking for the new GMC Hospital for Advanced Medicine occurred in June 2007. This 308,000-square-foot building will open in the spring of 2010. Costing \$100 million, this facility adds bed space, a cardiology clinic, non-invasive labs, and operating rooms. The design allows for future expansion of food services, interventional cardiology, and additional clinics and/or beds.

Foss Home—Expansion of the Foss Home, expected to be completed in late 2007, will add nearly 24,000 square feet to the original home of Dr. Harold Foss. Maintaining the original building while adding space allows for much needed infrastructure upgrades.

Geisinger Center for Health Research—This \$21 million, 63,000-square-foot, state-of-the-art facility houses researchers, clinician investigators, and staff, as well as



Rendering of Foss Home at completion

the Health Sciences Libraries. Innovative lecture, meeting, and conference space is also included.

Geisinger Pavilion—The second and third floors were renovated and reopened as inpatient units, adding 39 beds.

Knapper Clinic—The second floor was renovated for the hematology/oncology clinic.

Parking—A new employee parking lot with a capacity of 360 spaces was constructed on the northwest corner of the campus.

Woodbine Lane—A new sports medicine clinic and two new surgical suites were added to the GMC-Woodbine Ambulatory Center. Also, design is underway for additional services, including dermatology and pain therapy, and for expansion of the outpatient surgery suite.

GEISINGER WYOMING VALLEY

Critical Care—Construction is underway for a new five-story 136,000-square-foot building to include an emergency department, an operating room suite, an ICU, two shell floors, and a roof helipad.

Medical Surgical—The fifth and sixth floors were renovated for an 18-bed step-down unit and for expansion of the endoscopy suite.

Valley Surgery Center—A new fertility clinic opened in July 2005.

GEISINGER SOUTH WILKES-BARRE

Acute Care for the Elderly—Inpatient accommodations are planned for this multi-disciplinary program.

Cardiac Catheterization Lab—Family waiting room, patient holding, and recovery areas are being improved.

Emergency—Upgrades are being made to the triage area, waiting area, and nurses' station.

Inpatient Rooms—Renovations are underway to double the number of private rooms.

Orthopaedic Joint Center—A medical/surgical unit is being renovated to address the needs of total joint replacement patients.

Outpatient Infusion Area—Design and development of a new infusion suite has begun.

Sleep Center—The sleep center is being renovated and expanded.

MARWORTH ALCOHOL & CHEMICAL DEPENDENCY TREATMENT CENTER

Counselors' Wing—Groundbreaking for the new Counselors' Wing took place in May 2007.

INNOVATION

Innovation is pursued at many levels throughout the system. Geisinger Ventures, the corporate venture arm of Geisinger Health System, supports the system's vision through industry partnerships, licensing new businesses, introducing new technologies, supporting new models of care delivery, and fostering an entrepreneurial spirit throughout the organization. Generated capital is invested in the health system's core: mission-based programs. Geisinger Ventures' growing portfolio includes:

- **ISS Solutions**, an information technology and clinical engineering services company with more than 200 clients throughout the mid-Atlantic region
- **SureHealth/CareSite®**, a retail and institutional pharmacy with more than a dozen pharmacies in Pennsylvania and Arizona
- 8 • **CareWorks Convenient HealthCare®**, a provider of convenient and safe walk-in medical services in common retail settings; our first retail partner is Weis Markets, a Fortune 1000 supermarket company based in Sunbury, Pennsylvania, operating 157 stores in six states
- **MedMining**, an information services company providing custom reporting, clinical trial preparation services, and clinical trial services to the pharmaceutical industry
- **SignalPlex**, an early-stage biopharmaceutical company developing anti-angiogenesis compounds for age-related macular degeneration (co-founder, Janet Robishaw, PhD)
- **Niche Genomics**, a start-up molecular diagnostics and therapeutic research and development company focusing on obesity, developing a new proprietary method for disease management—a non-invasive test for non-alcoholic steatohepatitis and related conditions

CAREWORKS®—CONVENIENT HEALTHCARE CLINICS

Together with Weis Markets, Geisinger has begun opening medical clinics inside grocery stores to provide convenient, affordable healthcare. The first CareWorks® clinic in Weis Markets opened in Clarks Summit (near Scranton) in 2006. The second clinic opened in early 2007 at a Weis Market in Allentown. Additional clinics are planned to open over the next few years. These in-store clinics, staffed by certified nurse practitioners and physician assistants, are the first in the region to offer routine tests and quick, convenient, and

affordable treatment for minor common illnesses. Unlike most other retail clinic providers, the health professionals at CareWorks® have the advantage of being linked to a top-ranked health system with a nationally renowned electronic health record that ensures safety, accuracy, and quality control and provides continuity of care in Pennsylvania. Each CareWorks® clinic offers extended hours to accommodate the needs of busy moms, workers “on-the-go,” and families. Price transparency is another important feature with prices posted in front of the clinic. No appointment is needed, and there is little or no waiting time. If any waiting is required, pagers are available to the patients so that they can begin their shopping and then return to the clinic when paged for service. CareWorks® even provides a dedicated parking space in the lot and a safe space for clients' shopping carts while they are being seen.



Developed and operated by Geisinger Ventures, the system's entrepreneurial arm focused on technology and innovation, CareWorks® clinics provide treatment for most common medical problems—sore throat, bronchitis, ear infections, minor sprains and strains, flu symptoms, and pinkeye—cholesterol testing and other health screenings, sports and camp physicals, immunizations, and laboratory tests.

Geisinger Ventures has a strong role in community and economic development, serving as a catalyst for business growth in areas where Geisinger possesses unique expertise. Ventures is a founding member of the Greater Susquehanna Valley Keystone Innovation Zone, along with partners Bloomsburg University, Bucknell University, Susquehanna University, the Columbia Alliance for Economic Growth, and the Ben Franklin Technology Partners of Northeast Pennsylvania.

Geisinger's ongoing collaboration with local hospitals and referring physicians serves as a national model for providing state-of-the-art healthcare across a large geographical area. Along with regional partners, Geisinger formed the Central Pennsylvania Health Information Collaborative, a regional health information organization (RHIO)

to connect regional healthcare professionals electronically with clinical information on shared patients—ensuring the best, safest, and most convenient patient care.

Geisinger Health Plan and Geisinger Clinic are developing innovative pay-for-performance (P4P) initiatives and leading this national movement to motivate and reward clinical care based on best practices, improved clinical outcomes, and patient satisfaction. Led by Alfred Casale, MD, FACC, FACS (surgical director, Geisinger Heart Institute), an elective coronary artery bypass graft (CABG) P4P program has been in place since February 2006. This program, called CABG ProvenCareSM, uses a single, fixed-price package of cardiac care, which includes pre-operative, in-patient, post-operative, cardiac rehabilitation, smoking cessation counseling,

and management of all surgical complications that develop within 90 days following surgery. Forty CABG best practices were identified and hardwired by developing both electronic and process tools, including EHR order sets, operative time-out processes, and ongoing education of cardiac staff. More than 100 patients have had CABG through this ProvenCareSM model, which was highlighted in a recent *New York Times* front-page article (see Pay-for-Performance, page 11). An abstract on this project was recently accepted for presentation by the American Surgical Association; a full manuscript will be authored.

Other innovations resulting from findings in Geisinger's research centers are covered in the research section of this report.

Securing the Legacy.

SECURING THE LEGACY

Geisinger recognizes that its most valuable resource for a successful future is its outstanding employees. To recruit and retain the best employees, it is necessary to provide challenging careers, growth opportunities, and work environments that value creativity and partnerships. Training and mentoring physicians, residents, medical students, nurses, technicians, pharmacists, administrative leaders, and support staff provide a pipeline for our successors. Our obligation to the next generation of our family members means developing effective and targeted recruitment and retention strategies; creating career tracks to develop internal staff and retain the highest-quality employees; aligning rewards and incentives with system strategies; creating a workplace that encourages growth, creativity, collegiality, diversity, and professionalism; providing innovative, state-of-the-art technology; developing internal education programs and leadership development programs; and providing a physical environment conducive to productivity and success.



Ron Paulus, MD, MBA

NATIONALLY RECOGNIZED EXPERT JOINS GEISINGER

Ronald A. Paulus, MD, MBA, nationally recognized for his expertise in healthcare services, health information technology, and quality improvement, joined Geisinger in 2005. Dr. Paulus serves as chief technology and innovation officer for Geisinger and is responsible for designing new models to transform care by using technology to automate clinical processes and ensure safety. He also leads the effort to create scalable and sustainable business models. Dr. Paulus leads new projects that leverage health information technology, research and outcomes data, and care management capabilities. He identifies potential commercialization opportunities—including new businesses, license arrangements, and partnerships—that allow Geisinger to invest in its core mission of patient care, education, research, and community service. Dr. Paulus also serves on a variety of national panels and workgroups.

100,000 LIVES CAMPAIGN

Geisinger is an active participant in the Institute for Healthcare Improvement's 100,000 Lives Campaign. The Institute for Healthcare Improvement (IHI) is a not-for-profit organization focused on improving healthcare throughout the world. IHI is a catalyst for change—cultivating and implementing innovative concepts for improving patient care. Thousands of healthcare providers, including many of the finest hospitals in the world, participate in IHI's groundbreaking work.

With its initial goal of preventing 100,000 US hospital deaths by June 2006, the 100,000 Lives Campaign promotes clinical process changes that improve patient care and safety. The campaign is the first of its kind to specify the number of lives to be saved. The 100,000 Lives Campaign focuses on improving six areas, and Geisinger has teams working in all six areas, in addition to a team focused on sepsis.

The six focus areas are:

- Deploying rapid-response teams
- Delivering reliable, evidence-based care for acute myocardial infarction
- Preventing adverse drug events by implementing medication reconciliation
- Preventing central line infections
- Preventing surgical site infections
- Preventing ventilator-associated pneumonia

On June 14, 2006, the campaign leadership announced that 122,342 lives have been saved in more than 3,000 hospitals. But, it doesn't stop there. More than 100 members of Geisinger's staff continue to work in these six areas with a focus on process reliability—teams working to implement and *sustain* all six improvement areas.

Quality.

HEAL. TEACH. DISCOVER. SERVE.

PAY-FOR-PERFORMANCE

Serious gaps remain between quality of care and the historical fee-for-service payment model. Fee-for-service payments perversely provide rewards for less than optimal clinical care. The national movement toward pay-for-performance (P4P) creates a new business model. P4P programs focus on quality, service, and cost with goals of preventing avoidable clinical complications, reducing costs, and increasing productivity.

Geisinger plans to be the first to market a successful P4P program and garner national recognition by guaranteeing a significant level of clinical performance. The overlap between our physician practice, our hospitals, and our health plan form the “sweet spot”—where P4P models can be designed and tested, and outcomes can be measured with our electronic health record providing timely data.

Geisinger’s most evolved acute care P4P model—elective coronary artery bypass graft surgery (CABG)—started in February 2006. CABG was selected because it has a sufficient volume of cases, authoritative guidelines, standardized risk-adjusting models for prediction of outcomes, and comprehensive benchmarks. Geisinger’s cardiac surgeons reviewed the 2004 ACC/AHA guidelines and translated them into 40 verifiable behaviors. Processes of care were then defined for this target patient group. A user workgroup positioned the 40 best-practice behaviors within a new ProvenCareSM process of care and computerized them by developing tools (e.g., EHR order sets and time-out policies). A single,

fixed-price cost structure was then developed, including preoperative work-up, in-patient care (including surgery), post-operative care, cardiac rehabilitation, smoking cessation counseling, and management of all surgical complications that develop within 90 days after surgery.

Recently highlighted in the June 14, 2007 issue of *The New York Times*, Geisinger’s CABG P4P provides a process template for other P4P programs, such as joint replace-

ment, cataract surgery, and acute myocardial infarction.

As a participant in the Centers for Medicare and Medicaid Services’ demonstration project, Geisinger has also developed algorithms of care (ProvenCareSM) to ensure that system-level consensus is reached regarding objectives and standards for chronic disease care.

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The SYSTEM

In 1915, when Abigail Geisinger founded the George F. Geisinger Memorial Hospital in memory of her husband, she laid the foundation for the mission of the Geisinger Health System—to enhance the quality of life through an integrated health service organization based on a balanced program of patient care, education, research, and community service. The system’s unique history and tradition as a physician-led medical provider has resulted in a fully integrated healthcare system with more than 650 physicians serving a population of more than 2.6 million people throughout central and north-eastern Pennsylvania. Table 1 shows total patient volume for the system.

TABLE 1 | Patient Volume

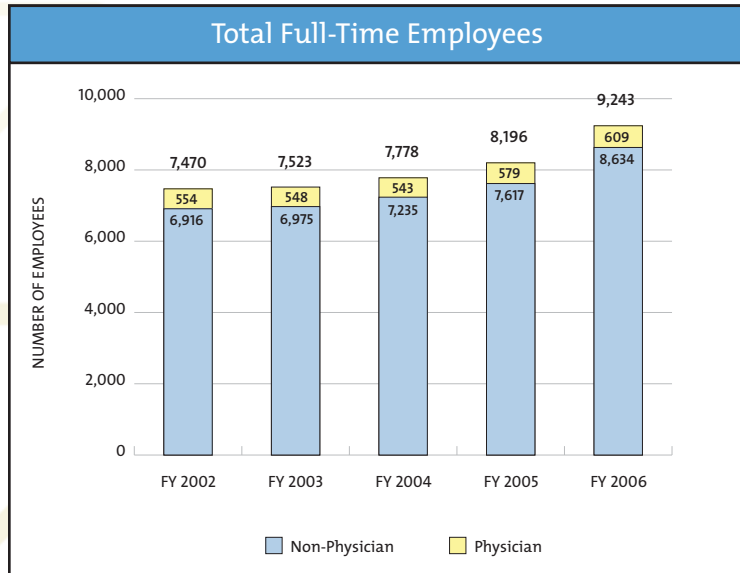
	FY06*	FY05
Discharges from inpatient units	36,957	31,429
Outpatient visits (including Community Practice Service Line)	1,541,799	1,540,336
Outpatient surgeries	18,620	16,218
Emergency room visits	80,415	65,849
Patients transported by LifeFlight®	2,651	2,557

*Includes seven months of GSWB, acquired December 2005

Geisinger Health System is comprised of several complementary components:

- **Geisinger Clinic (GC)**—a multispecialty physician group practice with approximately 650 physicians and nearly 55 practice locations (primary care and specialty outreach)
- **Geisinger Medical Center (GMC)**—a large tertiary/quaternary care teaching hospital located in Danville, Pennsylvania, with an outpatient surgery center located near the GMC campus—GMC Outpatient Surgery Center—Woodbine Lane
- **Geisinger Wyoming Valley Medical Center (GWV)**—an acute/tertiary care hospital located in Wilkes-Barre, Pennsylvania, with a nearby ambulatory surgery facility—GWV Outpatient Surgery Center
- **Geisinger South Wilkes-Barre (GSWB)**—an acute care hospital with a long tradition of supporting residents in South Wilkes-Barre
- **Marworth Alcohol & Chemical Dependency Treatment Center**—an inpatient and outpatient treatment center located in Waverly, Pennsylvania
- **Geisinger Health Plan (GHP)**—one of the largest rural not-for-profit managed care companies in the country

Governed by a board of directors (Appendix 2), the Geisinger Health System Foundation is a 501(c)3 not-for-profit corporation serving as the parent organization that establishes Geisinger’s management policies and strategies. While the foundation does not provide healthcare services to patients, it oversees the financial matters of all of Geisinger’s affiliated entities (Appendix 3) and ensures sufficient funding to fulfill their missions, grants, and other philanthropic activities that benefit the system.



