

ABOUT EXCELA HEALTH – IMPROVING THE HEALTH AND WELL-BEING OF EVERY LIFE WE TOUCH

Excelsa Health, the leading health care provider and the largest employer in Westmoreland County, brought together three hospitals in 2004 – Westmoreland Hospital in Greensburg, Frick Hospital in Mount Pleasant and Latrobe Hospital in Latrobe and in 2008 acquired Jeannette District Memorial Hospital — with the goal of serving as a regional health care system that embodies high quality, accessibility and advanced technology locally. More to the point, Excelsa Health seeks to live its mission of “*Improving the health and well-being of every life we touch*” couched in values known as the Excelsa Way. Evidence of those ideals can be found in the events of fiscal year 2021, with the addition of new concepts, services and technologies while, at the same time, garnering recognition for its efforts from national, regional and local organizations. In all cases, the resulting programs, services and awards benefitted the area’s citizenry and demonstrated a focus on quality measures, further enhancing the way Excelsa Health provides care. Perhaps more important is the continuing addition of highly trained physicians, nurses and health care professionals. Together, management, the Board of Trustees and medical staff collaborate diligently, and thoughtfully, to provide outstanding care to this region. At Excelsa Health the extraordinary is embraced as routine by the 4,383 employees, 496 physicians, 255 allied health professionals, 23 family medicine residents and 401 volunteers and auxiliaries who are the bedrock of the health system.

As a Pennsylvania nonprofit corporation described under section 501(c)(3) of the Internal Revenue Code of 1986, Excelsa Health was originally incorporated as such effective July 1, 1984, previously known as Southwest Health System, then Westmoreland Health System, followed by Westmoreland Latrobe Health Partners and, finally, Excelsa Health. In addition to its hospitals, Excelsa Health encompasses other health-related subsidiaries and continues to expand as the needs of the community demand.

The following community benefit report represents the 2021 fiscal year, July 1, 2020 to June 30, 2021, and it reflects Excelsa Health’s efforts to showcase the spectrum of in-kind contributions, activities and programming offered to residents of Westmoreland County. In the midst of the Coronavirus pandemic that swept across the nation beginning in March 2020, Excelsa Health was able to accomplish numerous initiatives to improve safety, quality, accessibility, awareness, education and assessment of health care services available within the health system.

QUALITY EFFORTS

Excelsa Health’s Response to the Coronavirus Pandemic

In March 2020, Westmoreland County declared a state of emergency due to the infiltration of the Coronavirus pandemic. Initial communication was distributed internally to Excelsa Health employees regarding safety protocols, including hand hygiene and visitor limitations in the facilities. As the month progressed, more state and county-wide mandates were implemented, and the need for patient safety and testing became imminent.

Masks were issued to all employees and temperature checks and the stringent use of personal protective equipment were integrated into daily work routines. These measures continue to be tools used today. To aid in monitoring and caring for patients who had COVID-19 symptoms or were suspected of having COVID-19, Excelsa Health launched a testing and evaluation center in Greensburg in March 2020. Individuals would be able to utilize a drive-through window for COVID-19 testing and also have an opportunity to see a provider for evaluation if needed. Approximately, 26,000 drive-through and 7,000 face-to-face COVID-19 tests have been provided to community residents. The turnaround time for testing results has improved dramatically since the initiation of testing. Excelsa Health laboratories have validated in-house testing which means all lab tests are 100% completed at Excelsa Health facilities, allowing for less than 24 hour-turnaround times for results. Additional testing and procedures were added to the center, including tests for influenza and streptococcal pharyngitis (strep throat), x-rays and venipuncture. Another service Excelsa Health has been able to offer is monoclonal antibody infusion treatments for patients diagnosed with COVID-19. This treatment is delivered via intravenous infusion and bolsters the patient's immune system, reducing risk of hospitalization and death. As of June 2021, 395 infusions have been given to patients with COVID-19.

Excelsa Health also collaborated with UPMC and Allegheny Health Network to establish the Regional Response Health Care Collaboration Program (RRHCC-P), a program to provide support to 58 skilled nursing facilities and personal care homes in the region.

When the COVID-19 vaccine became available for public use, Excelsa Health utilized two of their outpatient centers, Excelsa Square at Latrobe and Excelsa Square at Norwin, to administer vaccines to eligible patients requesting appointments. In May 2021, Excelsa Health opened a COVID-19 vaccination clinic to accommodate larger groups of patients to receive both scheduled and walk-in vaccinations. To date, approximately 54,000 vaccinations have been delivered to Westmoreland County residents via the clinic, Excelsa outpatient centers and visits to homebound patients through partnerships with local EMS personnel. Excelsa Health continues vaccination efforts by hosting pop-up vaccination clinics cosponsored with local school districts, churches and other community organizations.

While the pandemic continues to ebb and flow from a county, state and national perspective, Excelsa Health is more than prepared to effectively and efficiently address and mitigate imposed threats and risks from the COVID-19 pandemic.

The Magnet Journey and Nurse-Led Initiatives

Excelsa Health continues to believe its success is rooted in safe and efficient patient-centered care driven by value-based behaviors. The embodiment of this belief is all the more amplified through national Magnet recognition for excellence in nursing, collaboration across multidisciplinary teams and exceptional patient care.

Excelsa Health was officially accredited and recognized as a Magnet-designated health care organization with designation awarded to Frick Hospital, Latrobe Hospital and Westmoreland Hospital by the American Nurses Credentialing Center (ANCC) in December 2019. Following the initial designation, Excelsa Health nurses continued on the path toward continuous improvements and excellence through focused efforts in evidence-based practice and improvements in clinical outcomes and measures to enhance patient satisfaction. With the ongoing Coronavirus pandemic still in full swing during fiscal year 2021, Excelsa nursing teams showcased what it meant to “go the extra mile” and developed and implemented protocols and communication tools to enhance patient care, especially for those individuals with a COVID-19 diagnosis. Many of these examples and more are featured in the 2020 Excelsa Health Nursing Annual Report.

1. ***Regional Response Health Collaborative Program*** - Excelsa Health collaborated with several larger health care entities and health and human services organizations to establish the Regional Response Health Care Collaboration Program (RRHCC-P), a program providing support to 58 skilled nursing facilities and personal care homes in the region. Out of the 58, there were 53 sites that allowed Excelsa Health into their facilities to assist them in determining pandemic readiness. Excelsa teams provided an array of crucial services including a 24/7 call center for providers to access clinical consultation and technical assistance and in some cases rapid response teams were deployed in conjunction with the Department of Health, Department of Human Services and Pennsylvania Emergency Management Agency. In addition to the call center and rapid response teams, as part of the RRHCC-P, Excelsa Health teams provided assistance with testing, contact tracing, PPE coordination and expertise in infection control and prevention. As of June 2021, 141 initial evaluations and a total of 270 subsequent visits for testing, personal protective equipment and staff assistance were provided, and the program continues to be in effect today.
2. ***Specialized Education for Nursing and Clinical Teams Regarding COVID-19*** – Members of the Excelsa Health Education team realized the need for modified instruction and education for nursing and clinical support teams regarding policies and procedures for patients with presumed or confirmed COVID-19. Notifications, alerts and codes were revised to incorporate responses related to COVID-19, and staff participated in simulated scenarios for quality and training purposes. According to the 2020 nursing annual report, education was provided on mechanical ventilation, PPE use; new medications, many of which held only Emergency Use Authorization (EUA) and required vigilant monitoring and frequent titrations; advanced oral hygiene regimens for patients receiving noninvasive ventilation; new treatments such as awake proning to mobilize lung secretions, which although was not a newly identified treatment, was new to many staff nurses; heightened measures to prevent pneumonia, infections, pressure ulcers and much more.

3. ***End-of-Life Compassionate Care Visits*** – The number of patient deaths due to COVID-19 in fiscal year 2021 was daunting. Excelsa clinical teams throughout the system provided overwhelming support for families of loved ones with COVID-19, arranging for clergy visits and virtual communication with family members for end-of-life patients who were unable to be present due to restricted visitation policies. While spirituality is a vital component to the Excelsa Health continuum of care, it became even more critical during the pandemic.
4. ***Restructuring of Resources and Staffing Needs*** - As the number of COVID-19 cases mounted, the emerging need for inpatient beds and increased staff coverage followed. Elective surgical procedures, specifically those requiring an overnight hospital stay, were reviewed by leaders and physicians, and cases were reduced to allocate inpatient beds needed for critically ill patients. A centralized Care Support Staffing Command Center was established to address staffing needs in acute-care areas throughout the system. Clinical team members were willing to be cross-trained and redeployed in unaccustomed settings outside of their primary job functions to fulfill staffing roles on a case-by-case basis.
5. ***Long Line IV Tubing*** – Many critically ill COVID patients are given treatments that require frequent medications which leads to IV pump adjustments. Nursing staff are repeatedly entering and exiting patient rooms when adjustments are needed, wasting valuable resources such as time and overuse of PPE. A nurse from Latrobe Hospital wrote a published journal article documenting the “Flow Accuracy of IV Smart Pumps Outside of Patient Rooms During COVID-19,” advocating for use of long line IV tubing which would allow IV pumps to be used outside of patient rooms. This proposal would allow nurses to continuously observe patients while monitoring medication administration and not have to frequently don/doff PPE. Excelsa nursing staff collaborated with Supply Chain to preserve stock of long line IV tubing, and the process is now currently utilized in the Intensive Care Unit. The solution is being shared with clinical units across the system.
6. ***Caring 4 You Program*** – The pandemic not only brought about physical, emotional and mental struggles for patients but also the Excelsa caregivers who sought to meet patients' needs. Staff were experiencing extreme levels of stress and anxiety due to high patient volume, low staff census and limited resources involving the COVID-19 crisis. In December 2020, Excelsa Nursing leadership and staff introduced an evidence-based peer support program called Caring 4 You, dedicated to helping employees cope and respond to daily stressors in a healthy and healing manner. The ultimate goal of the program is for trained peer mentors and supporters to offer staff “emotional first aid” and the opportunity to express their feelings in a safe environment and also to “bridge the gap” and connect staff to the resources needed during the pandemic and beyond.