GEISINGER CLINIC

Geisinger Clinic (GC) is a group medical practice of approximately 200 primary care physicians and 450 medical, surgical, and pediatric specialists. As one of the largest ambulatory care programs in Pennsylvania, the clinic provides high-quality healthcare services and education in community locations convenient to patients. These physicians diagnose and treat patients at 38 community practice locations, most of which include ancillary services (e.g., radiology and laboratory), and at Geisinger’s three hospitals (Geisinger Medical Center, Geisinger Wyoming Valley Medical Center, and Geisinger South Wilkes-Barre). Geisinger Clinic physicians also perform outpatient procedures at its three ambulatory locations—one in Danville and two in Wilkes-Barre.



Geisinger Clinic in Pottsville

GEISINGER MEDICAL CENTER

As the largest tertiary/quaternary care teaching hospital in northeastern and central Pennsylvania, Geisinger Medical Center (GMC) is licensed for 394 beds (excluding nursery beds). It is located on the system's main campus in Danville, Pennsylvania. Also located on that campus is the Ronald McDonald House, the House of Care (for adult cancer patients and their families), the Sigfried and Janet Weis Center for Research, the Geisinger Center for Health Research, and the Geisinger HealthSouth Rehabilitation Hospital**. GMC's patient volume is noted on Table 2.



GMC Outpatient Surgery—Woodbine Lane

TABLE 2 | Geisinger Medical Center Patient Volume

	FY06	FY05
Discharges, including nursery and the Children's and Women's Hospital	22,704	21,957
Total average length of stay (days)	4.8	4.6
Outpatient visits	461,793	478,783

Clinical Market.

GMC operates an active Level-I Regional Resource Trauma Center that received a full three-year accreditation (through 2009). Geisinger also maintains additional qualifications in pediatrics, including one of seven pediatric trauma programs in Pennsylvania. LifeFlight®, a regional helicopter ambulance service staffed by Geisinger physicians and nurses, provides advanced medical and life support care to critically ill and injured patients. LifeFlight® transport volume is noted in Table 3.

TABLE 3 | Air Ambulance Transports 05–06

	FY06	FY05
Geisinger Medical Center	2,004	1,941
Geisinger Wyoming Valley	30	21

The Women's Health Pavilion, located on GMC's campus, is a comprehensive health center for women. The pavilion offers a full range of specialty services, including obstetrics and gynecology, maternal-fetal medicine, fertility, urogynecology, and gynecologic oncology. Outpatient services, such as mammography and bone density screenings, are also available. The Women's Health Pavilion also offers a state-of-the-art maternity facility that delivers over 1,500 babies each year.

**HealthSouth/GHS Limited Liability Company is a limited-liability company representing a joint venture between Geisinger Medical Center and HealthSouth Corporation to develop, manage, finance, and operate a freestanding rehabilitation hospital (Geisinger Rehabilitation Hospital). HealthSouth/GHS Limited Liability Company also develops a network of outpatient rehabilitation centers and other programs for Geisinger patients.



The Janet Weis Children's Hospital

The Janet Weis Children's Hospital, a fully accredited pediatric hospital licensed for 80 beds, consolidates more than 25 specialties in neonatal, pediatric, and adolescent medicine and surgery. It also houses the Pennsylvania Kiwanis Children's Heart Center. The neonatal intensive care unit (NICU) is an accredited, Level III critical care center. In 2005, the Janet Weis Children's Hospital NICU became the first rural hospital in the nation to offer the March of Dimes NICU Family SupportSM program. This program helps alleviate the emotional distress and confusion common to families whose babies are born prematurely or with serious medical conditions. Built upon a family-centered philosophy and incorporating NICU families into every level of the project, NICU Family SupportSM is being implemented through March of Dimes chapters nationwide. The service will be offered in more than 50 NICUs by 2007. The Children's Hospital's Pediatric Intensive Care Unit is a component of the Level I pediatric trauma center. Both ICUs are staffed 24 hours a day by a team of neonatologists and pediatric specialists.

GMC Outpatient Surgery—Woodbine Lane is a 33,000-square-foot outpatient surgery center that offers surgical and endoscopic procedures, a sports medicine program, and a fitness center. Opened in January 2005, Woodbine Lane averages 30 to 35 surgical procedures and about 25 endoscopic procedures each day. The center is staffed by a team of board-certified anesthesiologists, nurses, certified registered nurse anesthetists, surgical technicians, sports medicine and rehabilitation center specialists, and Geisinger fitness professionals.

GEISINGER WYOMING VALLEY

Located in Wilkes-Barre, Pennsylvania, Geisinger Wyoming Valley (GWV)—an acute/tertiary care hospital licensed for 177 beds and 16 bassinets—provides comprehensive healthcare services including pediatrics, sleep disorders, cardiology services, orthopaedics, and cancer care. Like the emergency department at GMC, the GWV emergency department offers fast-track care for those patients not requiring full trauma treatment. Patient volume for GWV, including the Heart Hospital and Geisinger Fox Chase Henry Cancer Center, is shown in Table 4.

The Janet Weis Children’s Hospital pediatric unit at GWV is modeled after the GMC Janet Weis Children’s Hospital. In addition to general pediatric care, GWV’s pediatric unit is supported by over 40 board-certified pediatric specialists in more than 25 specialties, such as cardiology, endocrinology, pulmonology, nephrology, and pediatric echocardiography.



Geisinger Wyoming Valley Medical Center

TABLE 4 | Geisinger Wyoming Valley Patient Volume

	FY06	FY05
Discharges (including the Heart Hospital)	8,975	8,265
Total average length of stay	4.4	4.5
Outpatient visits	307,883	251,408

The **Henry Cancer Center** partners Geisinger with the Fox Chase Cancer Center—one of the first institutions to be designated as a National Cancer Institute Comprehensive Cancer Center—to provide a full range of diagnostic and treatment options, including clinical trials for most adult cancers. This collaboration focuses its research activities on prevention strategies, diagnostic techniques, and advanced treatment for patients at the Henry Cancer Center. Both Geisinger and Fox Chase benefit from joint recruitment and retention efforts (particularly in medical and surgical oncology) and in joint submission for funded research, capitalizing on the strengths of each organization.

The **Heart Hospital at GWV** is dedicated entirely to heart care, providing diagnostic and treatment services for cardiac problems. It also supports many research projects investigating causes, treatment, and prevention of cardiac disease. The physicians at The Heart Hospital use minimally invasive surgical techniques whenever possible, expediting and easing a patient’s recovery.



Geisinger Fox Chase Henry Cancer Center

Securing the Legacy.



The Heart Hospital at GWV

Cardiac services include testing procedures, such as nuclear stress testing and trans-esophageal echocardiography; minimally invasive procedures (such as Angio-Jet—a catheter-based system to remove clots); cardiac catheterization and angioplasty; major cardiac surgery (e.g., valve reconstruction and heart replacement); and full rehabilitation programs to help people maintain a heart-healthy lifestyle. GWV is an accredited Chest Pain Center as designated by the Society of Chest Pain Centers.

Geisinger Wyoming Valley Medical Center Outpatient Surgery Rt. 315 is a state-of-the-art center that offers the convenience of same-day surgery in many specialties, such as plastic surgery, ophthalmology, gynecology, urology, otolaryngology, gastroenterology, podiatry, and orthopaedics. It has four fully equipped surgical suites, an eight-bed recovery room, and four preoperative rooms. In FY05, 3,452 surgical procedures were performed at this outpatient center; 3,068 were performed in FY06. The center is staffed with a team of trained anesthesiologists, nurse anesthetists, nurses, and surgical technicians.



Geisinger Wyoming Valley Medical Center
Outpatient Surgery Rt. 315



Marworth Alcohol & Chemical Dependency Treatment Center

MARWORTH ALCOHOL & CHEMICAL DEPENDENCY TREATMENT CENTER

Marworth Alcohol & Chemical Dependence Treatment, which is licensed by the Pennsylvania Department of Health and accredited by the Joint Commission on the Accreditation of Healthcare Organizations, opened in 1982, providing three levels of treatment for alcohol- and drug-dependent patients: outpatient treatment, intensive outpatient treatment with partial hospitalization, and inpatient detoxification and rehabilitation. The center is nationally recognized for its specialized programs in treating healthcare professionals, as well as firefighting and law enforcement professionals. Most of Marworth's patients are residents of Pennsylvania, New Jersey, or New York City. Table 5 shows patient volume for Marworth.

TABLE 5 | Marworth Patient Volume

	FY06	FY05
Discharges	1,230	1,207
Total average length of stay	20.9	20.2
Outpatient visits	3,234	3,051



Geisinger South Wilkes-Barre

GEISINGER SOUTH WILKES-BARRE

Geisinger acquired South Wilkes-Barre (GSWB) in December 2005. Originally opened in 1898, GSWB is a fully accredited hospital licensed for 210 beds, including 20 skilled nursing beds, 10 adolescent psychiatry beds, and 180 medical-surgical beds. GSWB offers a wide range of services, including a 24-hour-a-day emergency room, a fully accredited sleep disorders center, and a heart center that features comprehensive diagnostics, cardiac catheterization, surgical, and cardiac rehabilitation services. Table 6 shows GSWB volumes since its acquisition in December 2005.

TABLE 6 | **Geisinger South Wilkes-Barre Patient Volume***

	FY06
Discharges	4,048
Total average length of stay	5.8
Outpatient visits	44,643

*Seven months (December 2005–June 30, 2006)

GSWB LEADER ANNOUNCED

On December 7, 2005, Geisinger appointed John Wiercinski as chief administrative officer of Geisinger South Wilkes-Barre. A native of Dickson City, Mr. Wiercinski formerly served as the president and chief executive officer at Shamokin Area Community Hospital.



John Wiercinski

Mr. Wiercinski earned his master's degree in hospital and health administration from Xavier University in Cincinnati, Ohio, and his bachelor's degree in human resources at the University of Scranton. He is a diplomat of the American College of Healthcare Executives and a board member of the Pennsylvania Rural Health Initiative and the Pennsylvania Rural Stroke Initiative.

SERVICE LINES

Two service lines are highlighted in this report: Women's Health and Laboratory Medicine.

WOMEN'S HEALTH SERVICE LINE

Medical Director: Eric Bieber, MD

Administrative Leader: Ruth Nolan, PhD, CRNC

The Women's Health Service Line provides comprehensive care for women from their teenage years through their geriatric years. The mission of this service line is to provide the highest level of patient care and education to women in our service area. Providers are located in Lewisburg, Bloomsburg, Lock Haven, Tunkhannock, Dallas, Lewistown, Shamokin, Sunbury, Patton Forrest, Philipsburg, Mount Pocono, the GWV Medical Center, and the GMC Danville campus. These facilities offer the full range of advanced technology and care. Specialty care services include obstetrics/gynecology, maternity, maternal fetal medicine, fertility services, urogynecology, gynecology/oncology, and menopause. The Women's Health Service Line also sponsors numerous community events and community outreach.

LABORATORY MEDICINE SERVICE LINE

Medical Director: Conrad Schuerch III, MD, FACP

Administrative Leader: Therese Snyder

The Laboratory Medicine Service Line is comprised of 15 board-certified pathologists, highly experienced in diagnostic interpretation of tissue specimens. The pathologists are supported by a technical staff, skilled in preparing the tissues and, when necessary, performing ancillary procedures using state-of-the-art technologies in routine histochemistry, immunohistochemistry, flow cytometry, electron microscopy, and molecular diagnostics. The collective expertise of the pathologists includes dermatopathology; breast and gynecologic pathology; hematopathology; immunopathology; and urologic, renal, oncologic, hepatic, gastroenterologic, pediatric, pulmonary, and endocrine pathologies. Consultative services that provide guidance for additional diagnostic work-up, prognostic information, pathogenetic insight, and therapeutic direction are available.

Four primary information systems manage the medical laboratory: A Misys Laboratory Information System® for the clinical laboratory, a Cerner/DHT CoPathPlus® Client Server System for anatomic pathology, MediWare's LifeLine® system for Blood Bank in the north-central and eastern regions, and GMLink for ordering and resulting lab studies over the Internet. A results-reporting interface is also available to the EHR from all of the lab's systems.

Jeffrey Prichard, DO, is the director of quantitative pathology in the department of laboratory medicine at Geisinger. He completed his internship at the Metro Health Center in Erie, Pennsylvania,



Jeffrey Prichard, DO

and earned his doctorate of osteopathic medicine at the Kirksville College of Osteopathic Medicine in Kirksville, Missouri. Dr. Prichard completed his residency and fellowship in pathology and surgical pathology (respectively) at Allegheny General Hospital. Prior to his appointment at Geisinger, he was associate pathologist and director of laboratory informatics in the department of pathology at Allegheny General Hospital. He has received the College of American Pathology's Pathology

Informatics Resident Award and the Armed Forces Institute of Pathology's Visiting Fellowship Award. Dr. Prichard is board-certified in anatomic and clinical pathology. His research interests include immunohistochemistry, image analysis, surgical pathology, and bioinformatics. The Geisinger Biospecimen Bank was developed by and is under the direction of Dr. Prichard.

Quality.

GEISINGER HEALTH PLAN

Geisinger Health Plan's (GHP) mission is to further Geisinger's charitable mission by enhancing the value and quality of healthcare in the community through insurance products and programs that coordinate the delivery and financing of health services. Governed by a board of directors (Appendix 4), the health plan strives to improve service by meeting and exceeding established market standards and improving benchmarking scores. By meeting these goals, GHP continues to offer high-quality, affordable healthcare coverage to its market.

The health plan's provider network includes more than 1,600 primary care physicians in nearly 900 sites, as well as approximately 60 participating hospitals. Primary care specialists and allied health providers total more than 7,500 Geisinger and non-Geisinger caregivers. Approximately 60 percent of GHP's members have their healthcare delivered outside of the Geisinger system.

Insurance is a core business for the health system and has been a contributor to its success. A not-for-profit health maintenance organization that has approximately 206,000 enrollees in 40 counties of northeastern and central Pennsylvania, GHP is one of the nation's largest rural HMOs.

Geisinger Indemnity Insurance Company (GIIC) is another component of Geisinger's insurance operations. A preferred provider organization, third-party administration services for self-insured employers, and an indemnity plan for employees residing outside the traditional service area are all offered through GIIC. This business segment is expected to grow as employers and consumers request more plan options.

GHP is committed to improving the health of its members. The plan offers a wide range of programs that coordinate care for those with chronic conditions, such as hypertension and asthma. In 2005, GHP's programs in chronic obstructive pulmonary disease, osteoporosis, and coronary artery disease received full accreditation from the National Committee for Quality Assurance (NCQA). In 2003, GHP's programs for congestive heart failure, hypertension, and diabetes also received full accreditation, making GHP the first HMO in the east and the fourth in the United States to receive accreditation from NCQA for disease management programs.

GHP continues to add new insurance products to meet the changing demands of the regional insurance market. Current products include a

commercial HMO for individuals and employer groups of all sizes and a Medicare risk plan (Geisinger Health Plan Gold). In 2006, GHP offered the new Medicare prescription drug benefit, which made prescription coverage available for the first time in Medicare's history.

In an overall evaluation of the health plan, NCQA awarded GHP its highest accreditation status—Excellent—for service and clinical quality that meets or exceeds NCQA's rigorous requirements for consumer protection and quality improvement. As part of the accreditation process, GHP conducts yearly measures of a wide number of healthcare quality variables. This includes using the Health Plan Employer Data and Information Set® (HEDIS)¹ methodology, a set of quality performance measures that enable purchasers to compare the reliability and performance of different managed care plans. For the second year in a row, NCQA has rated both GHP and Geisinger Health Plan Gold first in the state for customer service². GHP also participates in the Consumer Assessment of Health Plans Survey® (CAHPS)³.

¹HEDIS® is a registered trademark of the National Committee for Quality Assurance.

²NCQA Quality Compass® and CAHPS® reports for 2005. Quality Compass® is a registered trademark of NCQA. Used with permission.

³CAHPS® is a registered trademark of the Agency for Healthcare Research and Quality.



Richard Gilfillan, MD, MBA

Richard J. Gilfillan, MD, MBA, joined Geisinger in 2005 as the president and chief executive officer of Geisinger Health Plan and Geisinger Indemnity Insurance Company, and executive vice president of insurance operations for Geisinger Health System. Dr. Gilfillan has more than 20 years of experience in

general management of managed care organizations with responsibilities including the health plan network, utilization and quality management, marketing, and sales.

Dr. Gilfillan began his career as a family practitioner for the Georgetown University Community Health Plan. He later established a new family practice group in Massachusetts and was one of the founders of the Winchendon Community Health Center in Winchendon, Massachusetts. Dr. Gilfillan then moved into managed care, becoming the medical director for Medigroup Central HMO (a Blue Cross of New Jersey subsidiary) where he went on to become the chief medical officer for Independence Blue Cross. In 1995, he became the general manager of AmeriHealth New Jersey, an Independence Blue Cross subsidiary. Prior to joining GHP, Dr. Gilfillan was the senior vice president for network management at Coventry Health Care in Bethesda, Maryland.

Dr. Gilfillan received his undergraduate and medical degrees from Georgetown University in Washington, D.C. He completed a family practice residency at Hennepin County Medical Center in Minneapolis. He also earned an MBA from the Wharton School of the University of Pennsylvania.

MARCH OF DIMES AND GEISINGER PENNSYLVANIA PREMATURITY CAMPAIGN

In 2004, Geisinger partnered with the March of Dimes in the Pennsylvania Prematurity Campaign, with President and CEO Dr. Glenn Steele serving as honorary chair for the Commonwealth of Pennsylvania.

Founded in 1938 by President Franklin Delano Roosevelt to defeat polio, the March of Dimes is a national, voluntary health agency whose current mission is to improve the health of babies by preventing birth defects and infant mortality. Its Prematurity Campaign meshes perfectly with Geisinger's mission to improve the quality of care for women and infants.

The department of neonatology operates a 34-bed neonatal intensive care unit (NICU) immediately adjacent to the labor and delivery unit of the Janet Weis Children's Hospital. Staffed 24 hours a day by neonatologists, staff physicians, neonatal nurse practitioners, neonatal nurses, and respiratory therapists, the NICU provides care for children suffering primarily from prematurity, infections, heart disease, or other surgical problems following birth. Newborns from outlying hospitals are transferred by the Neonatal Transport Team to the NICU by LifeFlight® helicopter or by ambulance.



Lissa Bryan-Smith, Chief Administrative Officer, Geisinger Wyoming Valley; Glenn Steele Jr., MD, PhD, President & CEO, Geisinger Health System; Tony Denza, branch manager at Penntar Bank and a long-time volunteer of the March of Dimes in the Wilkes-Barre area



The March of Dimes Neonatal Intensive Care Unit Family SupportSM Program at Geisinger, led by March of Dimes' program coordinator Cindy Line, provides information and comfort to families of NICU babies. This program is customized to meet the specific needs of staff and parents, and it includes specific components to address the needs of siblings and extended family members.

Arthur Maslow, DO, with patient

Education

Geisinger has always maintained a strong, health system-based model for educating physicians. Under the leadership of Linda Famiglio, MD, (Chief Academic Officer) the Office of Academic Affairs coordinates medical and graduate student education, continuing medical education and professional development, and allied healthcare educational opportunities. The office also negotiates clinical and non-clinical affiliations with other institutions and universities (Appendix 5). The office supports ongoing professional development and medical education by submission of grants, publication of articles, and presentations of papers at the state, regional, and national level. Geisinger accreditations include:

- 6-year Pennsylvania Medical Society
- 5-year Accreditation Council for Graduate Medical Education
- 5-year National Board for Certified Counselors
- 4-year American Occupational Therapy Association
- 3-year Commission on Dietetic Registration
- 3-year Pennsylvania State Nurses Association
- 2-year Board of Certification for the Athletic Trainer
- 2-year American Psychological Association
- 2-year Accreditation Council for Pharmaceutical Education
- 2-year American Society of Radiologic Technologists



Innovation.

MEDICAL EDUCATION

Medical student education involves clinical rotations in more than 30 specialties at Geisinger. The Thomas Jefferson University—Jefferson Medical College and the Philadelphia College of Osteopathic Medicine have been affiliated with Geisinger since the 1980s. In 2006, 273 medical students from 23 schools in 15 states joined GHS for training. A new affiliation between Geisinger and Temple was launched in April 2006. Temple students exposed to regional hospitals may opt to practice locally—a benefit to our entire community. Likewise, Temple hopes the students' presence here makes the inner-city school more attractive to Susquehanna Valley college-bound students.

RESIDENCY PROGRAMS

Geisinger successfully recruited residents and fellows to fill 100 percent of its 26 fully accredited graduate medical education programs in FY06 (Appendix 6). The total residents and fellows in FY05 were 210; in FY06 there were 218. Over these two years, residents presented 112 papers at regional and national meetings (55 in FY05 and 57 in FY06). Eighty-five submissions were included on Geisinger's Resident Research Day.

New resident programs initiated in FY05 and FY06 include fellowships in nephrology and clinical cardiac electrophysiology. Additional programs under development include family medicine, geriatrics, addiction medicine, anesthesia, pathology, and critical care medicine.

ALLIED HEALTH

Professional education is also extended to other allied health professionals including cardiovascular technology, child and adult psychology, dietary, hospital pharmacy, medical imaging, neuropsychology, pastoral care, and physician assistants.

CONTINUING MEDICAL EDUCATION

The Office of Continuing Medical Education (CME) serves the educational needs of the integrated healthcare delivery system, as well as the community. In 2006, CME received a six-year certificate of accreditation from the Pennsylvania Medical Society to sponsor continuing education for physicians. CME offers courses for physicians, psychologists, nurses, pharmacists, social workers, imaging technologists, physician assistants, nurse practitioners, counselors, athletic trainers, dietitians, occupational therapists, and healthcare administrators. Innovative methods of CME emphasize hands-on learning rather than “seat time.” In FY06, 2,107 courses were held with 34,485 attendees.

UNIVERSITY NURSING PROGRAM

In September 2004, Geisinger and Thomas Jefferson University began its first class in a two-year registered nursing program. Geisinger entered into this partnership with Thomas Jefferson to ease the shortage of nurses in our area. In 2006, this first class of 32 students completed its clinical training. Twenty-four have accepted nursing positions at various Geisinger facilities; five are working at other local community hospitals and two accepted positions elsewhere. There are currently 100 students enrolled in the program, with 60 new students who began in the FY07 program.

PHYSICIANS RECOGNIZED ACADEMIC YEAR 2005–2006

Faculty Teaching Awards

- David Dula, MD, FACEP Emergency Medicine Mary Williams Teacher of the Year
James Evans, MD, MPH, FACS General Surgery Teacher of the Year
Thomas Federici, MD Ophthalmology Physician Sable Award
Tammie Ferringer, MD Dermatology Teaching Attending of the Year
James Hartle, MD Internal Medicine Golden Apple Award for Excellence in Teaching
William Mirenda, MD Orthopaedics Resident Teaching Award
Anwer Qureshi, MD Cardiovascular Medicine Attending Teaching Award
Loretta Rudloff, DO Pediatric Golden Apple Award for Excellence

Resident Teaching Awards

- Manohar Aribandi, MD Radiology Golden Apple Award for Excellence
Constantinos Constantinou, MD General Surgery Award for High American Board of Surgery In-Training Exams
Ronald Evans, DO Internal Medicine Compassion Award
Timothy Johnson, MD Radiology Golden Apple Award for Excellence
Jeremy Patterson, DO Internal Medicine Intern of the Year
Matthew Shellenberger, DO Internal Medicine Resident of the Year
Mini Varghese, MD General Surgery Intern of the Year



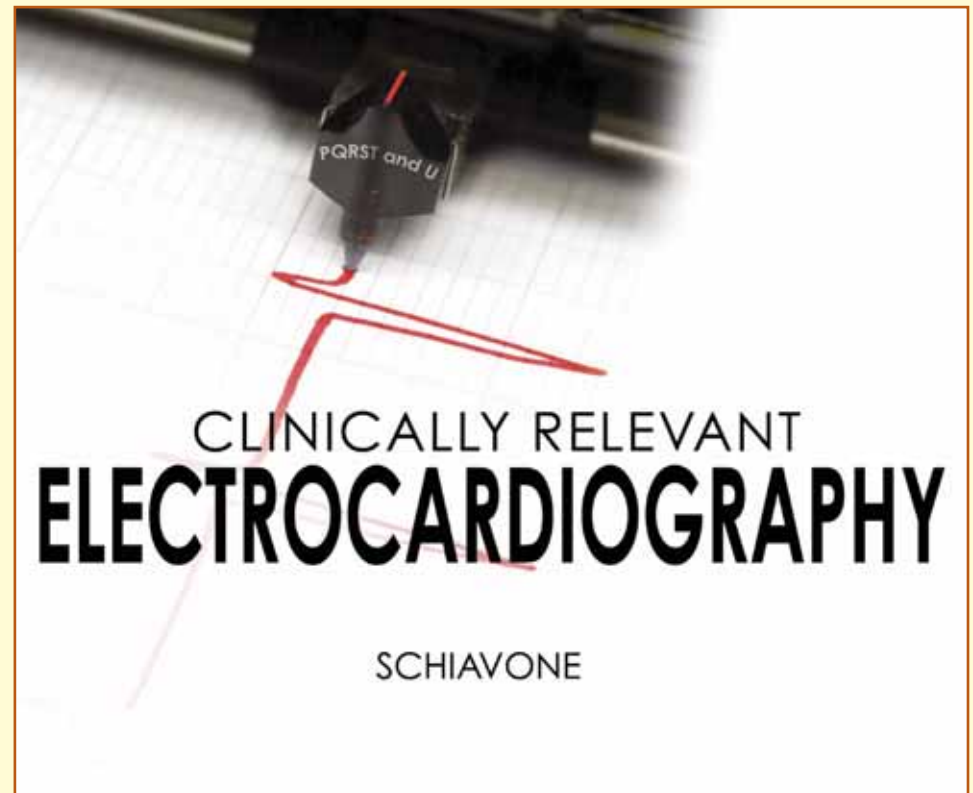
CULTURAL DIVERSITY INITIATIVE

The Cultural Diversity Task Force was initiated at Geisinger in September 2004 to serve patients from different cultures, ethnicities, and religions effectively. The task force also addresses issues of race, language differences, aging, disabilities, socio-economic disparities, and sexual orientation. The task force assesses the unique needs of these populations and provides education and training for staff so they can effectively serve all patients.

Geisinger conducted a large-scale assessment in November 2005 to identify the diversity of its staff, to determine current awareness of cultural issues, and to identify health system resources for staff training and education programs. During early 2006, additional data was gathered through focus groups and interviews with various constituents. From all of these results, a strategic plan was developed, with plans to address priority areas. In addition, Geisinger is one of a handful of healthcare organizations across the country to participate in a study of healthcare literacy. This study directly relates to improving the quality of care for all individuals—especially those of different cultures and backgrounds who may be confused regarding healthcare jargon, processes, and practices.

GEISINGER-AUTHORED BOOK PUBLISHED

William Schiavone, MD (Cardiology) researched case studies, sample electrocardiograms, and clinical vignettes for his book: *Clinically Relevant Electrocardiography*. This insightful learning resource is for family practitioners, nurses, internists, and cardiologists who use ECGs to assess heart function.



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Information Technology

Geisinger's Information Technology (IT) department provides computer and electronic support for the business plans and initiatives for clinical departments, medical centers, insurance operations, and other support services.

Over the past ten years, IT devoted much of its resources to implementing the vision created in the early 1990s. That plan called for IT initiatives in several specific areas, including clinical support departments, patient care areas, business areas, and the health plan, as well as their underlying infrastructures. Table 7 is a partial list of systems given high priority.

Since 1995, achieving these goals has been a major focus. Clinical support systems were added or replaced with more powerful, feature-rich systems. A clinical data repository was developed, and an Electronic Health Record (EHR) that includes decision support, clinical alerts, and health maintenance reminders is now a routine part of the clinical workflow. In addition, dozens of smaller applications were installed, largely in support of clinical activities (e.g., respiratory care, NICU, and pediatric echo). In addition to these planned activities, IT also successfully brought all systems into date compliance for the year 2000 and instituted systems, processes, and procedures for HIPAA privacy and security regulations.

The future needs of IT are characterized as the implementation of increasingly sophisticated and complex systems. Many areas (e.g., inpatient units, intensive care units, emergency departments, and operating rooms) still require systems to support their specific needs and to achieve full use of the EHR's capabilities. In addition, expansion of clinical diagnostic services (such as radiology and echocardiology) and specialty outreach are creating increased demands for remote support, connectivity, and bandwidth. Industry trends also have a significant influence on healthcare delivery and demand for IT. These include changes to healthcare insurance delivery, pay-for-performance initiatives, integration of genetic testing into routine clinical care, and the call for a national health information infrastructure and electronic health records. These changes are creating increased demands for higher IT systems' availability, with little tolerance for system outages or slow-downs, resulting in increased requirements for redundancy, testing, system upgrades, and bandwidth.

GeisingerConnect/EMRLink

GeisingerConnect and EMRLink are secure physician connections that give non-Geisinger physicians and their authorized office staff access to Geisinger patient information and access to clinical systems (GeisingerConnect) and with patient authorization, access to the patient's electronic health record (EMRLink), all from the convenience of the physician's office or healthcare facility.