Additional initiatives implemented from Excelsa Health Nursing can be located in the 2020 Excelsa Health Nursing Annual Report.

Nursing outreach efforts were not in short supply even at the height of the pandemic.

1. ***Random Acts of Kindness Day*** – Staff from Excelsa Health Family Additions Maternity participated in Big Brothers Big Sisters of Laurel Region’s “Willie’s Random Acts of Kindness Day” in honor of a young baby born at Westmoreland Hospital who passed due to unforeseen medical complications. The staff collected more than \$800 in support of the cause which helps local children in Willie’s name.
2. ***Wedding*** – In April 2021, nursing staff at Latrobe Hospital received a special request from a local pastor who was planning to officiate a small marriage ceremony for a patient inside the hospital. The team facilitated a wedding environment complete with flowers, decorations, a cake, balloons and a wheelchair “Just Married” sign. Members from the Excelsa Health clinical team, including physicians and unit directors, joined efforts to make the ceremony unforgettable for the patient, who even asked a technical partner to serve as his ringbearer. The couple plans to recreate the ceremony sometime in 2021 but shared how grateful they were to everyone involved in their special day.
3. ***Help Others. Help Yourself.*** – In light of the pandemic stress, Latrobe Hospital OR and SSU team members focused their attention and efforts on helping furry friends by donating pet food and other pet-related supplies to Action for Animals Humane Society. Earlier in the year, they also raised money to fund pet oxygen mask kits and donated them to local fire departments for rescuing animals from burning buildings. On a similar note, a nurse from Latrobe Hospital Emergency Department began sewing masks and providing them to family members, friends and local fire and police departments when masks were required in public settings and in short supply. Her handmade masks became a popular sensation among health care staff, not just locally but nationally and even internationally. She was able to take the proceeds she received from the masks and purchased cleaning and office supplies, kennel cots, pet toys and treats for the local chapter of Four-Footed Friends animal shelter.

Nursing teams continued to lead research initiatives to advance not only the standards of nursing care at Excelsa Health but also to advance the profession of nursing.

1. ***Nurse Residency Program*** – In fiscal year 2021, 90 nurses entered the Nurse Residency Program. Three Cohorts: 1 (28 residents), 2 (49 residents), 3 (eight residents) and Year 2: (five residents). The 24-month, comprehensive program is composed of two phases — Phase One, Year One and Phase II, Year One and Year Two — designed to support the development of the new nurse’s role as a professional, clinician and leader.

2. There were 58 in attendance at the *6th Annual Evidence-Based Practice and Research Forum: Relationship-Based Care* in 2020. Lisa Bernardo, PhD, MPH, RN, Nursing Research Consultant, was this year's keynote speaker and described the crucial importance for health care staff to purposely nurture resilience both personally and professionally. Dr. Bernardo stressed that the COVID-19 pandemic has placed burdens on staff not only in the workplace but at home as well.

Caring 4 You Program - Maureen Cutrell, BSN, RN, Clinical Nurse, Laurel Surgical Center and Paula Aiello, BSN, Magnet Program Specialist

Nurse Resident Spotlight

4 Eye Skin Assessment - Juliene Goehring, RN (WH PCU 1D/E) and Austin Morton, BSN, RN (WH PCU 1D/E)

Academic Capstone Projects

Master of Science in Nursing (MSN)

Stress Testing Educational Improvement Project - Christen Stercho, MSN, RN (Clinical Nurse, Nuclear Cardiology)

Implementation of a Focused Fall Risk Assessment to Improve Fall Rate for Emergency Department Patients - Lydia Marsh, MSN, RN (Clinical Nurse Coordinator, FH ED)

Doctor of Nursing Practice (DNP)

Implementation of EMS Feedback to Improve Stroke Identification - Nicole Komenda, DNP, RN (Clinical Nurse Coordinator, FH ED)

Trauma Informed Care in the Emergency Department - Amy Dennis, DNP, RN (Clinical Nurse, FH ED)

EMS Identification of Sepsis and Initiation of a Sepsis Handoff to Decrease Time to Appropriate Treatment - Jordan Culler, DNP, FNP-C, RN (Clinical Nurse, LH ED)

Optimizing Patient Flow Using a Multifaceted Approach - Mike Widmann, MSN, RN-BC, CCRN (Clinical Informatics Coordinator, Excelsa Health)

Empathy Training in the Emergency Department - Kelly Neubauer, DNP, RN (Nurse Navigator, Heart Failure, Excelsa Health Cardiology)

Using Purposeful Professional Development to Improve Bedside Nurse Retention: A Quality Improvement Project - Donna Steele, DNP, RN (Assistant Professor, Nursing, Westmoreland County Community College)

3. **Professional Governance** – Professional Governance offers clinical, professional nurses a voice in decision making to create a positive impact on the quality of patient and family care through a structure of councils, committees and work groups. This model also embraces shared responsibility as nurses facilitate recommendations and make decisions about clinical care, quality improvement and professional nursing practice. Ideas are shared through the Unit-Based Council Spring Showcase and Professional Governance Fall Fair. The councils and committees are:

- *Leadership Council*: provides a means for communication, integration and coordination of the functions of Professional Governance. Associated committees include:

- Shared Governance Committee
- Nursing Professional Practice Evaluation Committee
- Staffing Committee

- *Unit-Based Practice Council*: provides a “voice” for clinical nursing in decision making at the unit level.

- *Unit-Based Primary Care Practice Council*: provides a “voice” for direct care providers in decision making across the primary care offices within the Excelsa Health Medical Group.

- *Professional Development Council*: oversees development, implementation and evaluation of professional, career development programs. Associated committees include:

- Professional Advancement Committee
- Professional Image & Community Partnership Committee

- *Management Council*: oversees the human, fiscal, material and support resources/services within and affecting the continuing operations of the nursing department. Associated committees:

- Recruitment Committee
- Retention & Recognition Committee

- *Practice Excellence Council*: defines, implements and maintains the highest standards of evidence-based nursing practice with additional committees reviewing subsets of this council. Associated committees include:

- Innovation, Technology & Informatics Committee
- Evidence-Based Practice Committee

- *Advanced Practice Provider Council*: implements those standards of practice defined by the American Nurses Association.

Oftentimes in the health care world, caring for patients is typically viewed as diagnosis, treatment and prevention of illnesses and ailments present in the physical body. However, patient care encompasses more than the physical; it also includes the psychosocial/emotional aspects of an individual's good health and well-being.

The Excelsa Health Behavioral Health team, with services offered at the Latrobe and Westmoreland Hospital campuses, reaches into the community to aid those in crisis. During fiscal year 2021, Excelsa Health Behavioral Health provided the following community services:

1. **The School-Based Mental Health Program** (out of the Latrobe Hospital campus) operates fully functional outpatient clinics in seven Westmoreland County school districts: Derry, Latrobe, Ligonier Valley, Hempfield, Southmoreland, Jeannette and Mount Pleasant. Eleven licensed mental health professionals, a part-time psychiatrist and a nurse practitioner provide services in the school setting. Each school site is licensed by the Pennsylvania Department of Public Welfare Office of Mental Health and Substance Abuse Services (OMHSAS) as satellite clinics of the Latrobe Hospital Child Outpatient Clinic. Currently, there are 558 children in treatment in the school-based program. The program has had to be flexible and innovative during the Coronavirus pandemic. As schools have suspended face-to-face classes or have adopted new learning schedules, the program has begun to offer virtual appointments either via videoconferencing or telephonically.
2. **Nursing Home Support – Mobile Medication Education (MME) and Monitoring program**, based at the Westmoreland Hospital campus, is a community psychiatric nursing program providing in-home/community psychiatric nursing services. The program targets priority populations (an OMHSAS designation) who would otherwise be at risk for state hospital admission as well as serving as the first point of follow up for individuals discharged from state hospitals. Since the number of individuals being discharged from state hospitals has slowed, we are now working with acute care mental health inpatient units to identify individuals who have had multiple psychiatric admissions to provide additional support to assist them in the community. There are nine registered nurses and one aide attached to this program, which is licensed by the Pennsylvania Department of Public Welfare Office of Mental Health and Substance Abuse Services (OMHSAS) as a satellite of the Westmoreland Hospital Outpatient Clinic. In fiscal years 2020 -2021, 127 individuals were served in the MME program. The MME program is offering virtual appointments as well as face-to-face appointments. The Excelsa Health Behavioral Health team has been engaged in educating consumers in safety and wellness strategies to protect themselves and others during the pandemic.
3. The **Crisis Response Center (CRC)**, located on the Westmoreland Hospital campus, was developed to provide an alternative to emergency room treatment for individuals in psychiatric crisis.

Combined with the Excelsa Health Emergency departments, the Excelsa Health Behavioral Health team sees approximately 2,600 individuals in some form of psychiatric crisis each year; at least 60 percent do not meet the criteria for inpatient admission and are discharged from the Emergency department into the community. As the Behavioral Health team has seen a significant increase in individuals suffering from substance use disorders (SUD), they have developed a “Warm Hand Off” process which enables drug and alcohol case managers from our Single County Authority SPHS to come and meet with individuals with SUD who present in crisis. This program facilitates a rapid level of care assessment and linkage to the appropriate level of treatment, while the individual is engaged and motivated to receive help. The program has been successful in helping individuals receive treatment more quickly and sometimes “door-to-door” linkage is achieved.

The Crisis Response Center is independently licensed by the Pennsylvania Department of Public Welfare Office of Mental Health and Substance Abuse Services (OMHSAS) and is attached to the Behavioral Health psychiatric outpatient clinic. The Crisis Response Center provided services to 1,030 individuals this year. Additionally, consultation services were provided to 1,527 individuals who were experiencing psychiatric emergencies in the emergency rooms throughout the health system.

4. Behavioral Health operates a seven-week summer camp, called **Camp Focus**, which serves children from the Latrobe, Derry, Mount Pleasant, Hempfield and Ligonier Valley school districts. The camp offers an alternative for school-age children, so mental health treatment, growth and learning can continue during the summer season to apply and refine skills developed throughout the year. During fiscal year 2021, it was necessary to cancel the camp on account of social distancing guidelines and the unavailability of the school buildings due to the Coronavirus pandemic.