TABLE 7 | Geisinger High-Priority Systems

CLINICAL SYSTEMS

- Clinical data flow re-engineering
- Physician workstation tools
- Referral management
- Ambulatory practice system
- Laboratory system replacement
- EKG system replacement
- Radiology information system
- Physician order entry
- Clinical results repository
- E-Library services
- Teleradiology
- Automated drug dispensing (e.g., PYXIS)

BUSINESS SYSTEMS

- System-wide patient scheduling
- EDI—materials management
- Corporate imaging
- Interactive voice response
- Health Plan
- New core claims system
- EDI—claims
- GMIS claim check
- Infrastructure
- Expanded connectivity
- E-mail expansion
- Wireless communications
- Internet access

Industry trends that will drive IT needs over the upcoming years include the following:

- Changes to healthcare insurance plans are expected to make patients more engaged in their care and more cost- and quality-conscious when selecting providers. These changes will increase demands for provider efficiencies, more choices from insurers, and more access to information.
- Pay-for-performance initiatives will require IT involvement to control costs and improve quality, increasing requirements for collecting and reporting quality measures. New models for clinical encounters via the web, kiosks, telephone, etc., will require increased efficiency. As billing rules change, significant system changes may be required to stay compliant and obtain appropriate reimbursement.
- Using genomics in clinical care will require IT to develop an entirely new subset of EHR parameters and ways to map them to clinical data. Data mining of current phenotype information is expected to be an important component of this burgeoning field.
- Regional health information organizations (RHIOs) promote sharing of regional health information exchanges (RHIEs) among independent organizations. They are being developed across the country as the government continues to push for adoption of IT and interoperable EHRs. Through an AHRQ grant, Geisinger is moving forward with local partners (Shamokin Area Community Hospital and The Bloomsburg Hospital) by exploring ways to share data electronically on patients for whom we jointly provide care. Geisinger has been the leader in establishing the Central Pennsylvania Health Information Collaborative to expand access to additional hospitals and providers using the AHRQ grant for a pilot study. Finally, Geisinger continues its e-Health initiatives to share information with non-Geisinger practices and continuing to offer MyGeisinger to our patients.
- Extending diagnostic test interpretation will allow imaging to be performed across a wider geographic footprint. This will require working with communications companies to find creative, cost-effective solutions, since current options are limited and expensive.
- Expanding clinical programs and outreach will require increased connectivity to new sites, including non-Geisinger facilities.

MyGeisinger

MyGeisinger is Geisinger's online health management tool that helps consumers take charge of their health. It is a secure site that features online health records (e.g., laboratory results, health and fitness information, communication with health-care providers, prescription renewals, appointment requests, and medical advice for non-urgent problems). Patients are also able to access account balances and pay bills online. Currently, more than 85,000 consumers have access.



Research projects that rely heavily on information and IT systems are becoming more numerous. Current projects for autism, cardiology, and depression will be expanded, and new initiatives (such as clinical genomics) will be added. With this, expansion of clinical trials through the use of Epic is anticipated.

The basic tenets of IT have not changed. IT's purpose is to support the mission and goals of the broader organization. Geisinger's IT agenda for the next five years is expected to be driven by system growth, changes in care delivery processes, an increasingly sophisticated consumer, changing reimbursements, and expanding government initiatives.

Clinical Market.



28

The Community Health Resource Library is a public health library that offers easy-to-understand, trustworthy health information. It provides community members information and education to assist them in making informed decisions about their health and lifestyle. The Palliative Care Library is a special collection of books, audiovisuals, and journals addressing the needs of the terminally ill patient. Information can be obtained in a variety of formats, including books, journals and newspapers, pamphlets, videotapes, audiotapes, databases, CD-ROM programs, Internet access, and anatomical charts and models.

- **The Health & Wellness Resource Center** contains information about health, fitness, nutrition, medicine, and other healthcare topics.
- **UpToDate** is an on-line clinical reference for medical subspecialists and internists. It provides instantaneous, evidenced-based answers to the most commonly asked clinical questions.

The Health Sciences Library relocated to the Geisinger Center for Health Research in June 2007. The library's services include a collections department, circulation, reference and bibliographic searches, and document delivery. During the 2005–2006 years, several features were added to the library:

- Nursing Consult (20 e-books and 23 e-journals) has been added to bolster in-house nursing education.
- Library administrative staff assumed responsibility for operating and managing the Geisinger South Wilkes-Barre Health Science Library, sorted and updated the collection, and added five computers.

Technology Education Service provides high-quality computer software training in support of Geisinger's mission to help employees use computer resources efficiently and effectively. This group also supports Microsoft Office Live Meeting, an Internet web-conferencing tool that can be accessed from desktop computers.

Academic Information Statistics

	FY05	FY06
Technology Education e-Learning Online Course Completions	191,598	247,483
Health Sciences Library Database Search Sessions	40,581	39,823
Evidence-Based Medicine Topic Reviews	123,107	145,135
Community Health Research Library Health Reference Questions	1,187	5,150
Grant Funding	\$31,467	\$31,467
Biomedical Communications	5,441	4,620

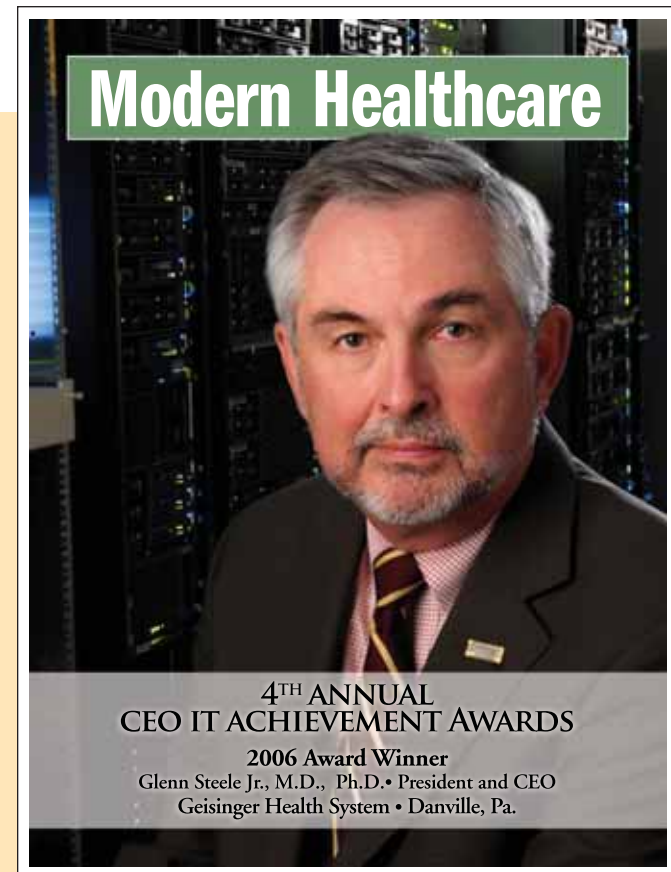
MyVisit

MyVisit is an administrative process that separates a patient’s financial and clinical functions. It allows patients to spend more time with a care-giver rather than completing administrative and financial functions. Prior to their clinical visits, patients can register, verify insurance eligibility, request precertification, check medical necessity, order referral authorizations, identify and arrange for co-payments and deductibles, request financial counseling, and arrange special handling for accounts (e.g., package pricing, cosmetics, dialysis, and transplants).

MODERN HEALTHCARE 2006 CEO IT ACHIEVEMENT AWARD

In June 2006, Glenn Steele Jr., MD, PhD, President and CEO of Geisinger Health System, was awarded the fourth annual CEO IT Achievement Award by *Modern Healthcare* and the Healthcare Information and Management Systems Society. From a pool of 69 nominees, the committee selected Dr. Steele, citing his leadership and commitment to using information technology to further Geisinger’s strategic goals, achievements accomplished, and his willingness to share Geisinger’s experiences with other members of the healthcare industry. The committee noted Dr. Steele’s commitment to information technology—using the electronic health record as a key component for managing patient information.

Dr. Steele joins a distinguished group of award recipients, including Joel Allison, FACHE president and CEO of Baylor Health Care System; George Halvorson, chairman and CEO of Kaiser Foundation Health Plan & Hospitals; and Mark Neaman, president and CEO of Evanston Northwestern Healthcare.



Research

GEISINGER CENTER FOR HEALTH RESEARCH

Founded in 2003, the Geisinger Center for Health Research (GCHR), under the direction of Walter “Buzz” Stewart, PhD, MPH, is the research and development laboratory for Geisinger, conducting research consistent with Geisinger’s vision of quality, innovation, service to our market, and Geisinger’s legacy. Working with an advisory committee (Appendix 7), GCHR focuses on research that encompasses the design and conduct of epidemiological and effectiveness studies, the use of information technology in healthcare, the development and testing of new healthcare models, and the management of clinical trials (Appendix 8). In serving the region, there is a particular emphasis on the unmet health needs of rural residents. The center maintains a diverse research portfolio in development and testing of sustainable and scalable health services models, intervention studies, and etiologic (e.g., environmental, behavioral, and genetic) research through its collaboration with the Sigfried and Janet Weis Center for Research, clinical departments, and the Divisions of Clinical Effectiveness and Information Services. In addition, research leadership in the following core areas is directed through the center’s institutes.



Walter “Buzz” Stewart, PhD, MPH,
Associate Chief Research Officer of the
Geisinger Health System and Director of
the Geisinger Center for Health Research



Entrance hall to Geisinger Center for Health Research

Innovation.

The Outcomes Research Institute (ORI), directed by Robert Langer, MD, MPH, addresses the gap between evidence from efficacy studies and what actually happens in practice. ORI leverages longitudinal data from the electronic health record to produce research relevant to clinical decision-making. It develops new models for evidence that may be applied to best practices for a typical population. ORI focuses on research into common health problems, such as hypertension and diabetes, and seeks to integrate planning for disseminating results into its study designs so that the knowledge gained can influence practice.

The Geisinger Institute on Aging (GIA), directed by Valerie Weber, MD, addresses the unique challenges of an aging population in Pennsylvania, a state with one of the highest percentages of elderly in the country. GIA has three areas of emphasis: clinical research with a focus on continuity of care and long-term care, health policy (i.e., healthcare financing and access), and education to promote uniform standards of excellence in geriatrics care. Geisinger's Living Independently for Elders (LIFEGeisinger) is based on a federal- and state-sponsored healthcare model that provides all-inclusive care for an elderly population. Geisinger received notice in 2005 that a second LIFEGeisinger center has been funded.

The Rural Health Policy Institute, directed by Mark Reisinger, partners Geisinger's Government Relations Office with the center's policy research support to provide guidance on unmet health needs of rural residents (in Pennsylvania and

across the nation). By leveraging healthcare leadership and expertise among Geisinger's 11,000 employees and expert consultants, the institute helps policymakers understand rural health challenges and the need for research to bridge the gap to new solutions.

The Environmental Health Institute (EHI) is a joint initiative between the center and the Johns Hopkins Bloomberg School of Public Health, Department of Environmental Sciences. EHI, directed by Brian Schwartz, MD, MS, conducts etiologic research on health and the environment, encompassing both traditional (e.g., chemical contaminants) and more broadly defined environments (e.g., community-built and social environments).

The Clinical Trials Office (CTO), directed by Eric Newman, MD, promotes and supports clinical trials throughout Geisinger. CTO provides expertise in identifying and conducting suitable clinical trials by managing relationships with pharmaceutical companies, device manufacturers, and relevant government agencies. CTO supports research coordinators for over 40 clinical trials across the healthcare system (Appendix 8). Nearly 400 clinical research studies are ongoing. Of these, over 200 studies are supported by federal funds, more than 50 are supported by internal research funds, and approximately 90 are supported by industry.

THE SIGFRIED AND JANET WEIS CENTER FOR RESEARCH

The Sigfried and Janet Weis Center for Research (Weis Center) has two goals in its strategic plan: to increase the quality and impact of research and to integrate the Weis Center into the research and educational programs of the system and surrounding communities. During the last fiscal year, twelve Weis investigators were awarded funding from external agencies (Appendix 8). Seven principal investigators (Mansoor Ahmed, PhD; Catherine Berlot, MD, PhD; Gerda Breitwieser, PhD; David Carey, PhD; Janet Robishaw, PhD; Lawrence Rothblum, PhD; and Marius Sudol, PhD) received research funds from the National Institutes of Health. Additional grant funding was obtained from the Department of Defense, the Muscular Dystrophy Association, the American Heart Association, the American Cancer Society, and the Pennsylvania Department of Health, for a total of more than \$2.4 million. Two scientists, Drs. Gerhard and Robishaw, have developed new business ventures and aggressively pursued alternative funding sources.

Thirty-five manuscripts and two book chapters were published (or are in press) as a result of Weis Center laboratories' work in the past two years.



David Carey, PhD, Associate Chief Research Officer of Geisinger Health System and Director of the Sigfried and Janet Weis Center for Research

These peer-reviewed publications appeared in prestigious, high-impact scientific journals, including the *Journal of Biological Chemistry*, the *American Journal of Physiology*, and the *Journal of Applied Physiology*. One measure of the scientific impact of published works is the frequency of citations in scientific publications. Each year Weis Center senior investigators are highly cited (defined as more than 100 citations per year).

Weis Center scientists participated in peer-reviewed activities for major journals, including the *Journal of Biology Chemistry*, *Oncogene*, and the *American Journal of Physiology*. In addition, several scientists participated in scientific reviews of

grants for the National Institutes of Health, the Department of Defense, the Veterans Affairs Medical Research Service, the National Science Foundation, and several private foundations (e.g., Alzheimer's Foundation, US-Israel Bi-national Science Foundation, and Wellcome Trust).

Community outreach through research education was an area of increased activity during the past year. Dr. Janet Robishaw, director of Research Education and Training, spearheaded this outreach with a series of projects covering a wide range of educational opportunities. The "Fun with Science" program continues to be widely acclaimed by the students and parents and has a waiting list for participation each summer. The Weis Center's undergraduate summer intern program continues to receive applications from students at some of the best colleges and universities in the country—acceptance to this program remains competitive. In addition, the number of clinical residents and fellows gaining experience in laboratory research continues to grow. The number and scope of collaborative or translational research projects conducted by the Weis Center scientists increased with the establishment of the Geisinger Clinical Genomics Core (Glenn Gerhard, MD, director) and the commitment of internal funds to support this core's start-up.

PENNSYLVANIA CANCER ALLIANCE BIOINFORMATICS CONSORTIUM

The Pennsylvania Cancer Alliance (PCA), originally organized in 1998, is dedicated to reducing the incidence of cancer in the Commonwealth of Pennsylvania by pursuing world-class basic and clinical research in cancer prevention and care. In 2002, The Pennsylvania Cancer Alliance Bioinformatics Consortium (PCABC), the first major project-based initiative of the PCA, became a model of an effective partnership among multiple, complex research institutions. This unique PCABC partnership of over 80 individuals expanded in 2005 to include private corporations, community health systems, and additional academic institutions. This network of researchers, clinicians, bioinformaticians, cancer registrars, program directors, and corporate partners collaborate on a common mission to reduce the burden of cancer. PCABC members include:

- Drexel University
- Fox Chase Cancer Center
- Geisinger Health System
- Penn State Cancer Institute
- The Wistar Institute
- Thomas Jefferson University Hospital, Kimmel Cancer Center
- University of Pennsylvania, Abramson Cancer Center
- University of Pittsburgh Cancer Institute
- Windber Research Institute



Peter Berger, MD

Peter Berger, MD, is Geisinger's associate chief research officer and director of the Center for Clinical Studies. Dr. Berger is responsible for building system-wide clinical and translational research programs that link research conducted in the Weis Center and the Geisinger Center for Health Research. He is nationally recognized for developing unique clinical research programs. An active member of many different professional societies, national committees, and editorial boards, Dr. Berger serves as past chairman of the American Heart Association Catheterization and Interventional Cardiology Committee and

serves on committees of the American College of Cardiology and the Society of Coronary Angiography and Intervention. Dr. Berger is an associate editor of the *American Heart Journal* and is an editorial board member of the *Journal of the American College of Cardiology*, the *Journal of Catheterization and Cardiovascular Interventions*, and the *Journal of Interventional Cardiology*.