The Behavioral Health staff members also provide various trainings, in-services and consultations including quarterly presentations to the Bariatric Surgery support group and an annual Children’s Wellness Symposium.

EXCELA CAREGIVERS OF SOUTHWESTERN PA

CareGivers is a separate, nonprofit 501(c) (3) organization, operated as a subsidiary of Excelsa Health and under the direction/supervision of the director of Behavioral Health. As members of the United States Psychiatric Rehabilitation Association (USPRA), the CareGivers recovery programs are nationally renowned as models of best practice and evidence-based implementation in the operation of peer driven, patient-centered programming. CareGivers is the largest community-based recovery program in southwestern Pennsylvania.

CareGivers is located at 1037 Compass Circle, Suite 102, Greensburg, Pa., and all programs are independently licensed by the Pennsylvania Department of Public Welfare Office of Mental Health and Substance Abuse Services (OMHSAS) and accredited by USPRA. Additionally, the Clubhouse is accredited by the International Coalition for Clubhouse Design (ICCD), a Swedish-based organization that oversees fidelity to the evidence base of the Clubhouse model in the United States. The individual programs are:

Clubhouse

The Clubhouse is a member-driven body where members and staff work side by side in a number of social, educational and vocational rehabilitation programs. It serves individuals who have reached a point in their recovery where they are ready to resume the path they were on prior to the acute stage of their illness. It provides education, counseling and supportive services for individuals seeking to return to high school or college. For those individuals who are ready to resume employment the Clubhouse offers both Transitional Employment and a Supportive Employment Program. The Clubhouse is currently serving 36 active clients. Each of these individuals has developed their own person-centered plan which charts their personal course to wellness. Due to the Coronavirus pandemic, it was necessary to close the program the face-to-face visits and transition to the Cisco WebEx videoconferencing platform for approximately three months. Later on, the team was able to develop a hybrid model where some people attend in person and others participate via the WebEx platform.

Psychiatric Rehabilitation

The mission of Westmoreland Psychiatric Rehabilitation is to promote a system of integrated and holistic services to support mental health recovery so that individuals with mental illness are able to achieve success and satisfaction in the living, working, learning and social environments of their choice. This is accomplished through psychoeducation, skill acquisition and social networking. Psychiatric Rehabilitation is a group therapy-based day program facilitated by mental health professionals who specialize in Mental Health Recovery. The Psychiatric Rehabilitation program provides 10 psychoeducational and skill development groups each week. The group setting facilitates a sharing of experiences and wellness strategies and provides support for the individuals on their journey to recovery. The program currently serves approximately 40 consumers. The team is currently offering a hybrid model of virtual and face-to-face person groups while adhering to all CDC and PA Department of Health guidelines.

Mobile Psychiatric Rehabilitation

Mobile Psychiatric Rehabilitation is the smallest of the CareGivers programs with one practitioner assigned to it. This program provides more individualized support and rehabilitative opportunities and serves as a transitional service to consumers not yet ready for the open issue identification that occurs in the group-based Psychiatric Rehabilitation programs. There are currently nine individuals participating in this program.

West Place Drop-In Center

West Place is a member-governed, social gathering place which provides a safe, inviting environment for members to enjoy social opportunities with other individuals who struggle with mental illness. Individuals experiencing mental illness do not often feel welcome in many areas of society. Having a place where others who also identify with their unique challenges gather for fellowship and support is extremely beneficial to maintaining wellness and achieving recovery. Membership in the program provides opportunities for networking, fosters acceptance and mitigates the isolation felt by so many individuals with mental illness engaged in the recovery journey.

In addition to fellowship and emotional support, West Place serves 300 meals each month to its members. By partnering with the local food bank, the program offers a nutritious, well-balanced meal at a nominal cost. In 2020, this program was significantly impacted by the Coronavirus pandemic, closing for a brief period of time and reopening virtually. Due to the social nature of the program, this was a tremendous challenge. The center has now reopened for face-to-face attendance paying strict attention to CDC guidelines. Currently, there are 67 members taking part in the program.

SAFETY EFFORTS

Excelsa Health is always keenly aware of employee and patient safety as evidenced by the following programs undertaken in fiscal year 2021:

The Excelsa Health Safety and Occupational Health department presents **annual safety fairs** that are open to all Excelsa Health employees. These events present the different safety measures and programs in place to ensure the safety of Excelsa Health staff, patients and visitors. The safety fairs cover a range of topics, including Needle Safety (Blood and Body Fluid Exposures), Personal Protection Equipment, Slips, Trips and Falls, Fire Safety, Infection Control, Employee Wellness, Patient Safety and more.

In 2021, the annual safety fairs were held virtually again due to the Coronavirus pandemic. All employees were given the chance to enter a weekly drawing by completing a weekly “puzzle” challenge. Topics included general safety tips, stress reduction and financial wellness. The average weekly entries amounted to 350.

Throughout the year, the Safety and Occupational Health department distributes communication and resources related to workplace safety initiatives and how employees can practice mindful safety habits in their daily work routines. Department safety officers are invited to participate in **quarterly safety breakfasts** to learn and share about the climate of safety at Excelsa Health and upcoming safety programs planned to be implemented across the health system. In fiscal year 2021, **seven safety breakfasts were held** at Westmoreland, Latrobe and Frick Hospital with **a total of 156 employee safety officers in attendance**.

Safety newsletters and memos are also a means of communication to safety officers, providing opportunities to relay teachable moments to staff during departmental and unit daily meetings. In fiscal year 2021, topics such as winter safety and blood/body fluid exposures were highlighted as part of employee safety messaging.

FOR OUR EFFORTS ...

... in Quality, Safety and Care Provision, Excela Health Was Recognized Through the Following Awards and Accolades:

1. Excela Health is recognized as a **System Magnet®-designated health care system** by the American Nurses Credentialing Center (ANCC) Magnet Recognition Program®. This achievement is an expression of the outstanding, quality patient care and teamwork Excela Health exemplifies day in and day out.
2. The National Association for Business Resources has named **Excela Health among the “Nation’s Best and Brightest in Wellness®” in 2021 for the fifth straight year.** The program honoring companies and organizations recognizing and celebrating quality and excellence in employee and worksite health, is administered by SynBella, the nation’s leading wellness systems firm. Winning companies were evaluated by an assessment and examined statistically for quantitative data and based on criteria to benchmark and improve wellness program effectiveness. Those criteria include outcomes, analysis and tracking, participation and incentives, benefits and programs, leadership, employee input, culture and environment.
3. **Excela Westmoreland Hospital received first place in the hospital division and Excela Health Home Care & Hospice received first place in the home health division** for Tribune Review’s Best of the Best Awards in 2020. Similarly, providers in family medicine and home health physical therapy were ranked with top honors in their respective categories.
4. **The Heart, Lung & Vascular Institute at Excela Westmoreland Hospital received recognition** by *U.S. News and World Report* for 2021-2022, demonstrating excellence in the areas of heart attack, heart failure and COPD treatment. The Institute also achieved Bronze recognition for **Mission: Lifeline STEMI Receiving Center** certification through the American Heart Association and the American College of Cardiology Accreditation Services. Receiving Center accreditation identifies hospitals with the capabilities to provide comprehensive ST elevation myocardial infarction (STEMI) care, including 24/7 percutaneous coronary intervention (PIC). Hospitals and health care organizations receiving these accreditations follow stringent guidelines, including coordination with EMS and referral centers, participation in a multidisciplinary team, continuing education and data collection, among others.
5. Excela Westmoreland Hospital was once again **recognized for exceptional patient care and received an “A”** through The Leapfrog Group’s hospital safety grades awards program in spring 2021 for meeting the highest safety standards in the United States. Excela Latrobe Hospital maintained its “B” grade status for the award period.

6. The Society of Thoracic Surgeons (STS) **has granted Excela Health a three-star rating, an elite distinction** in patient care and outcomes for aortic valve replacement combined with coronary artery bypass grafting (AVR+CABG), isolated aortic valve replacement (AVR) and isolated coronary artery bypass grafting (CABG). This three-star rating denotes the highest category of clinical quality within the STS rating system and is considered one of the most sophisticated and highly regarded overall measures of quality in health care, rating the benchmarked outcomes of cardiothoracic surgery programs in the United States and Canada.
7. The Lung Cancer Alliance has named **Excela Health as a Screening Center of Excellence** for its lung cancer screening program. Designated screening centers of excellence are committed to providing clear information based on current evidence about who is a candidate for lung cancer screening and complies with comprehensive standards based on best practices developed by professional bodies such as the American College of Radiology, the National Comprehensive Cancer Network and the International Early Lung Cancer Action Program.
8. The American College of Radiology **designated Excela Westmoreland and Latrobe Hospitals as Breast Imaging Centers of Excellence** for achievement in high practice standards.
9. The **Excela Advanced Vein Center** is **one of only seven IAC accredited vein center sites** in the state of Pennsylvania. The Intersocietal Accreditation Commission (IAC) accredits imaging facilities and hospitals specific to superficial venous treatment and management. IAC accreditation is a means by which facilities can evaluate and demonstrate the level of patient care they provide.
10. Highmark Blue Cross Blue Shield continues to recognize Excela Health as a **Blue Distinction Center Plussm** for knee and hip replacement, cardiac care, maternity care and bariatric surgery care as part of the Blue Distinction Center for Specialty Care[®] program. The designation is given to hospitals who are shown to deliver quality specialty care based on objective, transparent measures for patient safety and health outcomes that were developed with input from the medical community.
11. **Excela Health Family Additions Maternity at Westmoreland Hospital was a recipient of the 2020 Newsweek Best Maternity Hospitals award**, the only featured maternity hospital in southwestern Pennsylvania. To be considered for the list, hospitals had to demonstrate adherence to a variety of standards for excellence in maternity care including low rates of cesarean section procedures, episiotomy and early elective deliveries and follow important protocols to protect mothers and babies. Additionally, Family Additions Maternity was also **recognized by Cribs for Kids[®]'s National Safe Sleep Hospital Certification Program as a certified safe sleep leader** for following the safe sleep guidelines recommended by the American Academy of Pediatrics (AAP) and providing training programs for health care team members and family caregivers.

12. Excelsa Health hospitals – Frick, Latrobe and Westmoreland – have been designated as **Primary Stroke Centers** by the Joint Commission and recognized by the Department of Health for exceeding national standards for quality patient care. To earn accreditation, the Excelsa Health hospitals have demonstrated proficiency in the prevention and early management of stroke and transient ischemic attack (TIA) symptoms based on guidelines established by the American Heart Association/American Stroke Association for health care professionals.
13. Excelsa Westmoreland, Latrobe and Frick Hospitals were recognized in 2021 for their status as **Get With The Guidelines® awardees** by the American Heart Association and the American Stroke Association. Westmoreland, Latrobe and Frick Hospitals all received the **Get With The Guidelines® Stroke Gold Plus** award. This achievement is based on Excelsa Health’s use of the most up-to-date, evidence-based treatment guidelines to improve patient care and outcomes.
14. **Excelsa Health WORKS**, the system’s occupational medicine program, received certification from the National Association of Occupational Health Professionals (NAOHP). Starting in 2020, three-year certification is considered the industry’s gold standard of outstanding occupational health practices for the delivery of quality health care services to the workforce in the community. The NAOHP is the premier professional organization for occupational providers and clinics. It provides benchmarks, standards and best practice consultation nationwide with services evaluated on administration, operational framework, staffing processes, quality assurance, product line development and sales and marketing. The NAOHP surveyor noted that the program has “a highly committed staff that work wonderfully as a team for patient and client company excellence ... There are many aspects of practice that truly set it apart.”

Just as Excelsa Health cares for its patients, so too does it place a premium on the health and well-being of its workforce.

1. For the fifth consecutive year, Excelsa Health has been recognized as a **Healthiest 100 Workplace in America**, an awards program presented by Healthiest Employer, LLC. In 2020, Excelsa Health was ranked **56 out of 100**. About 10,000 employers nationally applied for the award. Excelsa Health continued its recognition as one of the "**Healthiest Employers of Western Pennsylvania**", which in 2020, marked the ninth consecutive year in achieving the designation.

COMMUNITY HEALTH NEEDS ASSESSMENT

As part of the Patient Protection and Affordable Care Act of 2010, nonprofit hospitals are required to complete a community health needs assessment (CHNA) survey every three years. An implementation plan must be adopted to address the identified needs and compliance with this requirement. The purpose of the CHNA process is to improve community health through utilization of a model that integrates health system planning with public health and community planning.

A community health needs assessment must include a description of the community, a description of the process and methods to conduct the assessment and other collaborating agencies involved in the process, a description of how the hospital considered input from persons who represent the broad interests of the community and a description of the health care facilities and other resources within the community available to meet the community health needs identified in the community health needs assessment. If a hospital has more than one facility, a separate report and implementation strategy must be completed for each facility.

Once the CHNA is completed, it must be made available widely to the public by posting it on the facility’s website and must be easily downloadable from the website. For an updated copy of Excelsa Health’s 2019 Community Health Needs Assessment, visit www.excelahealth.org, search **Community Health Needs Assessment**. Excelsa Health is currently in the process of evaluating survey results and identifying top community health priorities for the 2022-2024 Community Health Needs Assessment initiative.

EQUIPMENT, SERVICE AND TECHNOLOGY UPDATES

Excelsa Health invested in a variety of capital projects in fiscal year 2021 from parking lots and sidewalk repairs and landscape upgrades for campus properties to new bed, recliner and overbed table deliveries throughout the system. By way of system-wide equipment and service enhancements, Excelsa Health also committed monies toward several vital service additions for each of its hospitals:

Westmoreland	FY2021
Structural Heart Investment (TAVR)	\$6,574,994
Bed Replacements (System) – <i>allocated to all three hospitals</i>	\$3,095,838
GI Scopes – <i>allocated to all three hospitals</i>	\$1,863,121
AED/Defibrillators – <i>allocated to all three hospitals</i>	\$565,622
Westmoreland Hospital ED Renovations	\$294,505
System Inpatient Recliners - <i>allocated to all three hospitals</i>	\$253,922
Westmoreland Hospital 1D/1E Unit Renovations	\$237,041
Telemedicine	\$281,878
Westmoreland Hospital C-Arm	\$176,841
ECHO Machine	\$172,052
Westmoreland Hospital Heart Tower	\$152,090
Westmoreland Hospital Steris Washer	\$121,510
Phillips Operating Room Heart Room Monitors	\$111,565

Latrobe	FY2021
Latrobe Hospital Pharmacy	\$2,635,881
Latrobe Hospital Urology Table	\$389,530
Hematology Cellavision	\$94,500
Digital Portable X-Ray Machine	\$84,900
Latrobe Hospital Ventilators (2)	\$70,000

Frick	FY2021
EV300 Ventilator Units (7)	\$99,933
Phillips Vital Signs Early Vue VS30 (11)	\$45,772

The largest hospital in the system, **Excelsa Westmoreland Hospital** invested in multiple equipment, tools and technology enhancements in fiscal year 2021 for emergency, gastroenterological, imaging, cardiac, inpatient and telemedicine services housed at the campus. Projects for fiscal year 2021 included the transcatheter aortic valve replacement (TAVR) build-out in the Heart and Vascular Center, bed replacements and inpatient recliners (systemwide), GI scopes, AED/defibrillators, unit and emergency department renovations, telemedicine capabilities, heart monitor equipment upgrades for the campus' operating room and elevator shaft repairs for one of the medical arts buildings located on the property. These improvements allow the site to remain a viable source of premier health care services available to residents of Westmoreland County.

The commitment continues to the Latrobe community as Excelsa Health moves forward with an ongoing effort to **modernize Excelsa Latrobe Hospital and eastern market practices**. Projects for fiscal year 2021 included the completion of the campus Pharmacy build-out renovations, imaging and ventilator equipment upgrades, the acquisition of hematology Cellavision® technology and a urology table, operating room/surgical optimization, refresh and maintenance upgrades to primary care practices and surgery center in the eastern market, hospital unit/floor renovations and energy-saving initiatives. These updates to Excelsa's facilities in the eastern market provide additional access and convenience for individuals seeking care options close to home.

Excelsa Frick Hospital also obtained new equipment and resources in fiscal year 2021. Projects for fiscal year 2021 included ventilator units and vital signs monitors as well as PCU room upgrades and facilities planning for the build-out of Excelsa Square at Connellsville which would model the Latrobe and Norwin complexes.

To relieve the anxiety that may accompany a hospital stay, particularly one that is unplanned, Excelsa Health utilizes **Pet Therapy** at its three hospitals and at Excelsa Square at Norwin. From July 1, 2020 to June 30, 2021, 19 dogs and their handlers participated in the program with assignments ranging from visiting in the outpatient waiting areas to bedside visits. They contributed 19 volunteer hours towards the total volunteer hours for the health system.

The program continues to expand in an effort to enhance the patient experience further. Research has shown that pet therapy provides various health benefits to patients and others. All dogs in the program are registered as therapy dogs through one of a number of national or regional organizations and must be up-to-date on their own health requirements.

Excela Health also offers care across a continuum from prevention and wellness to emergency care, acute care, outpatient care, rehabilitation, home care and hospice and durable medical equipment (medical supplies).

REACHING INTO THE COMMUNITY

The health system has garnered much recognition for its efforts on behalf of the “health and well-being” of the public it serves, always striving for excellence as our very name implies. Excela Health takes the role of corporate citizen seriously, too, partnering with community organizations to spread the word about various health issues, giving of its time and talents to neighborhood causes and supporting the efforts of area health-related groups and others whose mission meshes with its own.

The following initiatives function as examples of Excela’s presence in Westmoreland County and opportunities to address and meet the needs of the priorities listed in the 2019 Community Health Needs Assessment (CHNA).

Excela Health engages the community at **multiple festivals, fairs and parades** throughout the year. These family-friendly gatherings, ranging from **100 up to in excess of 25,000 attendees** each year, allow the Excela Health team to share their Excela pride and remind residents of the primary and specialty care services they can receive right in their backyard as well as the fact that Excela accepts all major insurances. *Due to the ongoing Coronavirus pandemic, most community events were cancelled or suspended in fiscal year 2021.*

Westmoreland County includes a high population of senior citizen residents, and health care plays a major role in their everyday lives. These residents have the opportunity to attend a variety of **senior expos and health fairs** sponsored by local political figures and agencies to learn more about health care options in their community. Excela Health proudly attends and participates in these events and recruits physicians, direct care team members and staff to share information about Excela’s quality services and, in some cases, perform blood pressure screenings and other specific screenings related to their specialty at no cost to the individual. These events have generated popularity within the county over the years and can range from **50 up to in excess of 1,000 attendees** annually. *Due to the ongoing Coronavirus pandemic, most community health fairs and senior expos were cancelled or suspended in fiscal year 2021.*

While the ongoing Coronavirus pandemic resulted in cancelled or suspended community efforts across the county, Excela Health continued its participation in select **community walks** that were held in person. Representatives from Excela Health service lines attend and participate in these walks every year to promote the quality, convenient care Excela offers close to home.

Hundreds of people across Westmoreland County and surrounding communities register and participate in these walks in support of their promoted causes. Listed below are examples of walks Excela Health participated in for fiscal year 2021:

Name of Event	Description	Attendance/Lives Touched
Freedom 5K Walk	Community Walk supporting Heart Health	250
Ray of Hope Walk	Community Walk promoting Suicide Awareness/Prevention and Mental Health Support	320+
American Heart Association Greater Pittsburgh Heart Walk	Community Walk promoting Heart and Stroke Health; Excela Health team captain featured as survivor story	1,000+
March for Parks Walk	Community Walk to support preservation of local parks and recreation areas in Westmoreland County	200
March of Dimes “March for Babies” Virtual Walk	Community Walk in Western/Central Pennsylvania promoting health and access to resources for mothers, babies and families	1,300

While the pandemic also produced challenges for face-to-face **health and wellness education and physician seminars**, Excela Health utilized their partnerships with local radio broadcasting networks to produce interviews with Excela Health physicians and clinicians. These segments aired on local stations throughout Westmoreland County and featured topics such as the importance of diagnostic and lung screenings, mental health, heart health, breast health, sports medicine injuries, stroke awareness/prevention and diabetes education. Several of these interviews aired multiple times on the radio throughout the year.