Before coming to Geisinger, Dr. Berger was a professor of medicine at Duke University Medical Center and the director of interventional cardiology, as well as the co-director of cardiovascular device research at the Duke Clinical Research Institute. As co-director, he earned extensive research experience, serving as principal investigator on several large international trials, each enrolling thousands of patients and involving \$30–40 million; many of these clinical trials have helped shape cardiology practice patterns.

Dr. Berger received his bachelor of science degree in biology from Stony Brook University in 1978 and his medical degree from New York University School of Medicine in 1983. After completing his cardiology and interventional fellowships at Boston University Medical School, Dr. Berger was professor of medicine and director of the Catheterization Laboratory Database Research Group at the Mayo Clinic.

GEISINGER BIOSPECIMEN BANK

The Geisinger Biospecimen Bank (GBB), under the direction of Jeffrey Prichard, DO (director of quantitative pathology), works with an external tissue banking consulting company to develop a flow diagram detailing the best process for biobanking at Geisinger. This best practice of biospecimen banking provides an opportunity for our patient population to donate biologic samples and related clinical information for use in basic science and clinical research.

The GBB is an archive of human biological specimens serving as an institutional resource, as well as a regional resource through PCABC. The protocol provides ethically and scientifically sound standardized procedures for all components of biospecimen banking including tiered, informed consent and confidentiality; specimen processing and tracking; secured storage; clinical data annotation; specimen distribution; and quality control. The GBB protocol, consent form, and all other appropriate related materials have been approved by the Institutional Research Review Board's guidelines for protecting human subjects. Through June 2006, GBB has obtained consent from 122 patients for donation of tissue and associated clinical data, representing more than 18 human organ systems. GBB also successfully banked 429 tissue specimens from 63 consenting patients (representing tumors and normal tissues) with a deliberate emphasis placed on breast tissue specimens—one of the goals of the start-up funds awarded through the Pittsburgh Life Sciences Greenhouse.

Confidentiality and subject anonymity are strictly maintained by assigning all subjects a specimen identification number. The GBB has designed a secure module of the Geisinger Medical Laboratories Pathology Online Research Tool software system to protect subject confidentiality so that researchers may work with blinded information using the assigned subject number only. Specimens are banked only after first considering patient diagnostics and therapy, including participation in other protocols.



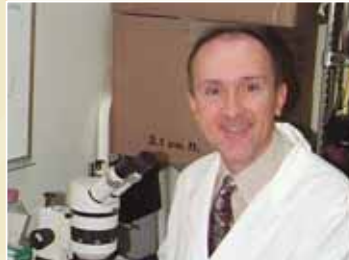
Tissue samples from a tumor stored so that researchers can study genetic factors

Innovation.

THE GEISINGER CLINIC GENOMICS CORE

The Geisinger Clinic Genomics Core (GCGC), under the direction of Glenn Gerhard, MD, was established in 2004 to support Geisinger genomic projects, with a major goal of initiating and supporting genomics research based upon the unique aspects of Geisinger's population. After obtaining IRB-approved consents, GCGC collects, processes, and analyzes blood and tissue, DNA, RNA, and serum/plasma samples from patients across Geisinger's service area. With robotic DNA/RNA processing and genotyping capabilities, a wide variety of clinical genomic projects are supported involving both academic and private sector collaborations. These diverse areas cover severe asthma, bone mineral density, large scale biobanking, obesity, schizophrenia, familial ureteroceles, spitz nevus, coronary artery disease, digoxin/phenytoin toxicity, abdominal aortic aneurysm, and over-active bladder syndrome.

GLENN GERHARD, MD, is director, Geisinger Clinic Genomics Core; associate medical director, Molecular Diagnostic Laboratory; and staff scientist, Geisinger's Sigfried and Janet Weis Center for Research. Dr. Gerhard earned his bachelor degree at Pennsylvania State University (University Park) in biochemistry and his medical



Glenn Gerhard, MD

degree at the Pennsylvania State University's College of Medicine (Hershey). He completed his residency at Dartmouth Hitchcock Medical Center and his fellowship at the University of Wisconsin Hospital and Clinics. He then went on to continue his post-doctorate work in the cell biology of aging

at the Wistar Institute (Philadelphia) and human genetics at the University of Pennsylvania. Prior to joining Geisinger, Dr. Gerhard was an assistant professor of pathology (research track) at Dartmouth Medical School in New Hampshire. He has earned honors from the American Association of Blood Banks—Fenwal Transfusion Medicine Fellows Scholarship Award. He is board-certified in clinical pathology.

Recognitions

Highlights of the numerous awards that Geisinger Health System has received in the past year include the following:

- *Information Week 2006* named Geisinger as one of the Most Innovative Healthcare Companies: Information Week Top 500.
- The Joint Commission on Accreditation of Healthcare Organizations awarded network accreditation for three years to Geisinger, one of just three integrated healthcare delivery systems in the nation to earn this accreditation.
- The Technology Council of Central Pennsylvania named the system as having the Best Application of Technology: Electronic Health Record.
- The Greater Susquehanna Valley Chamber of Commerce named Geisinger as Business of the Year for its superior business ethics and commitment to enhancing the economic, civic, social, and educational vitality of the community and region.
- The system received Hospitals & Health Network's *Most Wired Magazine 2006* "Most Wired" award for its commitment to designing and enhancing healthcare information.
- Verispan named Geisinger to the 100 Most Highly Integrated Healthcare Networks.
- eHealthcare Leadership selected Geisinger to receive the Gold Award for Best e-Business Site (System Website), the Distinction Award for Best Healthcare Content (System Website), and the Silver Award for Best e-Business Site (System Website).
- The Wharton School of the University of Pennsylvania, along with Infosys Technologies, selected Geisinger as a finalist for the Wharton/Infosys Business Transformation Award for Harnessing Technology for Business Transformation.

The Community Practice Service Line received the American Group Medical Association's Preeminence Award, given to groups demonstrating leadership, innovation, quality care, and community commitment.

Geisinger Health Plan was named to the Top 100 Businesses by the *Central Pennsylvania Business Journal* and number one in customer service by the Quality Compass® Report of the National Committee for Quality Assurance. The plan also received two "Best in Class" ratings for adolescent immunization measures (top 10 percent of health plans), along with full accreditation from the National Committee for Quality Assurance for disease management programs.

Geisinger Medical Center was named one of the nation's 100 Top Hospitals by Solucient.

Geisinger Medical Center was named a Bariatric Surgery Center of Excellence in fall 2005 by the American Society of Bariatric Surgery (ASBS).

Geisinger Wyoming Valley was named one of the nation's 100 Top Hospitals by Solucient. GWV also received accreditation from the Intersocietal Commission for the Accreditation of Echocardiography Laboratories and was recognized by the March of Dimes for raising money in its annual WalkAmerica event.

The Emergency Medicine Residency Program, celebrating its 30th anniversary, continues to be one of the oldest continuously running emergency medicine residency programs in the country.

LifeFlight® celebrated its 25th anniversary and added a fifth air ambulance to the fleet.

2005/2006 LEADERSHIP RECRUITMENT AND PROMOTION

Name	Title
Nicole Alu, DO	Program Director, Kistler family practice residency program
Judith Argon	Chief Administrative Officer, research
Cynthia Bagwell	Associate Vice President, professional staffing and recruitment
Peter Benotti, MD	Director, general surgery
Peter Berger, MD	Associate Chief Research Officer, Center for Clinical Studies
Eric Bieber, MD	Chief Medical Officer (GSWB/GWV)
Fouad Boctor, MD	Director, transfusion medicine (GMC)
John Boker, PhD	Vice President, faculty and curriculum development
Albert Bothe Jr., MD	Associate Chief Medical Officer/Chief Quality Officer
Matvey Brokhin, MD	Program Director, endocrinology (GMC)
Cynthia Brylinsky	Vice President, operations (GSWB)
John Bulger, DO, FACOI	Associate Chief Academic Officer, osteopathic medical education
David Carrington, MD	Director, endovascular surgery (GMC)
Patricia DeiTos, RN, BSN	Chief Nursing Officer (GSWB)
William Dupree, MD	Director, anatomical pathology
Dirk Elston, MD	Director, dermatology (GMC)
Matthew Facktor, MD	Director, thoracic surgery (GMC)
Linda Famiglio, MD	Chief Academic Officer, academic affairs
Richard Garri, MD	Director, emergency medicine (GWV)
Mary Gildea, RN	Chief Nursing Officer (GWV)
Thomas Gergel, MD	Director, stereotactic radiosurgery (GMC)
Richard Gilfillan, MD	Executive Vice President, system insurance operations, and President/Chief Executive Officer, GHP/GIC
Roy Goldman, PhD	Chief Financial Officer, insurance operations
Mary Haupt, MD	System Director, critical care

Name	Title
Todd Holmes, MD	Director, emergency medicine (GSWB)
Christopher Holtz, DO	Director, pediatric urgent care (GSWB)
Robert Kallin, MBA	Chief Development Officer
Robert Langer, MD, MPH	Director, outcomes research
Frank Maffei, MD	Director, medical student affairs
Kenric Maynor, MD	Director, hospitalist program (GWV)
John McBurney, MD	Director, neurology/sleep program (GWV)
Lynn Miller	Chief Administrative Officer (GMC)
Mohammed Mohiuddin, MD, FRCR, FACR	Co-Director, cancer service line; Medical Director, GHS/Fox Chase Cancer Center
Nava Nawaz, MD	Section Head, community pathology (Pottsville)
Ruth Nolan, PhD (C, RNC)	Vice President, women's health
Raymond Nungesser, MD, MMM	Department Director (Lewistown Medical Group)
Ronald Paulus, MD, MBA	Chief Technology and Innovation Officer
Mary Elizabeth Roth, MD, FACPE	Associate Chief Academic Officer (Wilkes-Barre)
Ronald Scorpio, MD	Chief of pediatric surgery (Janet Weis Children's Hospital)
Marguerite Salam, MD	Director, laboratory medicine (GSWB)
Charles Sawyer, MD	Director, medical specialties (GWV)
Anthony Udekwu, MD	Director, medical/surgical suites (GMC)
Chintalapati Varma, MD	Director, transplant (GMC)
Pagazhendhi Vijayaraman, MD	Director, electrophysiology
Charles White, MD	Director, oncology
John Wiercinski	Chief Administrative Officer (GSWB)
Englok Yap, MD	Director, anesthesia/pain (GWV)

STAFF RECOGNITION

Each component of Geisinger Health System recognizes the outstanding contributions of its professionals and support staff. The following are selected examples.

2005/2006 NURSES EXCELLENCE AWARDS

Registered Nurses

2005	2006
Mary Kleiner, RN Kathy Markley, RN Jessica Park, RN Anne Shaffer, RN	Alicia Kelley, RN Anita McCole, RN Lorraine Murphy, RN James O'Connell, BSN, RN, CCRN Theresa Zarick, RN Blanche Zawatski, RN, BSN, CEN, CEP

Licensed Practical Nurses

2005	2006
Tracy Harkins, LPN Deborah Swainbank, LPN	Erin Bell, LPN Lisa Bidelspach, LPN Lori Haines, LPN

Extended Practice Nurses

2005	2006
Denise Menapace, MSN, CRNP Joan Mervine, RNC Pearl Swank, RNMS	Diane Halliday, RN, BSN Joanne Rogers, MSN, RN, CNSN, APRN Susan Ruckle, RN

Unlicensed Partners

2005	2006
Sara Boucher Mark Edwards Elizabeth Erickson Stacie Pope	Margie Eastwood Joseph Kutza Beth Snyder

Tammy Anderer, CRNP, was named director of best practices for Community Practice Service Line.

William Ayoub, MD (*rheumatology*) published an article in the *Group Practice Journal* titled, "Osteoporosis Disease Management: Improving Clinical Outcomes While Preventing Excess Expenditures."

Denise Beechay, RN, MHA, CHE (*nursing*) was named associate vice president, nursing services at GMC.

Peter Benotti, MD (*general surgery*) was named director of general surgery.

Peter Berger, MD (*cardiology*) a practicing interventional cardiologist, was named associate chief research officer for clinical studies.

Eric Bieber, MD (*women's health*) was named chief medical officer for both GSWB and GWV.

Anthony Billas, MD (*family practice*) was named medical director for Geisinger Medical Group, Columbia County.

Frederick Bloom Jr., MD (*family practice*) was named director for quality and performance improvement for the community practice service line. He also received the Mary Kintz Bevevino Community Service Award for his service, dedication, and commitment to building communities—the highest honor given by the Luzerne Foundation.

Glenn Bock, MD (*pediatrics*) was elected to the American Academy of Pediatrics executive committee of the nephrology section.

Kenneth Brin, MD, PhD (*director of cardiology*) was named to the American Medical Association's Current Procedural Terminology editorial panel for a four-year term and served as immediate past chair of the American Medical Group Association, ending a seven-year term on their board of directors.

Lela Brink, MD (*pediatrics*) was recognized by the Easter Seals Society for her work with that program.

Lissa Bryan-Smith was named chief administrative officer at GWV. She was also selected by the *Northeast Pennsylvania Business Journal* as one of the area's "Best and Brightest Women in Business" in their fifth annual listing of the "Top 25 Women in Business."

Alfred Casale, MD (*director, cardiothoracic services, Geisinger Heart Institute*) was elected to a two-year term as president of the American Heart Association's Luzerne County Board of Directors.

Steve Cerullo was named the director of food services at GMC.

Dirk Elston, MD (*dermatology*) was named director of the dermatology service line.

Linda Famiglio, MD (*pediatric neurology*) received the Community Rural Health Leader of the Year award from the Pennsylvania Office of Rural Health at Pennsylvania State University. Dr. Famiglio was also selected as chair-elect of the Accreditation Council for Graduate Medical Education Institutional Review Committee and as course director for the Association of American Medical Colleges GME leadership development courses.

VICTOR J. MARKS AWARD FOR SERVICE EXCELLENCE

These physicians have been honored with the Victor J. Marks Award for their commitment to patients and their involvement in community and local health initiatives.