Listed below are examples of radio interviews that aired in fiscal year 2021:

Name of Event	Description	Attendance/Lives Touched
Broadcast Communications In Touch Radio Interview	SmartCurve Mammography Technology at Excelsa Health – <i>Dr. Margaret Clark, Radiologic Consultants, Ltd.</i>	10,000+ listener reach
iHeart Radio Steelers Nation Interview - Adam Crowley Show	Concussion Care/Management Part 1– <i>Dr. James Masterson, Excelsa Health Orthopedics Institute, Center for Sports Medicine</i>	10,000+ listener reach
iHeart Radio Steelers Nation Interview - Adam Crowley Show	Anterior cruciate ligament (ACL) and Medial collateral ligament (MCL) Tears and Treatment - <i>Dr. Daniel Leigey, Excelsa Health Orthopedics Institute, Center for Sports Medicine</i>	10,000+ listener reach
iHeart Radio Steelers Nation Interview - Adam Crowley Show	Shoulder and Labral Tears and Treatment – <i>Dr. Jennifer Erdos, Excelsa Health Orthopedics Institute, Center for Sports Medicine</i>	10,000+ listener reach
iHeart Radio Steelers Nation Interview - Adam Crowley Show	Concussion Care/Management Part 2– <i>Dr. James Masterson, Excelsa Health Orthopedics Institute, Center for Sports Medicine</i>	10,000+ listener reach
iHeart Radio Steelers Nation Interview - Adam Crowley Show	Clavicle Fixes – <i>Dr. Ralph Passarelli, Excelsa Health Orthopedics Institute, Center for Sports Medicine</i>	10,000+ listener reach
WCNS Laurel Faith in Action Radio Interview	Heart Failure– <i>Kelly Neubauer, RN, Nichole Sisson, PharmD, Excelsa Health Heart Failure Clinic</i>	10,000+ listener reach

iHeart Radio Steelers Nation Interview - Adam Crowley Show	Ankle Sprain/Fractures and Treatments – <i>Dr. Ryan Flanigan, Excelsa Health Orthopedics Institute, Center for Sports Medicine</i>	10,000+ listener reach
iHeart Radio Steelers Nation Interview - Adam Crowley Show	Sports Hernias and Treatments – <i>Dr. Bryan Lee, Excelsa Health Orthopedics Institute, Center for Sports Medicine</i>	10,000+ listener reach
iHeart Radio Steelers Nation Interview - Adam Crowley Show	Hand, Elbow and Finger Injuries and Treatments – <i>Dr. Andrew Schleihauf, Excelsa Health Orthopedics Institute, Center for Sports Medicine</i>	10,000+ listener reach
Broadcast Communications In Touch Radio Interview	Electrophysiology and WATCHMAN™ Procedure - <i>Dr. Bassel Sayegh, Excelsa Health Heart, Lung & Vascular Institute</i>	10,000+ listener reach
Broadcast Communications In Touch Radio Interview	Importance of Low Dose CT Lung Screenings and Other Preventative Diagnostic Screenings – <i>Dr. Michael Szwerz, Excelsa Health Heart, Lung & Vascular Institute</i>	10,000+ listener reach
WHJB Community Connections Radio Interview	Transcatheter aortic valve repair (TAVR) Procedure - <i>Dr. Nevin Baker and Amanda Urosek, RN, Excelsa Health Heart, Lung & Vascular Institute</i>	25,000+ listener reach
Broadcast Communications In Touch Radio Interview	Transcatheter aortic valve repair (TAVR) Procedure - <i>Dr. Nevin Baker and Dr. Vinod Kudagi, Excelsa Health Heart, Lung & Vascular Institute</i>	10,000+ listener reach

<p>Laurel Faith in Action Talk Block 97.3 Lite FM Radio Interview</p>	<p>Electrophysiology and WATCHMAN™ Procedure - <i>Dr. Bassel Sayegh, Excelsa Health Heart, Lung & Vascular Institute</i></p>	<p>10,000+ listener reach</p>
<p>WHJB Community Connections Radio Interview</p>	<p>Westmoreland Sports Medicine Support Group - <i>Dr. James Masterson, Excelsa Health Orthopedics Institute, Center for Sports Medicine</i></p>	<p>25,000+ listener reach</p>
<p>Laurel Faith in Action Talk Block 97.3 Lite FM Radio Interview</p>	<p>Diabetes Awareness/Education – <i>Michele Axelson, RN, MSN, and David Hinzman, RD, RN, Excelsa Health Diabetes Center</i></p>	<p>10,000+ listener reach</p>
<p>Laurel Faith in Action Talk Block 97.3 Lite FM Radio Interview</p>	<p>Stroke Awareness and Education – Signs, Symptoms, Risk Factors and Treatment <i>Dr. Cathleen Adams, Excelsa Health Neurology, and Joshua Adams, RN, Excelsa Health Stroke Center</i></p>	<p>10,000+ listener reach</p>
<p>Broadcast Communications In Touch Radio Interview</p>	<p>Behavioral Health - <i>Rachel Jackson, Excelsa Health Behavioral Health, and Kristy Walter and Maureen Ceidro, Excelsa Health Hospice</i></p>	<p>10,000+ listener reach</p>

Community Wellness and Support Programs/Special Events

Relationships with strategic community health and civic partners are essential to public health awareness, education and accessibility. Without partnerships and support of local and regional groups and organizations, Excelsa Health's mission and vision only extends to the walls inside of its facilities. Utilizing grassroots outreach efforts, Excelsa Health is able to disseminate valuable health and wellness information and resources to residents in Westmoreland County, connecting all service areas within the county to health and wellness care opportunities available to them.

The following initiatives are examples of ongoing community wellness and support programs and special events Excelsa Health facilitated through community partnerships for fiscal year 2021:

1. The Excelsa Health **virtual Mall Walkers program** progressed in fiscal year 2021 with new videos and health topics distributed each month. Members from the Excelsa Health Well-Being Center recorded several exercise challenge video segments to be paired with the fall 2020 email blasts, encouraging Mall Walkers to keep moving and keep active during the pandemic. Another new feature in 2020 was the creation of an online Mall Walkers Facebook community group, serving as an additional source for reinforcing key information and resources related to physical, emotional, mental and spiritual health. Biometric screenings were offered to Mall Walkers in October/November 2020 to Mall Walkers who participated in the January 2020 screenings held at Westmoreland Mall and the Excelsa Health Well-Being Center. In January and February 2021, screenings were promoted once again to kick off a brand new Mall Walkers year. Total screenings for October/November 2020 and January/February 2021 amounted to 135 screenings.

Excelsa's Mall Walkers program celebrated its 10-year anniversary during fiscal year 2021. Kicking off 10 years in January 2021, the online Mall Walkers program initiated a virtual walking journey activity highlighted in the monthly programming. From January to June, each month featured famous United States cities with three popular tourist destinations in each city along with the total number of miles/steps to "walk" those destinations. The primary goal was to use this virtual walking journey activity challenge as a fun and creative way for Mall Walkers to achieve the recommended daily step count goal endorsed by the American Heart Association, whether they walk around their neighborhoods or take steps inside their homes. Total virtual Mall Walkers viewership participation from July 2020 to June 2021 resulted in 2,369 unique video viewers, and there are currently 259 Mall Walkers members in the online Facebook community group. After careful consideration and decision-making from Excelsa Health leaders, Excelsa Health Mall Walkers was granted approval to resume face-to-face Mall Walkers events beginning August 2021.

2. For the 2020-2021 school year, many Westmoreland County school districts continued to operate on a remote teaching/learning basis, and public group meetings and gatherings were postponed, suspending the **Healthy Habits program** in school and community settings. Only two school districts participated in the school-based Healthy Habits program during this time frame with **three classrooms and 72 students engaged in the program**. Total Healthy Habits school, summer, community group programming and community events attended for fiscal year 2021 **resulted in 21 total events/sessions and 543 total lives touched**. While most events and gatherings were cancelled or postponed during this time period, the Healthy Habits program was a primary component of the Excelsa Health Mall Walkers program and was highlighted during virtual video segments in the form of tips and resources for general health and well-being. Excelsa Health will continue to sponsor the “Healthy Habits” program in Westmoreland County schools and in the community by seeking creative outlets to reach students via videoconferencing in remote classes and reach community residents via blog and social media posts accessible through Excelsa Health web and social media channels. Once outside programs/speakers are given permission to resume within onsite school facilities, the school-based Healthy Habits program will be reintroduced into the classroom environment.
3. To help people gauge their health status, Excelsa Health once again continued to co-sponsor “**Wellness Checks**”, a **multiphasic blood analysis** that allows for the detection of many potential health problems at a low cost. Additional screenings were also offered with the program utilizing between five and 10 regional locations across Westmoreland County in both the fall (2020) and the spring (2021). Excelsa Health partners with area Rotary and Kiwanis Clubs, Volunteer Fire Departments and others to present the programs. Monies earned in part go to the scholarship funds of the various public organizations. Wellness Checks for fiscal year 2021 **added up to 11 screening events with a total of 695 participants/multiphasic screenings and 11 vaccinations administered**.
4. Excelsa Health Home Care & Hospice continued their bereavement care initiative **Neighborhood Kids: Family-Based Grief Support Program**. This program focuses on offering creative outlets for children to express their feelings of grief and loss through art, music and pet therapy. **About 12 individuals (adults and children) expressed interest in participating in the program during fiscal year 2021**. This collaborative effort between Excelsa Health Home Care & Hospice, The Fred Rogers Center for Early Learning and Children’s Media and Seton Hill University continued during fiscal year 2021 with virtual sessions offered for youths based on age-appropriate activities.
5. The **Mother’s Milk Bank depository at Excelsa Square at Norwin** remains a valuable resource for mothers and babies in the community. Due to the Coronavirus pandemic in March 2020, the milk bank was closed for seven months, March to September 2020. For fiscal year 2021, **a total of 1,468 ounces of milk were donated to the mother’s milk bank**.

6. The Excela Health Diabetes team continues to partner with the Westmoreland County Lions Club for an **emergency relief fund for diabetes patients** in the community. Modeling the process from East McKeesport Hospital Foundation, this program aids diabetics with purchasing medications to monitor their A1C levels by providing them with a one-month supply and one refill, allowing the patient to have ample time to apply for additional assistance. Once the patient is identified by their health care provider, the provider will send the diabetes prescription(s) to Westmoreland Outpatient Pharmacy and will give an application to the patient. Once the patient completes the application, they will take it to the pharmacy. **About five individuals participated** during fiscal year 2021, and the program is expected to grow moving forward.
7. The holiday season can be full of excitement, wonder and delight, but, for many, it is a painful reminder of grief and loss of a loved one. Excela Health Home Care & Hospice is dedicated to serving patients and their families with quality hospice care, going above and beyond standard medical care and treatment. Every year, the Home Care & Hospice team hosts a **Hospice Italian Christmas**, a fundraising event celebrating the accomplishments of the team and highlighting a heart-felt testimonial of a patient who was a recipient of hospice care. Due to the Coronavirus pandemic, the event was suspended for 2020. In place of the event, the committee decided to implement a solicitation letter to previous sponsors and donors asking for their financial support for current and future home care and hospice patients. Included in the letter was a testimonial from a family who received hospice services for their loved one. The committee's efforts resulted in a very generous response: **about \$21,000 was raised through this campaign.**
8. Cardiovascular disease is one of the top, leading causes of death in the United States, which is why Excela Health heavily focuses on heart disease awareness, risk management and prevention, especially in the month of February. While the ongoing pandemic prevented heart health special events from occurring, Excela Health was able to promote its premier Heart, Lung & Vascular Institute, cardiovascular and cardiothoracic physicians and service lines to the community at large through the following:
 - a. **American Heart Association's Greater Pittsburgh Heart Walk** – In 2020, Excela Health was named a top sponsor of the American Heart Association's Greater Pittsburgh Heart Walk. Employees were encouraged to form walk teams and to walk "virtually" wherever they were located, whether at home or on the go. One of Excela's clinical pharmacists in the Heart Failure Clinic was nominated as the featured team captain; she was a 10-year cardiac survivor and had been involved with the American Heart Association for almost half of her life. Through her story and combined physician champions and staff participation, the system was able to raise **more than \$16,000 for heart health.**

- b. **Heart Failure Clinic Rotary Road Tours** – Excelsa Health recently revamped and rebranded the Heart Failure Clinic located near Westmoreland Hospital. The clinic serves as a touchpoint for many cardiology patients who are diagnosed with heart failure, providing them with one-on-one consultations and education and resources to treat and manage their diagnosis. Beginning in February 2021, the Heart Failure Clinic Nurse Navigator attended and participated in several local rotary meetings in Westmoreland County. During these rotary road tour sessions, she presented the signs, symptoms and treatment options for patients with heart failure and how the clinic extends support to patients regarding diet, nutrition, exercise and medication management. Information about the Excelsa Health Heart, Lung & Vascular Institute was also mentioned to rotary members, including cardiology, thoracic and vascular procedures available to residents of Westmoreland County. **A total of 56 rotary members across five rotaries participated** in these face-to-face and virtual tours.
 - c. **Radio Interview Partnerships** – As previously mentioned above, Excelsa Health partnered with several local radio networks to promote services and procedures offered through the Heart, Lung & Vascular Institute. Topics included heart failure, electrophysiology and the Watchman™ procedure for patients with atrial fibrillation and transcatheter aortic valve repair (TAVR) for patients with aortic stenosis. **Five interviews were conducted with Excelsa Health cardiologists and clinicians** (*several interviews aired multiple times*) **with a reach of more than 65,000 listeners** across Westmoreland County.
- 9. **CORE** – Excelsa Health is a proud proponent of the Center for Organ Recovery and Education (CORE) and annually hosts employee and community awareness events, activities and education throughout the health system, including Pennsylvania donor days, CORE National Blue/Green Day and CORE flag raising ceremonies at select campuses. In fiscal year 2021, **13 Excelsa employees participated** in these ceremonial events.
- 10. **EMS Outreach/Mutual Aid First Responder Day** – Throughout the year, Excelsa Health shows gratitude and appreciation to EMS personnel and first responders for their strong partnership with the organization in the form of holiday meal vouchers, snacks and treats in the EMS lounges and other small gifts. Additionally, Excelsa provides educational opportunities to EMS and first responders as well as participation in outreach activities. The EMSI conference, held annually, went virtual in 2021. Excelsa Health’s Director of Emergency Services at Frick Hospital served as a guest presenter during the conference and **about 1,000 EMS personnel and first responders were estimated to have participated** in the conference. In April 2021, Mutual Aid held a First Responder community day, inviting local first responders and their families to attend. Excelsa Latrobe Emergency Department team members hosted a small workshop for children and families, teaching them about first aid techniques and how to build a basic first aid kit.

Excelsa provided the first aid kit materials as well as coloring books and crayons and stroke awareness education flyers and coloring pages to help children know the signs and symptoms of a stroke attack. About **30 children participated** in this activity.

Workforce Development

Understanding the importance of preparing high school students for careers after graduation, Excelsa Health is an active participant in the Westmoreland County Workforce Development initiative. Presentations from Excelsa Health clinical leadership and staff as well as on-campus tours of departments and facilities present a snapshot of the health system's commitment to the next generation of future health care leaders.

1. In fiscal year 2021, Excelsa Health participated in “**Teacher in the Workforce**” **virtual workshops** for education personnel in Westmoreland County school districts, as part of the county's overall Workforce Development initiative. This program invites teachers from surrounding school districts to hear from Excelsa Health Recruitment staff about careers in health care fields and the education and training needed to prepare for entry into those specific careers. **Three sessions were held** in fiscal year 2021 and **about 95 teaching personnel attended these workshops.**

At churches, malls and scores of other venues, for youth, seniors and everyone in between, health-related events are offered. In this manner people have the opportunity to pursue a course of wellness, find needed support, learn about our capabilities and how they can help, or discover suspected or unknown health conditions early on, so treatment can begin, offering the best possible chance for care and cure.

Additional community contacts include programs offered through The Well-Being Center, Excelsa's OBGYN professionals and others. By reaching beyond the traditional walls of its hospitals, as well as understanding the many, varied medical needs of the populations they serve, Excelsa Health can direct care where it is most accessible and most needed.

Excelsa Health also offers numerous health and wellness avenues for its employees with on-site gyms, employee health fairs and more. Across Excelsa Health, to keep individuals healthy and disease-free, considerable attention is paid to wellness through the Well-Being Center, Employee Health and their community programs. ***Due to the ongoing Coronavirus pandemic, many programs/initiatives were restricted and suspended, resulting in decreased amounts of expended monies and populations served:***

Well-Being Center/Other Community Programs	Monies Expended – Populations Served
To spread the message of wellness and available wellness opportunities free to the public via Excelsa’s Well-Being Center, Speaker’s Bureau and more	\$242,059
To control the spread of flu by providing flu vaccines for employees and other staff for a healthier population while containing the spread of flu among the health system populations ...	
Employees, volunteers and contract employees receiving the flu vaccine:	2,790
Cost absorbed for providing vaccine:	\$80,815
Lives touched through the Well-Being Center professionals and others via diabetes education, pre-natal classes and more	5,339
Cost absorbed for providing biometric screenings to employees	\$117,670

Further, Excelsa Health continues to move beyond its walls to strengthen bonds with its communities and touch lives well beyond those who enter its doors through an active **COMMUNITY OUTREACH PROGRAM**. In these outreach venues, Excelsa Health can bridge the gulf for those who otherwise may not seek care, pursue wellness measures or know where to turn for health information. Additional resources were expended to accomplish the Excelsa Health mission of *improving the health and well-being of every life we touch* in the following fashion:

Community Outreach Activity/Charitable Giving	Monies Expended - Populations Served
Community health fairs, screenings, education programs	\$366,177
Lives touched through community health/wellness efforts	399,773
Free screenings performed (<i>includes biometric screenings from Mall Walkers community program events</i>)	782

A Statistical Look at Excelsa Health

As a fiscally responsible organization, Excelsa Health continues to look at ways to consolidate, integrate and initiate practices and processes that can sustain and enhance the health system now and into the future. As stewards of the public trust, it is Excelsa's duty to do so, and the impact it creates at this moment will become part of its history spanning more than 120 years.

SYSTEM	FY2021
Licensed Beds	578
Staffed Beds	469
Employees	4,383
Inservice and Hospice Volunteers	300
Hospital Auxiliary/Aid Society Members	101
Inpatient Admissions & Observations	26,928
Newborns	1,138
Acute Care Patient Days	95,962
Emergency Room Visits	79,551
OP Registrations	690,788

Excelsa Health Service Area

Excelsa Health's service area is comprised of 91 specific zip codes across three counties.

COUNTY	Population Served
Westmoreland	260,692
Fayette	39,222
Indiana	18,284
<i>Total Service Area</i>	<i>318,198</i>

In addition to its hospitals, Excela Health is a sole corporate member of the following organizations located in Westmoreland and parts of Fayette Counties and includes the following nonprofit subsidiaries:

- **Excela Health Home Care & Hospice**
- **CareGivers of Southwestern PA**
- **Westmoreland Hospital Frick Hospital Foundation**, a charitable foundation
- **Latrobe Area Hospital Charitable Foundation**

And its health care-related subsidiaries under the Excela Health Holding Company umbrella:

- **Excela Health Medical Group (formerly called the Excela Health Physician Practices)**
Encompassing bariatric surgery, behavioral health, cardiology, cardiothoracic surgery, ENT, family medicine, gastroenterology, general surgery, hospitalist program, internal medicine, intensivist program, neurology, OBGYN, occupational medicine, orthopedics and sports medicine, pain medicine, palliative care, physiatry, thoracic surgery and vascular surgery.
- **MedCare Equipment Company**
- **Excela Health Diversified Services**
- **Excela Health Ventures, LLC**
- **Excela Health Anesthesia Associates, LLC**
- **Excela Health Reciprocal Risk Retention Group**

WESTMORELAND HOSPITAL

Over a century ago, Westmoreland Hospital opened its doors to a community in need of medical care and thus began a “healthy” partnership that has not only endured but flourished. More importantly, the community leaders who served as the driving force behind this fledgling hospital set a standard by which all future leaders would be measured, one that embodied the tenets of high quality, cost effectiveness and commitment to excellence in patient care, all close to home.