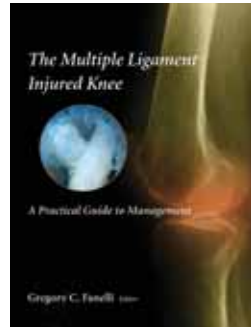
FYo5

- Patricia Kane, DO (*pediatrics*)
- William Jeffreys, MD (*neurology*)
- Domenico Scarano, MD (*general surgery*)

FYo6

- Benjamin Darhun, MD (*general internal medicine*)
- Edie Lillian Derian, MD (*obstetrics/gynecology*)
- David Kolessar, MD (*orthopaedics*)

Gregory Fanelli, MD (*orthopaedics*) was accepted as an active member of the American Orthopaedic Association. Also, Springer Publishing published Dr. Fanelli's second book, *The Multiple Ligament Injured Knee: A Practical Guide to Management*.



With kind permission of Springer Science and Business Media

Stephanie Fleetwood- Yeager, RD (*clinical nutrition services*) was the first recipient of GMC's Center for Nutrition and Weight Management Dietetic Internship Scholarship.

John Han, MD (*anesthesiology*) was named director of pain management at GMC and was certified as a fellow of interventional pain practice by the World Institute of Pain.

Todd Holmes, MD (*emergency services*) was named director of emergency services at GSWB.

Jonathan Hosey, MD (*neurology*) serves as president of the American Heart Association for the Pennsylvania-Delaware Affiliate—one of ten nationally.

Matthew Indeck, MD, FACS, FCCM (*general surgery*) was named director of the department of general surgery—Geisinger Specialty Clinic (GWV) and vice chairman—division of surgery at GWV.

Paul Kim, MD (*endocrinology*) was appointed system director of endocrinology.

Douglas Kupas, MD (*emergency medicine*) received recognition and praise from the International Liaison Committee on Resuscitation for his systematic evaluation of automatic transport ventilators and esophageal detector devices used during cardiac arrest.

Amy Law, MD (*hematology/oncology*) was elected to the board of directors of the American Cancer Society.

Lynn Miller (*women's health*) was named associate chief administrative officer for GMC.

Christen Mowad, MD, FAAD (*dermatology*) was elected secretary/treasurer of the American Contact Dermatitis Society. She was also elected treasurer of the Pennsylvania Academy of Dermatology.

Mohammed Mohiuddin, MD, FRCR, FACR (*radiation oncology*) was named director of The Henry Cancer Center and co-director (along with Albert Bernath, MD) of the Cancer Institute.

Crystal Muthler, RN, BSN (*nursing*) was named associate vice president of nursing services at GMC.

Raymond Nungesser, MD (*family practice*) was named department director of the community practice service line's Lewistown department.

Ronald Paulus, MD, MBA (*technology and innovation*) was promoted to chief technology and innovation officer.

James Peters, MBA (*Geisinger Ventures*) was named one of *Northeast Pennsylvania Business Journal's* "Top 20 under 40" for 2005. A senior director with Geisinger Ventures, he was also named chief executive officer of Geisinger's MedMining business and adjunct lecturer at Lehigh University, where he received the highest overall student rating for his venture capital course.

Peter Price, RN (*nursing*) was appointed president of the Geisinger School of Nursing Alumni.

Denise Prince, MBA, MPH (*Geisinger Ventures*) was featured in the book *Lead Like an Entrepreneur* by author Neal Thornberry, faculty director at Babson College's School of Executive Education. Ms. Prince was also named a 2005 finalist for the Athena Award from an

international award program recognizing individuals who have taken time to involve, mentor, and encourage women to become active in the community and assume leadership roles.

Frank Richards (*information technology*) received the Premier 100 IT Leaders award from *Computerworld*.

Nancy Rizzo (*senior vice president, strategic clinical market development*) was named finalist in 2006 for the Athena Award.

Joanne Rogers, MSN, RN (*GMC nutrition*) received the 2006 Nightingale Award from the Commonwealth of Pennsylvania.

Henry Smith Jr., MD, FCCP (*pulmonary*) was named medical director of the Sleep Disorders Center at GSWB.

Glenn Steele Jr., MD, PhD (*president and chief executive officer*) was named to the Commonwealth Fund's national committee on High Performance Health Systems, an 18-member commission that aims to move the United States toward better access, improved quality, and greater efficiency in healthcare.

Walter "Buzz" Stewart, PhD, MPH (*Geisinger Center for Health Research*) received the National Headache Foundation's prestigious Partners in Excellence Award for leadership and groundbreaking work in migraine epidemiology.

Valerie Weber, MD, FACP (*general internal medicine*) was elected president of the Association of Chiefs of General Internal Medicine.

H. W. "Skip" Wieder Jr. (*senior consultant and senior vice president of development—emeritus*) was awarded the William W. Jeanes Sr. Award for Environmental Excellence.

Charles White, MD (*hematology/oncology*) was named director of oncology, GMC.

Financial Summary

Positive operational performance supports the system's vision: Geisinger Quality—Striving for Perfection. A healthy financial position allows us to continue expanding programs and services for quality patient care. Continued investments enable the system to enhance facilities and information technology infrastructure and to maintain access to state-of-the-art clinical equipment. The acquisition of Geisinger South Wilkes-Barre in late 2005 allows the system to provide care in that neighborhood—a logical extension of the quality care already provided by Geisinger Wyoming Valley.

With strong leadership, programmatic growth, improvements in insurance products and revenue, and market advancement, Geisinger made impressive financial gains over the past two years. Comparing FY05 to FY06, net operating results in our core clinical operations (i.e., patient services and supporting operations) grew by more than 80 percent—from a net of \$49.1 million to \$88.5 million. With this successful proof of financial health, the board of directors approved investments of \$150 million in capital expenditures for FY07—the highest capital budget in Geisinger's 90-year history.

As validation of our success, two independent credit agencies rated the system high in both FY05 and FY06, upgrading their outlook from Stable to Positive. Each agency also upgraded their rating of the system for FY07, which reflects:

- Strong revenue growth from fee-for-service clinical operations and profitable insurance business
- An impressive business position with growth in high-acuity volume and dominant tertiary market share
- Strong management and governance and a willingness to invest in information technology as key to patient care

Significant investments include:

- Electronic Health Record \$ 3.0 million
- GMC Outpatient Surgery—
Woodbine Lane 18.8 million
- Mt. Pocono new facility 7.0 million (FY06)
- GMC endovascular suite 2.2 million
- Geisinger Center for Health Research . . 9.9 million

Future significant investments that have been approved include:

- Gray's Woods—State College \$ 35.0 million
- GMC—Hospital for Advanced
Medicine 100.0 million
- GWV—critical care building. 60.0 million

Geisinger also provides over \$100 million annually in community benefits—care for patients who cannot afford to pay, payments from governmental programs that are reimbursed less than actual costs (e.g., Medicare and Medicaid), and various community programs.

FY 2005 COMMUNITY BENEFIT *(in millions)*

Uncompensated care	\$ 13.3
Government underpayments	61.2
General program services	21.9
Community outreach	2.0
Community assistance payment	0.7
Volunteer hours	2.2
Total Geisinger Community Benefit	\$101.3

GMC VOLUNTEERS

In FY05, 432 Geisinger employees volunteered over 91,000 hours of service. The employees gave many of these hours volunteering in the two principal volunteer shops—Miracle Square and Abigail's Attic—and in the Child Life and pet therapy programs.

UNITED WAY OF AMERICA

The United Way of America is a national network of more than 1,300 locally governed organizations that work to create lasting, positive changes in communities and people's lives. In 2005–2006, the United Way raised \$3.98 billion in support—an increase over the previous year's \$3.86 billion total.

The local United Way tackles issues based on needs, common focus areas (including helping children and youth succeed), improving access to healthcare, promoting self-sufficiency, and strengthening families. Each year, Geisinger employees respond generously to the system's United Way campaign. In FY05, Geisinger employees raised a record \$202,000, up 22 percent from the prior year. In FY06, Geisinger set a goal of \$220,000 and raised approximately \$231,000. The goal set for the FY07 campaign is \$250,000.

Quality

Securing the Legacy.



McDowell Place Therapy Garden

PHILANTHROPY AT GEISINGER

For more than nine decades, Geisinger has delivered excellent healthcare to the people of central and northeastern Pennsylvania. As Geisinger approaches its second century of service, the vision for the future encompasses the same dedication and passion that founder Abigail Geisinger expressed when she declared, “Make my hospital right. Make it the best.”

Geisinger’s heritage of excellence and tradition of service are our gift to the future. Continued financial generosity from others is vital, as we continue to enhance the level of care in our region and contribute to advancing quality healthcare across the nation.

During fiscal year 2005, more than 20,000 donors contributed over \$8 million in support of capital projects and clinical programs. In FY06, philanthropy surpassed previous record-setting levels with contributions totaling more than \$11 million, representing nearly 25,000 gifts from individuals, corporations, organizations, and foundations.

Philanthropic support in the years ahead will help develop and expand critical medical programs such as cancer care, cardiology, pediatric specialties, women’s health, trauma, and innovative surgical procedures. Philanthropic funds will also be used to support the facility to house the Geisinger Center for Health Research—a key component in designing innovative healthcare services and delivery.

Geisinger offers many opportunities for friends and patients to contribute to making our future vision a reality—capital building projects, named endowments, support for clinical programs, and many other exciting and worthy initiatives. Geisinger Health System Foundation is pleased to take this opportunity to thank all individuals and organizations who support Geisinger.

Thank you.



CHILDREN'S MIRACLE NETWORK AT GEISINGER

Children's Miracle Network (CMN) at Geisinger helps make miracles happen every day at Janet Weis Children's Hospital, Geisinger Wyoming Valley, and more than 40 medical groups and pediatric specialty outreach clinics. A record total of \$2.42 million was posted in FY06. A cumulative total of more than \$33 million has been raised for pediatric services, equipment, and programs. Recent donations brought the latest technology to Janet Weis Children's Hospital, including a new bi-plane cardiac catheterization lab. CMN partially funded this \$1.7 million project, which benefits children with heart problems. Donations toward clinical equipment (e.g., tables and scales) are funded by CMN and used to support specialized services and programs, such as camps for children with cancer, spina bifida, autism, and other illnesses or disorders.

Children's Miracle Network funded \$500,000 of the newly added bi-plane cath lab—a \$1.7 million project that allows for better diagnosis and treatment of pediatric heart problems.

Geisinger Health System Advisory Council

Quality.

Don Rosini (Chairman)
*President, Shamokin Filler Co., Inc.,
Shamokin*

Nancy Rizzo (Vice-Chairman)
*Senior Vice President, Strategic Clinical
Market Development, Geisinger*

Susan Alcorn
Chief Communications Officer, Geisinger

Stephen Benkovic, PhD
*Evan Pugh Professor and Eberly Chair
in Chemistry, The Pennsylvania State
University*

Eric Bieber, MD, FCCC
*Chief Medical Officer, GSWB and GWV;
Chairman, Obstetrics/Gynecology;
Medical Director, Women's Health
Service Line, Geisinger*

Barbara Bryfogle*
*Retired (Former GMC School of
Nursing Instructor), Eagles Mere*

Lisa Davis
*Director, Pennsylvania Office of Rural
Health, University Park*

Georgeann Eckstine
*Controller, Hepco Construction Co.,
Selinsgrove*

Karl Girton
*Partner, KarFel Management, Millville;
Chairman, Pennsylvania State Board of
Education*

John Gordner* (FY05)
Senator, District 27 (R)

Richard Grafmyre
*President and Chief Executive Officer,
FNB Bank, N.A., Danville*

Roger Haddon Jr.
*President and Chief Executive Officer,
Sunbury Broadcasting Corporation,
Sunbury*

Susan Hallick, RN
*Chief Administrative Officer, Geisinger
Medical Center; System Chief Nursing
Officer*

Thomas Harlow (FY06)
*President and Chief Executive Officer,
Shamokin Area Community Hospital,
Shamokin*

Robert Kallin
Chief Development Officer, Geisinger

Steven Keifer
*Superintendent, Danville Area School
District*

Fred Kelly
*Senior Business Development Consultant,
Fulton Financial Corporation,
Selinsgrove*

Kurt Kissinger
*President and Chief Executive Officer,
Greater Susquehanna Valley Chamber of
Commerce, Selinsgrove*

Corinne Klose (FY06)
*Vice President, Nursing, Shamokin Area
Community Hospital*

Jessica Kozloff, PhD
*President, Bloomsburg University,
Bloomsburg*

Mary Lenzini-Howe
*Director, Human Resources,
Columbia—Montour Home Health and
Hospice, Bloomsburg*

Susan McDowell (FY06)
*President and Founder, Susquehanna
Valley House of Hope, Selinsgrove*

Lee Myers
*Vice President, Community Practice,
Geisinger*

Michael O'Keefe* (FY05)
*President and Chief Executive Officer,
Evangelical Community Hospital,
Lewisburg*

Arthur Peters Jr., Esquire
Attorney, Peters & Tripoli, Danville

Charles Pollock* (FY06)
*Vice President, External Relations,
Bucknell University, Lewisburg*

**Graham Showalter, Esquire*
(FY05)**
Attorney, Lewisburg

Marilyn Sierer (FY06)
*Vice President, Development Office,
Geisinger*

Marty Smith
*Vice President, Community Health Systems
(Representing Berwick, Lock Haven, and
Sunbury Hospitals), Brentwood, Tennessee*

Gary Sojka, PhD
*Professor of Biology, Bucknell
University, Lewisburg*

Robert Spahr, MD
*Senior Vice President, Service Quality,
Geisinger*

Glenn Steele Jr., MD, PhD
*President and Chief Executive Officer,
Geisinger*

Joanne Wade
*Executive Vice President, Strategic
Program Development, Geisinger*

H. W. Wieder Jr.
*Senior Consultant, Senior Vice President,
Development, Emeritus, Geisinger*

Alex Woltornist
*Director, Materials and Information
Systems, Merck & Co., Inc., Riverside*

*Ad-hoc member

APPENDIX 1

Geisinger Wyoming Valley Advisory Council

Eugene Roth, Esquire
(Chairman)
*Partner, Rosenn, Jenkins & Greenwald,
Wilkes-Barre*

Eric Bieber, MD, FCCC
*Chief Medical Officer, GSWB and GWV;
Chairman, obstetrics/gynecology;
Medical Director, Women's Health
Service Line, Geisinger*

Kevin Brennan
*Executive Vice President, Finance; Chief
Financial Officer, Geisinger*

Lissa Bryan-Smith
*Chief Administrative Officer, Geisinger
Wyoming Valley*

Dominick DeNaples
DeNaples Auto Parts, Dunmore

Robert Dunham
Retired Business Executive, Conyngham

Eberhard Faber
Retired (EFL, Inc.), Bear Creek

William Flood
*Secretary/Treasurer, Highway
Equipment and Supply Company,
Drums*

Patricia Graham
Comfort Design, Kingston

Bruce Hamory, MD
*Executive Vice President, Chief Medical
Officer, Geisinger*

Patrick Judge
*Executive Vice President, Keystone
Automotive Operations, Inc., Exeter*

Robert Kallin
Chief Development Officer, Geisinger

William Kent
*Chairman, William Kent International,
Benton*

David Kistler, MD
Retired Physician, Wilkes-Barre

Melanie Maslow Lumia
*Chairman, Maslow Lumia Bartorillo,
Wilkes-Barre*

William Medico
*Chief Executive Officer, Action Lift,
Pittston*

Lee Myers
*Vice President, Community Practice,
Geisinger*

Richard Pearsall
Retired Business Executive, Dallas

Steven Pierdon, MD
*Associate Chief Medical Officer,
Geisinger*

Nancy Rizzo
*Senior Vice President, Strategic Clinical
Market Development, Geisinger*

Conrad Schintz
*Vice President, Community
Relationships and Long-Term Care,
Geisinger Wyoming Valley*

Anthony Spinozza
*Senior Development Officer, Geisinger
Wyoming Valley*

Harvey Sproul Jr.
*President, H. B. Sproul Construction
Co., Clarks Summit*

Glenn Steele Jr., MD, PhD
*President and Chief Executive Officer,
Geisinger*

Larry Stetler
Retired Bank Executive, Waverly

Robert Tambur
*Chairman, Chief Executive Officer,
Founder, Tammac Corporation,
Wilkes-Barre*

Frank Trembulak
*Executive Vice President, Chief
Operating Officer, Geisinger*

Joanne Wade
*Executive Vice President, Strategic
Program Development, Geisinger*

H. W. Wieder Jr.
*Senior Consultant, Senior Vice President,
Development, Emeritus, Geisinger*

APPENDIX 1

Geisinger South Wilkes-Barre Advisory Council

Catherine McGroarty, RSM
(Chair)
President, Dallas Regional Sisters of Mercy, Dallas

Susan Alcorn
Chief Communications Officer, Geisinger

Eric Bieber, MD
Chief Medical Officer, GSWB and GWV; Chairman, obstetrics/gynecology; Medical Director, Women's Health Service Line, Geisinger

John Bobeck, MD
Chairman, Credentials Committee, Intermountain Medical Group, Nanticoke

46 Anthony English Jr.
Executive Director, Catholic Youth Center, Wilkes-Barre

Joseph Frank Jr.
Owner, Centralia Coal Sales, Inc., Wilkes-Barre

Michael Hirthler
Registered Principal, LPL Financial Services, Wilkes-Barre

Robert Kallin
Chief Development Officer, Geisinger

Kyle Kinsman
Williams, Kinsman, Lewis Associates, Wilkes-Barre

Patricia Leighton
Community Representative and Auxiliary Member, GSWB

Katie McLaughlin
Owner, McLaughlin Funeral Home, Wilkes-Barre

Thomas Medico
President, Medico Industries, Inc., Wilkes-Barre

Audrey Milford
GSWB Auxiliary President, GSWB Auxiliary, Wilkes-Barre

George Moses, MD
GSWB Medical Staff President, Wilkes-Barre

Jeffrey Namey, MD
Superintendent, Wilkes-Barre Area School District, Wilkes-Barre

Juanita Namey
Program Director, Career Link, Wilkes-Barre

Rev. Thomas O'Hara, CSC,
PhD
President, King's College, Wilkes-Barre

Sandy Richards
Attorney, Wilkes-Barre

Nancy Rizzo
Senior Vice President, Strategic Clinical Market Development, Geisinger

Frank Schiel
Owner, Schiel's Supermarket, Wilkes-Barre

Conrad Schintz
Vice President, Community Relationships and LTC, Geisinger

Marilyn Sierer
Vice President, Development Office, Geisinger

Glenn Steele Jr., MD, PhD
President and Chief Executive Officer, Geisinger

Judge Michael Toole
Judge, Luzerne County Court of Common Pleas, Wilkes-Barre

Frank Trembulak
Executive Vice President, Chief Operating Officer, Geisinger

William Vinsko
Attorney, Vinsko & Associates, Wilkes-Barre

Joanne Wade
Executive Vice President, Strategic Program Development, Geisinger

John Wiercinski
Chief Administrative Officer, GSWB

APPENDIX 2

Geisinger Health System Foundation Board of Directors—FY05 and FY06

William H. Alexander*
Dorrance R. Belin, Esquire*
Karen Davis, PhD
E. Allen Deaver*
William J. Flood
William R. Gruver
Leo M. Henikoff, MD

Frank M. Henry (chair)*
Thomas H. Lee Jr., MD
Joel S. Mindel, MD, PhD
Brian C. Mitchell, PhD
Arthur M. Peters Jr., Esquire
Robert E. Poole
Don A. Rosini*

Gary A. Sojka, PhD
George B. Sordoni*
Glenn D. Steele Jr., MD, PhD
(ex-officio)*
Robert L. Tambur

*Executive Committee

APPENDIX 3

Geisinger Affiliated Entities

Geisinger Health System Foundation (the foundation) is a 501(c)(3) not-for-profit corporation that serves as a corporate parent coordinating and supervising the activities of all of the system's affiliated entities. The foundation is not a licensed healthcare provider nor does it provide healthcare services to patients. It ensures that system-affiliated entities have adequate financial resources to fulfill their missions, and it initiates and administers grant and philanthropic programs for all Geisinger entities.

Geisinger Clinic (GC) is a 501(c)(3) not-for-profit corporation that owns and operates a multispecialty group medical practice. The clinic provides medical staff for patient care, education, and clinical research. Over 616 physicians in 56 medical specialties practice at an array of healthcare facilities in 31 counties.

Geisinger Medical Center (GMC) is a 501(c)(3) not-for-profit corporation owning and operating a regional, referral, tertiary/quaternary care medical center licensed for 410 beds.

Geisinger Wyoming Valley Medical Center (GWV) is a 501(c)(3) not-for-profit corporation owning and operating an acute care, open-staff, community hospital with 177 licensed beds.

Geisinger South Wilkes-Barre (GSWB), is a 501(c)(3) not-for-profit Pennsylvania corporation that owns and operates an open-staff community hospital with 191 licensed beds at 25 Church Street, Wilkes-Barre, Pennsylvania. GSWB currently operates as a 501(c)(3) charitable organization pending IRS approval of an Application for Recognition of Exemption Under Section 501(c)(3) of the Internal Revenue Service Code.

Marworth Alcohol & Chemical Dependence Treatment Center is a 501(c)(3) not-for-profit corporation that operates a residential chemical dependency, detoxification, and rehabilitation facility with a 91-licensed bed inpatient center, an outpatient center, and family addiction-treatment programs.

Geisinger Indemnity Insurance Company is a for-profit Pennsylvania corporation providing indemnity health insurance.

Geisinger Health Plan is a 501(c)(4) not-for-profit health maintenance organization licensed in 40 counties to operate health insurance product lines.

Geisinger Medical Management Corporation (GMMC) is a for-profit, wholly owned subsidiary of the foundation providing contract management and consultation services.

Geisinger System Services is a 501(c)(3) not-for-profit, support-service corporation providing financial, human resources, information systems, internal auditing, legal, strategic planning, marketing and public relations, and facility services.

Geisinger Community Health Services (GCHS) is a 501(c)(3) not-for-profit, wholly owned subsidiary of GSS that conducts charitable, scientific, and educational activities for the citizens of the communities served by the system, including a Medicare-certified, home-health agency that provides healthcare services in a patient's place of residence.

Geisinger Quality Options (GQO) is a for-profit corporation operating as a risk-assuming, non-licensed, preferred provider organization, as approved by the Pennsylvania Insurance Department.

International Shared Services, Inc., is a for-profit, wholly owned subsidiary of GMMC providing bio-medical information technology equipment and maintenance services in eight states and the District of Columbia. The corporate headquarters are located in Langhorne, Pennsylvania.

SureHealth, LLC, is a for-profit, limited liability company, in which GMMC holds a majority investment interest. SureHealth, LLC, operates several retail pharmacies as well as one institutional pharmacy.

HealthSouth/Geisinger Health System Limited Liability Company (HealthSouth) is a limited liability company representing a joint venture between GMC and HealthSouth to develop, manage, finance, and operate a freestanding rehabilitation hospital (Geisinger Rehabilitation Hospital) and to develop a network of outpatient rehabilitation centers and other programs for the system's patients within the five-county area surrounding GMC.

Geisinger Assurance Company, Ltd. (GAC), located in the Cayman Islands, is a for-profit company that provides reinsurance against liability arising out of system activities, including medical, legal, and general liability. GAC provides all reinsurance for the system's primary liability coverage.

Geisinger Insurance Corporation, Risk Retention Group, located in the state of Vermont and registered by the Pennsylvania Insurance Department, is a 501(c)(3) not-for-profit corporation that provides primary professional liability coverage for several affiliates of the foundation—GMC, GC, GWV, GSWB, and GCHS.

APPENDIX 4

Geisinger Health Plan Board of Directors—FY05 and FY06

Glenn D. Steele Jr., MD, PhD (Chairman)

William H. Alexander

Barry A. Ashenfelder

Dorrance R. Belin, Esquire

Richard J. Gilfillan, MD

Richard A. Grafmyre

Jessica J. Kozloff, PhD

Thomas H. Lee Jr., MD*

Robert K. Mericle

Joseph J. Mowad, MD

Frank J. Trembulak

Clinical Market.

*Appointed to GHP board in FY06

APPENDIX 5

Clinical and Non-Clinical Affiliations

Alfred I. duPont Hospital	Clearfield County Career & Technology Center	Elizabethtown College	Kramm Nursing and Rehabilitation Center
Allied Medical & Technical Institute	Clinton Hospital Corporation	Evangelical Ambulatory Surgery Center	La Salle University
Altoona Hospital	College Misericordia	Evangelical Community Hospital	Lackawanna College
American Red Cross	Columbia/Montour Area Vocational-Technical School	Family Practice Center, P.C.	Lancaster General College of Nursing and Health Sciences
Arcadia University	Columbia/Montour Home Health Visiting Nurses Association	Gannon University	Lankenau Hospital
Berks Visiting Nurse Association	Columbia/Montour Tapestry of Health (WIC)	George Washington University	Lebanon Valley College
Bloomsburg University	Computer Learning Network	Guthrie Healthcare System	Lehigh Carbon Community College
Botsford General Hospital	Conemaugh Memorial Medical Center	Guthrie-Robert Packer Hospital	Lock Haven University of Pennsylvania
Bucknell University	Copenhagen County School of Nursing and Radiography	Harrisburg Area Community College	Long Island University
California College for Health Sciences	Creighton University	HealthSouth	Luzerne County Community College
Career Development and Employment	Crozer-Chester Medical Center	HealthSouth/GHS Limited Liability Company	Lycoming College
Central Columbia High School	Daemen College	Hunter College	Main Line Health
Central Pennsylvania College	Danville Ambulance Service	Hutchinson Community College	Management Training Corporation d/b/a Keystone Job Corporation
Central Susquehanna Intermediate Unit	Danville Area School District	Indiana University of Pennsylvania	Mansfield University of Pennsylvania
Central Susquehanna Surgical Specialists, Inc.	Deaconess College of Nursing	Institute of Midwifery, Women and Health	Marywood University
Children's Hospital (Boston)	Drexel University	Ithaca College	McCann School of Business and Technology
Children's Hospital, Inc. (Cleveland)	Duke University Medical Center	Jefferson College of Health Professions	MCP Hahnemann University
City University of New York (on behalf of Hunter College)	Duquesne University	Jefferson Medical College of Thomas Jefferson University	Memorial Hospital
Clarion University of Pennsylvania	D'Youville College	Johnson College	Mercy Hospital
	East Stroudsburg University	King's College	

APPENDIX 5

Clinical and Non-Clinical Affiliations

Innovati

Mifflin-Juniata Career and Technology Center	Phlebotomy Institute of Central Pennsylvania	State University of New York—Upstate Medical University	University of Southern Nevada
Millersville University	Pinnacle Health System d/b/a Harrisburg Hospital	Sunbury Community Hospital	University of the Sciences in Philadelphia
Mount Aloysius College	Pottsville Hospital and Warne Clinic	Susquehanna Health System	University of Wisconsin
Mountain State University	Quinnipiac University	Susquehanna University	Upstate Medical University
Neumann College	Robert Packer Hospital	Temple University	Utica College
Northumberland County Area School of Business	Saint Francis University	The Bloomsburg Hospital	Virginia Commonwealth University
Northumberland County Cooperative Extension	Saint Joseph's Regional Medical Center	The Sage Colleges	Washburn University
Northumberland County d/b/a Mountain View Manor	Schuykill Institute of Business & Technology	Thomas Jefferson University	Wicks Educational Associates, Inc.
Norwalk Hospital	Shamokin Area Community Hospital	Thompson Institute	Widener University
Nottingham Village	Shenandoah University	University of Connecticut School of Allied Health	Wilkes University
Nova Southeastern University	Shikellamy School District	University of Delaware	Wilkes-Barre Area Vocational-Technical School
Pennsylvania College of Technology	Shippensburg University	University of Evansville	Williamsport Hospital and Medical Center
Pennsylvania State Milton S. Hershey Medical Center	Slippery Rock University of Pennsylvania	University of Medicine and Dentistry of New Jersey	Wyoming Valley Health Care System
Pennsylvania State University	Southern Columbia Area High School	University of Nebraska Medical Center	York College of Pennsylvania
Pennsylvania State University Cooperative Extension—Columbia and Montour Counties	Saint Ambrose University	University of Pennsylvania	
Philadelphia College of Osteopathic Medicine	South Hills School of Business and Technology	University of Pittsburgh	
Philadelphia University	State University of New York—Stony Brook	University of Pittsburgh at Titusville	
		University of Pittsburgh School of Nursing	
		University of Scranton	
		University of Southern California	

APPENDIX 6

Medical Residency and Fellowship Programs—FY05 and FY06

PROGRAM	DIRECTOR
Bariatrics	Christopher Still, DO
Body Imaging*	Anne Dunne, MD
Cardiovascular Medicine	Jamshid Shirani, MD
Clinical Cardiology Electrophysiology [†]	Randle Storm, MD
Clinical Psychology	Paul Kettlewell, PhD
Cytopathology	Steven Meschter, MD
Dermatology	Michele Maroon, MD
Dermatopathology	Dirk Elston, MD
Emergency Medicine	Douglas Kupas, MD
Gastroenterology and Nutrition	Robert Smith, MD
General Surgery	Peter Benotti, MD
Internal Medicine	Mary O'Keefe, MD
Interventional Cardiology	John Chapman, MD
Medicine/Pediatrics	Michelle Thompson, MD
Minimally Invasive Surgery	Anthony Petrick, MD
Nephrology [†]	Michael Schultz, MD
Neuropsychology	Bradley Wilson, PhD
Obstetrics/Gynecology	Edie Derian, MD
Ophthalmology	Herbert Ingraham, MD
Orthopaedic Surgery	Dean Harter, MD
Osteopathic—Traditional	John Bulger, DO
Otolaryngology	Scott Greene, MD
Pediatrics	Paul Bellino, MD
Procedural Dermatology	Victor Marks, MD; Michael Ramsey, MD
Radiology	Anne Dunne, MD; Dennis Go, MD
Rheumatology	Thomas Harrington, MD
Urology	Daniel Rukstalis, MD
Vascular Surgery	James Elmore, MD

*Program provided in FY05 only

[†]New program for FY06; application accepted in FY05

APPENDIX 7

Scientific Advisory Board for Research Initiatives

David Carey, PhD (Co-Chair)
David Ledbetter, PhD* (Co-Chair)
Peter Berger, MD
Glenn Gerhard, MD
Eric Green, MD, PhD*
Bruce Hamory, MD
Robert Langer, MD
Francis Menapace, MD
Eric Newman, MD
Ronald Paulus, MD, MBA
Denise Prince
Philip Reilly, MD*
Walter Stewart, PhD, MPH
Dennis Torretti, MD
Joanne Wade
James Walker, MD
Valerie Weber, MD

*External member

Quality.