As a 501 (c)(3) organization located in the heart of Westmoreland County, Pennsylvania, Westmoreland Hospital has sought to abide by those tenets while navigating the waters of industry change, economic downturn and demographic shifts, always with a clear focus on its mission of “*Improving the health and well-being of every life we touch.*”

Today, Westmoreland, with 375 licensed beds, provides a full range of acute care services while serving as a regional referral center, caring for friends, neighbors, family members and others.

WESTMORELAND	FY2021
Patient Admissions	13,561
Observation Cases	2,704
Inpatient Admissions/Observations	16,265
Newborns	1,138
Acute Care Patient Days	63,330
Emergency Room Visits	35,852
IP OR Procedures	3,522
OP OR Procedures	7,295
Total OR Procedures	10,817
IP GI Procedures	778
OP GI Procedures	3,634
Total GI Procedures	4,412
Total Lab Procedures & Tests	1,605,456
OP Registrations	342,836

OP Imaging Procedures	114,624
Physical Therapy Treatments	228,015

Because Excelsa Westmoreland firmly believes that its mission is inclusive and speaks to its truest sense of community commitment, the hospital and its employees reinvest in the community in the following fashion:

- Absorb bad debt and provide charity and uncompensated care: \$4,572,769
- 95 volunteers donate of their time and talents: 4,523 hours
- Patient education materials: \$27,122

Family Additions Maternity offers maternity care in a home-like atmosphere featuring 10 labor-delivery-recovery suites (LDRs) with operating suites for Cesarean or high risk births, a Special Care (Level II) Nursery staffed with a neonatologist and neonatology practitioners and pediatric care. Services for women planning or considering pregnancy are offered along with gynecological services for women of all ages.

Behavioral Health Services features a 32-bed adult inpatient program and outpatient services for adults and children, reaching into the community through a variety of community-based programs. The Crisis Center continues to operate, accommodating individuals with multiple physical and emotional needs through a “Living Room Model” of crisis intervention. The Crisis Center has become a central evaluation and referral service for the community, serving 1,030 individuals in psychiatric crises through the Crisis Center and 1,527 individuals through emergency services in fiscal year 2021.

Additionally, the hospital houses extensive outpatient services including a Short Stay Surgery unit, diabetes services, a full complement of imaging services including fixed-site and open MRI units, a bariatric surgery center, a large, newly renovated critical care unit with state-of-the-art features and an intensivist program (offering 24-hour-a-day, in-house physician specialist coverage in the critical care areas) and emergency care.

The **Westmoreland Hospital Emergency department** continues to see patients from all walks of life and all stages of illness and injury. Within its refurbished space, the department saw 35,852 individuals in fiscal year 2021.

Getting to the Heart of the Matter

The Heart, Lung & Vascular Institute at Westmoreland Hospital

The Heart and Vascular Institute at Excelsa Health offers the latest technologies, compassionate care, highly advanced medical expertise reflected in exceptional outcomes and experience commensurate with high volumes.

The Heart and Vascular Institute spans emergency care for quick assessment and treatment of heart attack and related conditions to diagnostic care, interventional cardiology, electrophysiology, cardiothoracic and vascular surgery, a revamped, robust Heart Failure Clinic, an A-Fib Clinic and cardiac/pulmonary rehabilitation.

Of equal importance is the fact that area residents no longer need to travel great distances for top quality, comprehensive heart care, particularly with Westmoreland County holding the dubious distinction of having a higher incidence of heart disease than anywhere else in the state. Here, patients can find care in their own community knowing that Excelsa Health seeks and meets stringent standards of care and quality.

As the centerpiece of Excelsa Health's system-wide cardiac expertise, this interventional institute houses the cardiac catheterization and electrophysiology labs and a 64-slice CT scanner; allows for high-volume open heart surgery (three cardiovascular operating rooms with two dedicated to open heart procedures as well as a 16-bed cardiac care unit, 52 telemetry beds and a dedicated nursing staff); has an imaging department with echocardiography, cardiac CT, cardiac MRI and a vascular lab, and all related technologies along with the experienced medical staff for diagnosis and treatment to ensure high quality and excellent survival rates. A new hybrid operating room became available in fiscal year 2021, expanding the availability and capability of Excelsa's cardiac care services. This modern surgical suite limits the patient's need for traveling to different areas of the hospital for imaging services, allowing the patient to receive quality care all in one place. Additionally, the hybrid operating room provides physicians the flexibility to transition minimally invasive procedures to open heart procedures should the need arise and allows the surgical team to utilize advanced intraoperative imaging techniques. The advanced technologies of the hybrid operating room benefit the patient and medical team, leading to increased patient safety and often decreases the amount of time a patient is under anesthesia.

With the recruitment of additional interventional cardiologists and cardiothoracic surgeons, Excelsa Health offers atrial ablation to correct atrial fibrillation (A-fib) and supraventricular tachycardia (SVT). Additionally, patients with A-fib are also eligible to receive a procedure called WATCHMAN™, an implant designed to decrease blood clots caused by stroke and eliminate the need for blood thinners.

In fiscal year 2021, two new procedures were introduced to the cardiovascular compilation of services. Transcatheter aortic valve replacement (TAVR) is now available for patients with severe aortic stenosis (narrowing or restriction of blood flow to heart valve). This surgical procedure takes less than an hour to complete, and the patient's recovery time in the hospital is significantly reduced compared to traditional open heart surgery.

Excelsa Health is the first health care system in western Pennsylvania to offer a minimally invasive procedure called transcatheter aortic valve replacement (TAVR). Patients with aortic stenosis (AS) are at increased risk for a stroke attack due to the buildup of plaque in the two main arteries in the neck. TAVR provides a safe and alternative method for treating AS patients, and it is designed to repair aortic damage and decrease future stroke risk.

Procedures performed:

WESTMORELAND	FY2021
Open Heart Surgeries	401
Cardiac Catheterizations	3,250
Electrophysiology Studies	24
Device Implantations	414
Ablations	163
Outpatient Cardiac Rehabilitation Visits (all sites)	12,036

Additionally, innovative programs and services have further increased survival rates of individuals experiencing a cardiac event.

● **Twelve-Lead EKG Transmission**

A pre-hospital program, 12-lead EKG transmission brings together multiple technologies to aid in patient diagnosis, expedite care and minimize heart damage. This program reduces the time to cardiac intervention significantly, in fact, below state averages, which has improved outcomes for heart attack victims. The goal has been for each patient transported by emergency medical services to skip the Emergency department visit and go directly to the cardiac catheterization laboratory. For the health system’s efforts, they have been recognized by the American Heart Association as a model among the members of its Mission Lifeline Coalition in Pennsylvania.

● **Hypothermic Treatment of Cardiac Arrests**

Patients suffering a cardiac arrest have a high rate of mortality and morbidity. Studies have shown that more than 90 percent of people with cardiac arrest die before they reach a hospital. Studies also have indicated that cooling a patient’s core body temperature improves those odds. Hypothermia therapy, most often begun in the Emergency department, can also be started in a cardiac catheterization laboratory, a critical care or intensive care unit or in the field by emergency medical first responders. Many EMS providers are trained and equipped to initiate hypothermia therapy in the field, including Excelsa Health’s EMS crews at Frick Hospital.

Excelsa Westmoreland also supports transparent public reporting of health care quality data and participates in national initiatives such as:

- American College of Cardiology Cath/PCI R
- Society of Thoracic Surgery Registry
- American College of Cardiology ICD Registry
- Center for Medicare and Medicaid
- Hospital Compare (www.hospitalcompare.hhs.gov)

The Heart, Lung & Vascular Institute at Excelsa Westmoreland Hospital received recognition by *U.S. News and World Report* for 2021-2022, demonstrating excellence in the areas of heart attack, heart failure and COPD treatment, and Highmark Blue Cross Blue Shield has designated Excelsa's program as a Blue Distinction Center Plus for Cardiac Care. Excelsa Westmoreland also received the American Heart Association "Get With The Guidelines" Heart Failure Quality Achievement Award and continues to receive Mission: Lifeline STEMI Receiving Center Certification through the ACC/AHA. Patients are also introduced to a comprehensive cardiac rehabilitation program consisting of exercise and education as well as support services and home health care, if needed.

We're Expecting You ... Family Additions Maternity at Westmoreland

Expert care, support and education are the hallmarks of Family Additions Maternity where Excelsa Westmoreland continues the tradition of providing parents-to-be with a warm, caring environment coupled with state-of-the-art technology. Excelsa Westmoreland understands that becoming a mom is not just about the birth but the beginning of an incredible journey, one in which they help women and their growing families enjoy the experience while providing care and support that can last a lifetime.

It starts with a range of educational classes where individuals learn about pregnancy, parenting, care for the new infant and so much more. Prenatal testing is available as is nutritional advice for keeping mother and baby healthy and happy. Birthing classes are offered for mom, the baby's father and even siblings. Grandparenting classes are available when the extended family is more intimately involved.

Recognized as a 2020 Best Maternity Hospital by Newsweek and Cribs for Kids® Safe Sleep Leader, this award-winning unit features 10 well-appointed labor-delivery-recovery (LDRs) suites with all the comforts of home but equipped with the latest technology. There is also a Special Care (Level II) nursery for infants born prematurely with very low birth weight or other difficulties, providing 'round-the-clock care by certified neonatal nurse practitioners and neonatologists. Pediatricians are also close by to address special newborn needs. Also available are private, postpartum rooms with pull-out beds for dads and operating rooms on the same floor for Cesarean sections, comfortable waiting rooms and a newborn photo service.