APPENDIX 8

Research Initiatives

SIGFRIED AND JANET WEIS CENTER FOR RESEARCH

Investigator	Funding Agency	Grant Title	Funding Period
Mansoor M. Ahmed, PhD	DHH/NIH/NCI	TGF Beta 1 Signaling and Radiation Response in Pancreas Cancer	.05/01/05–02/28/07
Catherine Berlot, MD, PhD	DHH/NIH/NIGMS	Molecular and Cellular Analysis of G Protein Function	.07/01/02–06/30/08
Gerda Breitwieser, PhD	DHH/NIH/NIGMS	Calcium Sensing Receptor and Scaffolds	.04/01/06–03/31/10
David Carey, PhD	DHH/NIH/NINDS	Biosynthesis of Schwann Cell Extracellular Matrix	.04/01/00–03/31/05
	DHH/NIH/NINDS	Heregulin Activation of Schwann Cells	.07/01/00–06/30/05
	Pennsylvania DOH	Molecular Analysis of Cellular Growth	.01/01/03–12/31/04
	Pennsylvania DOH	Molecular Profiling of Human Disease	.05/01/04–04/30/06
	Pennsylvania DOH	Molecular Medicine Initiative	.01/01/05–12/31/06
Yiumo Chan, PhD	Muscular Dystrophy Association	Translational Research Initiative	.06/01/06–12/31/07
		Assembly of Sarcoglycans and Their Role in Muscular Dystrophies	.01/01/04–12/31/06
Glenn Gerhard, MD	Life Sciences Greenhouse PA	Zebrafish Model of Amyotrophic Lateral Sclerosis	.07/01/04–06/30/06
	NORD	Zebrafish Model of Tyrosinemia Type I	.10/01/05–06/30/06
Seema Gupta, PhD	DOD/CDMRP	Radiosensitizing Effects of Novel Histone De-Acetylase Inhibitors in Prostate Cancer	.09/01/05–12/31/06
TinChung Leung, PhD	Life Sciences Greenhouse PA	Target Validation of Vascular Endothelial GPCRs in Angiogenesis	.02/01/04–12/31/05
Tooraj Mirshahi, PhD	American Heart Association	Characterization of Mutant Beta 3 Subunit of G Proteins	.01/01/05–06/30/05
Janet Robishaw, PhD	DHH/NIH/NIGMS	Beta/Gamma Subunit Heterogeneity in G Proteins	.07/01/88–06/30/09
	DHH/NIH/NIGMS	G Protein Beta/Gamma Signaling Systems <i>In Vivo</i>	.09/01/98–08/31/08
Lawrence Rothblum, PhD	DHH/NIH/NIGMS	Protein Interactions and Initiation by RNA Polymerase I	.09/01/05–08/31/09
	DHH/NIH/NHLBI	Ribosome Biogenesis: A Molecular Checkpoint for Cardiac Hypertrophy	.04/01/06–03/31/10
	American Heart Association	Ribosome Biogenesis: A Checkpoint for Cardiac Hypertrophy	.07/01/05–04/01/06
Marianna Sultanov, MD	DOD/CDMRP	EGR-1 Functional Activation, Signaling, and Radiation Response in Prostate Cancer	.10/18/05–10/30/06
Wannian Yang, PhD	DOD/CDMRP	Construction of a Mitogenesis-Coupled Apoptosis	.08/01/04–07/29/06
Ping Zhang, PhD	American Heart Association	Role of Endoplasmic Reticulum Chaperones in Cardiac Ischemia	.07/01/03–06/30/05

APPENDIX 8

Research Initiatives

CENTER FOR HEALTH RESEARCH & RURAL ADVOCACY

Investigator	Funding Agency	Grant Title	Funding Period
Charles Ackley, DO (PI) Dean Christian, MD (PI) Nancy Gilhooley, MD (PI) Lewis Greenberg, MD (PI) Steven Schoenfelder, MD (PI) Irenesuz Szulawski, MD (PI)	AstraZeneca	A Randomized, Double-Blind, Placebo-Controlled, Multicenter, Phase III Study of Rosuvastatin (CRESTOR®) 20 mg in the Primary Prevention of Cardiovascular Events Among Subjects with Low Levels of LDL-Cholesterol and Elevated Levels of C-Reactive Protein (JUPITER)	2004–2010
Candace Ayars, PhD (PI)	Department of Health	W-B Pilot	8/01/05–6/30/06
Candace Ayars, PhD (PI) William Cochran, MD (PI)	Degenstein	Preliminary—School-Based Obesity	5/01/05–8/30/06
Candace Ayars, PhD Sharon Larson, PhD (PI)	Allen Foundation	Childhood Obesity	6/1/05–5/31/07
Thomas Challman (Co-PI) Scott Myers, MD (Co-PI) Walter Stewart, PhD, MPH (Co-PI)	HRSA	Autism Spectrum Disorder	9/01/04–8/30/05
Linda Famiglio, MD (PI) Walter Stewart, PhD, MPH (Co-PI)	HRSA	Developing a Stroke Care Educational Resource Center	9/01/03–2/01/06
Glen Gerhard, MD (PI)	ACR	Care Use Feasibility of Establishing Clinical Genomics Research at Geisinger	7/01/04–6/30/06
Jay Jones, PhD (PI)	Roche Diagnostics	LDL Screening for Publication	4/01/05–3/31/06
Eric Newman, MD (PI)	Procter & Gamble	Enhancing Osteoporosis Care	7/01/05–6/30/06
Frank Richards (PI)	AHRQ	HIT Implementation Grant	9/30/05–9/29/08
Nirav Shah, MD, MPH (PI)	Norvatis	Describing Non-Adherence to Initial Prescription Acquisition, and Developing a Model That Describes Patient Characteristics of Non-Adherence	11/01/05–4/30/06
Nirav Shah, MD, MPH (PI)	GlaxoSmithKline	Measuring Adherence to Prescription Medications for Asthma Links Between an Electronic Medical Record and Claims Data	09/01/05–2006

APPENDIX 8

Research Initiatives

Investigator	Funding Agency	Grant Title	Funding Period
Nirav Shah, MD, MPH (PI) Walter Stewart, PhD, MPH (Co-PI) James Walker, MD (Co-PI)	Robert Wood Johnson Foundation	Health eTechnologies Initiative	9/01/04–8/30/06
Walter Stewart, PhD, MPH (PI)	Pfizer	eCVD Formulary Prescribing Module	3/25/05–4/30/06
Walter Stewart, PhD, MPH (PI)	National Institute of Aging	Genetic Determinants of Digoxin Toxicity	4/01/06–3/31/07
Walter Stewart, PhD, MPH (PI)	GlaxoSmithKline	Overactive Bladder: Variation, Progression, Burden, and Health	7/14/05–1/14/07
Walter Stewart, PhD, MPH (PI)	GlaxoSmithKline	Using a Healthcare Database to Estimate the Risk of Medication Errors due to Confusion of Drug Names	11/01/05–4/30/06
Walter Stewart, PhD, MPH (PI) Vitaly Geyfman, DO (Co-PI)	Roche Diagnostics & AstraZeneca	eCVD Primary Care Clinical System	3/01/04–4/30/06
Walter Stewart, PhD, MPH (PI) Craig Wood, MS	Vandata	Migraine	6/29/05–8/16/06
Christopher Still, DO (PI)	Geisinger Endowment	Mediators of Metabolic Syndrome & NASH	7/01/04–6/30/05
Christopher Still, DO (PI)	Geisinger Endowment	NASH II—Clinical Genomics and Biomarker Development	7/01/05–6/30/06
James Walker, MD (PI)	AHRQ	HIT Planning	9/01/04–8/30/05
<u>Subcontracts</u>			
Eric Bieber, MD, FCCC	National Institutes of Health	Two Delivery Channels to Improve CRC Screening	7/15/05
Walter Stewart, PhD, MPH	National Institutes of Health	Age, Lead Exposure, and Neurobehavioral Decline	7/01/05

ACTIVE CLINICAL TRIALS

Source of Funding	Studies FY05	Studies FY06	Source of Funding	Studies FY05	Studies FY06
Abbott Laboratories	2	1	The Medicines Company	2	2
Acusphere, Inc.	1	1	MedImmune	2	1
AGA Medical	1	1	Medtronic, Inc.	2	3
Amgen Corporation	2	2	Medtronic Vascular, Inc.		1
Amylin Pharmaceuticals, Inc.	1		Mentor H/S	1	1
AstraZeneca	13	8	Merck & Co., Inc.	3	1
AtheroGenics, Inc.	1	1	Millennium & Key—ACS	1	
Aventis Pharmaceuticals	2	1	Mitsubishi Pharma Corporation	1	
Boehringer-Ingelheim Pharmaceuticals		1	Nitinol Medical Technologies	2	1
Biogen, Inc.	3		Novo Nordisk, Inc.		3
Bristol-Myers Squibb Company	1		NovaCardia	1	
Cardia, Inc.	1	1	Novartis	1	1
Columbia Laboratories, Inc.	1	1	Ortho Biotech		1
Conor Medsystems	1	1	Ortho-McNeil, Inc.	1	1
Cordis	1	1	Procter & Gamble	1	1
Cubist Pharmaceuticals, Inc.	1		Procter & Gamble/Alexion Pharmaceuticals	1	1
CV Therapeutics, Inc.	1	1	Pfizer, Inc.	4	1
DIApedia, Inc.	1	1	Prometheus Laboratories, Inc.	1	
Eli Lilly and Company	4	1	Ravgen	1	3
Eli Lilly/Omnicare		1	Roche	4	7
Eli Lilly/Sanyko Co.	1		Sanofi-Synthelabo, Inc.	3	3
ev3 Inc.	1		Sanofi-Aventis		1
Favrille, Inc.	3	2	Schering-Plough	1	1
Fujisawa Pharmaceutical	1	1	Schering-Plough/Duke Research Institute		1
General Electric	1		Scios, Inc.	1	
Gen-Probe	1	1	Shire Pharmaceuticals	1	
Genentech, Inc.	6	4	Smart Therapeutics	1	
GlaxoSmithKline	3	3	Speedel	1	1
Guidant Corporation	2	2	Stryker Biotech	1	1
Guilford Pharmaceuticals, Inc.	1		TEVA Neuroscience	2	1
Hospira, Inc.	1	1	Theravance, Inc.	1	
Immunex Corporation	3	1	TherOx, Inc.	1	1
Infacare Pharmaceutical	1	1	TriPath Imaging, Inc.	2	
Johnson & Johnson	1	2	UCB Pharma	1	
Jomed, Inc.	1	1	Wyeth Pharmaceuticals	5	1
KCI	1				
McNeil Consumer & Specialty Pharmaceuticals	1				
			TOTAL STUDIES	117	83

APPENDIX 9

Financial Summary

	(millions)	
	FY06	FY05
Geisinger earned		
Customer premiums, services to patients, and general services	\$3,274.1	\$2,649.0
Geisinger did not receive full payments from		
Medicare and medical assistance	1,061.1	732.3
Charity to patients	22.3	17.5
Other patients receiving services under contractual arrangements or due to administrative allowances	599.0	467.9
Total amount received	1,591.7	1,431.3
Geisinger spent		
Salaries and benefits	644.9	543.5
Supplies, utilities, and other expenses	312.2	278.9
Contracted services	491.8	511.2
Depreciation	54.3	48.6
Total costs for patient treatment and rendering care to beneficiaries	1,503.2	1,382.2
Operational excess of revenue received	88.5	49.1
Interest on debt, earnings on investments, and nonoperating gains	22.5	10.4
Excess of revenue and gains over expenses and losses	111.0	59.5
Total assets	1,542.7	1,298.1
Total liabilities	764.2	648.8
Accumulation of net worth from prior earnings	\$ 778.5	\$ 649.3



Construction Timeline for Geisinger Center for Health Research—Opened March, 2007.

Henry L. Hood, MD

President and Chief Executive Officer,
Geisinger Health System, 1974–1990



Born in Springfield, Vermont, Henry L. Hood received his bachelor of science degree in 1943 from Cornell University and then entered the

“Dr. Foss prophesied in 1943 that group practice would eventually become the most popular model for healthcare delivery. That has come to pass.”

HENRY HOOD, MD, PRESIDENT,
ANNUAL REPORT 1976–77

Army, remaining for three years as a captain in field artillery. At the end of the war, Hood began medical training at Cornell University, graduating in 1951, and he completed his internship and residency (general surgery) at the New York Hospital in 1954. Hood then entered the department of neurosurgery as a junior resident and later became chief resident. He completed his three-year fellowship in neurosurgery in the Cornell Division of the New York Hospital. In 1957, Dr. Hood joined the staff of the Geisinger Hospital as head of the section of neurosurgery. After holding numerous positions within Geisinger Health System, Dr. Hood served as president and chief executive officer from 1974 to 1990.

“...growth of this system since 1974—especially since 1981—has been geometric, not linear.”

HENRY HOOD, 1991
RETIREMENT ADDRESS TO
MEDICAL STAFF

In the middle of the 1980s, Dr. Hood, with counsel from a distinguished panel of nationally-known scientists, established the charter, goals, and quality measurement for the Henry Hood Research Program, now housed in the Sigfried and Janet Weis Center for Research. Backed by strong support from Geisinger’s administration, physicians, and benefactors, the program remains at the forefront of biomedical research, garnering national and international recognition for investigating the cellular and molecular basis of disease.

“It [Geisinger] has a mass and a density which outweighs and is impervious to aberrant behavior of any individual.”

HENRY HOOD, 1991,
RETIREMENT ADDRESS
TO MEDICAL STAFF



Along with research, a number of other profound changes occurred under Dr. Hood's leadership, including:

- 1975...Foss Clinic East (Dickey Clinic) opened
-Geisinger Medical Center Development Foundation established
- 1978...Geisinger Medical Management Corporation established
- 1979...NPW Medical Center acquired, becoming Geisinger Wyoming Valley
- 1980...Geisinger Medical Group opened in Wilkes Barre
-Marworth Alcohol & Chemical Dependency Treatment Center purchased
- 1981...Ronald McDonald House dedicated
-Emergency department and LifeFlight® program dedicated and opened
- 1983...Lewistown Hospital and Geisinger Clinic group practice formed
- 1984...Children's Hospital Center established
-House of Care opened
-Children's Miracle Network Telethon premiered
-Geisinger Office Building (GOB1) built
-Geisinger Health Plan licensed as an HMO

Dr. Hood married Jane Ann Steady in August 1949. Together they raised four children—Craig, Nancy, Susan, and Michelle.

"We are preoccupied with issues in healthcare that concern everyone: patients, professionals and, in fact, all of society. We peer as far into the future as we can to plan the management of this institution."

HENRY HOOD, MD, PRESIDENT, ANNUAL REPORT 1975-76



GEISINGER
HEALTH SYSTEM
Danville, Pennsylvania
www.geisinger.org