Bonding with baby begins immediately following delivery through the 24/7 couplet care, which means baby “rooms in”, so the nursing team can help prepare the new family for life at home. A celebratory dinner is also offered after baby’s birth. Births for fiscal year 2021 reached 1,138.

Recognized as a “*Breastfeeding Friendly Workplace*” by the Breastfeeding Friendly Workplace Collaborative and the Pennsylvania Breastfeeding Coalition, Excelsa Health offers the support women need to breastfeed the baby successfully. Lactation consultants are here before delivery with prenatal education and see every mom during the hospital stay. Once mom and baby are home, the lactation consultants are available for consultation.

Excelsa Health Volunteer Services, along with the maternity unit, instituted a program called the Volunteer Cuddler Program. Volunteer “cuddlers” provide hours of one-on-one attention to infants with Neonatal Abstinence Syndrome within the hospital’s Special Care (Level II) nursery. Babies born with addictions are helped through this proven method of human touching and interaction.

Making Care More Accessible ... Outpatient Care and Community Outreach

To make health care more accessible to its communities, Excelsa Westmoreland continues to offer services, all with the purpose of keeping its communities healthy.

The Diabetes Center tends to the needs of the county’s diabetic population, which is 12 percent of the total Westmoreland County population. Diabetes education was provided to 456 patients at Westmoreland Hospital, 35 of which received telehealth education during the Coronavirus pandemic. About eight patients received outpatient education at Excelsa Square at Norwin. The Diabetes Center also provides education to personal care and group homes, seeing 287 patients in fiscal year 2021.

Other clinics include the Excelsa Health Outpatient Services, outpatient labs and imaging stations (QuikDRAW and QuikDRAW PLUS) and the Short Stay Surgery suite.

Varied procedures totaled:

IP OR Procedures	3,522
OP OR Procedures	7,295
Total OR Procedures	10,817
IP GI Procedures	778
OP GI Procedures	3,634

Total GI Procedures	4,412
Total Lab Procedures & Tests	1,605,456
OP Registrations	342,836
OP Imaging Procedures	114,624

FRICK HOSPITAL

At the start of the 20th century, the wheels of progress were turning for the community of Mount Pleasant. With the help of a donation bequeathed by a former resident, a charter for a dispensary was granted and later that same year, in September 1902, a hospital charter was approved. Today, Frick Hospital, a 33-licensed-bed hospital, offers general acute care services, surgical services, rehabilitation services, outpatient services and more. Beyond that, the hospital is staffed with highly trained, home-grown professionals; friends taking care of friends and neighbors with all the understanding and compassion shared experience fosters. The physicians are dedicated to quality and caring in equal measure with a commitment to their community not often seen in more urban areas.

As a founding member of Excelsa Health, Frick expanded health care services to include women’s care services, providing a range of breast health services and bone density scanning as well as an Outpatient Services Center featuring a centralized outpatient registration area with quick, convenient patient registration surrounded by a variety of outpatient testing areas and services, drawing together nuclear medicine, pulmonary function lab, stress lab, EKG, EEG, echocardiography, x-ray, ultrasound and mammography for “one-stop shopping.” Always an object of community pride and community life, Frick Hospital also boasts a nationally recognized Emergency department staffed with board certified emergency medicine physicians. Serving southern Westmoreland and northern Fayette counties, Frick Hospital also offers enhanced surgical services.

Excelsa Health invested more than \$15 million in the Frick community to design an innovative health care delivery system for the northern Fayette and southern Westmoreland county region. The completed project boasts a medical mall concept with lab, imaging and physical therapy services, physician offices, specialty services and extensive renovations. Phase I of this project began with a \$2 million remodel of the Emergency department.

Phases II and III boasted renovations to the lobby area and café, enhanced diagnostics with rapid results and renovations to the second and third floors for medical specialty offices. Phase IV added a combined family medicine practice with the residency program and a new space for an internal medicine practice as well as orthopedics and sports medicine. Phase V was completed in late 2019 and included the convergence of Gastroenterology/GI, UPMC Hillman Cancer Center at Arnold Palmer Pavilion (Excelsa Health joint venture with UPMC for cancer care) and the Excelsa Health Advanced Lung Center.

This 501(c)(3) hospital has also garnered the Hospital and Healthsystem Association of Pennsylvania Achievement Award for Quality, is a Press Ganey patient satisfaction leader and is among the Top 200 Coding Hospitals named by Ingenix. Like its sister hospitals, Frick readily embraces the mission of “*Improving the health and well-being of every life we touch.*”

FRICK	FY2021
Patient Admissions	1,982
Observation Cases	518
Inpatient Admissions/Observations	2,500
Newborns	0
Acute Care Patient Days	8,216
Emergency Room Visits	20,020
IP OR Procedures	39
OP OR Procedures	2,496
Total OR Procedures	2,535
IP GI Procedures	106
OP GI Procedures	2,001
Total GI Procedures	2,107

Total Lab Procedures & Tests	458,716
OP Registrations	109,938
OP Imaging Procedures	48,336
Physical Therapy Treatments	36,023

Because Excelsa Frick Hospital firmly believes that its mission is inclusive and speaks to its truest sense of community commitment, it reinvests in its communities in the following fashion:

- Absorb bad debt and provide charity and uncompensated care: \$1,243,429
- 55 volunteers donate of their time and talents: 4,114 hours
- Patient education materials: \$3,964

Outpatient physical, occupational and specialty therapy services are also available here. Loyal to their community hospital, area residents volunteer to help with the day-to-day tasks that allow the hospital to run smoothly.

Quality Emergency Care ... the Frick Hospital Emergency Department

Excelsa Frick's **Emergency department** has received national recognition over the last several years for achieving excellence in patient satisfaction, ranking as a leader among similar-sized hospitals across the country and serving as a model for the rest of Excelsa Health.

Patients praise the Rapid Entry program that shortens waiting times and the efficiency, warm welcome and excellent care that keeps them coming back to the hospital where everyone knows their names. In fact, the Emergency department saw 20,020 patients in fiscal year 2021.

Making Care More Accessible ... Outpatient Care

To make health care more accessible to its communities, Excelsa Frick Hospital continues to offer **outpatient care** as well as health screenings and educational classes.

The Diabetes Center tends to the needs of the county's diabetic population, which is 12 percent of the total Westmoreland County population. Diabetes education was provided to 75 patients at Frick Hospital in fiscal year 2021, six of which received telehealth education.

Other outpatient procedures include:

IP OR Procedures	39
OP OR Procedures	2,496
Total OR Procedures	2,535
IP GI Procedures	106
OP GI Procedures	2,001
Total GI Procedures	2,107
Total Lab Procedures & Tests	458,716
OP Registrations	109,938
OP Imaging Procedures	48,336

LATROBE HOSPITAL

In Latrobe, practicing physicians traveled by horse-drawn buggy at all hours of the day and night through all types of weather conditions to reach the bedside of stricken patients. These dedicated souls not only journeyed far to administer medical care but also blazed the way for a local hospital to be built. That was 1907.

Today, this 170-licensed-bed hospital offers a special blend of concern and compassion, creating a unique experience for patients in Latrobe Hospital, serving the eastern portion of Westmoreland County and southern Indiana County.

Compassionate, expert and high quality care are the traits most profoundly embodied by its physicians, nurses and all health care professionals, inspiring trust and confidence in a lifelong relationship with the hospital. There’s a pride in this place that transcends the changes in health care, ensuring the community’s enduring support and the hospital’s continuing service to patients and their families.

A 501(c)(3) organization, Latrobe provides acute, surgical and specialized care, with:

LATROBE	FY2021
Patient Admissions	5,931
Observation Cases	2,232
Inpatient Admissions/Observations	8,163
Acute Care Patient Days	24,416
Emergency Room Visits	23,679
IP OR Procedures	1,371
OP OR Procedures	6,018
Total OR Procedures	7,389
IP GI Procedures	406
OP GI Procedures	8,354
Total GI Procedures	8,760
Total Lab Procedures & Tests	1,062,444
OP Registrations	238,014
OP Imaging Procedures	88,518
Physical Therapy Treatments	109,438

Because Excelsa Latrobe Hospital firmly believes that its mission is inclusive and speaks to its truest sense of community commitment, its employees reinvest in the community in the following fashion:

- Absorb bad debt and provide charity and uncompensated care: \$1,881,155
- 72 volunteers donate of their time and talents: 3,812 hours
- Patient education materials: \$11,862

Fundamental to a healthy community are strong capabilities in internal and family medicine. Latrobe Hospital is home to many primary care physicians who have practiced in the area their entire career, and several are graduates of the health system's Family Medicine Residency Program, affiliated with the Jefferson Medical College of Thomas Jefferson University. As part of the residency program, family medicine residents are strongly encouraged to participate in community health fairs and screenings to build rapport with residents in the community who may become potential patients within the health system and, possibly, patients of the residents themselves if they choose to stay and practice in Westmoreland County.

With community needs as a focus and with the help of Excelsa's extensive resources, Latrobe has expanded the scope of services beyond the traditional community hospital realm. But at the heart of all Excelsa Latrobe Hospital does is the simple message of its mission ... *"Improving the health and well-being of every life we touch."*

Minimally invasive surgery, offering quicker recovery and less discomfort, is fast becoming the norm in many surgical specialties throughout the health system with Latrobe offering a dedicated suite for minimally invasive surgery. The Emergency department has the ability to place a dedicated emergency physician in triage to expedite care for nonthreatening emergencies, given that they reach 23,679.

Children and adolescents with emotional and behavioral problems receive counseling, medication and other therapies through **Behavioral Health Services**. The child service includes an 11-bed, acute inpatient program with outpatient services for children, including individual, group and family counseling and medication management. Also provided are school-based mental health services in 31 school buildings in seven districts throughout Westmoreland County.

The Commission on Cancer of the American College of Surgeons once again has granted a three-year **accreditation to the cancer program at Excelsa Latrobe Hospital**. The accreditation recognizes the quality of comprehensive patient care and commitment to providing access to all of the various medical specialties involved in diagnosing and treating cancer. Currently, more than 1,500 Commission on Cancer accredited programs exist in the United States and Puerto Rico that diagnose and/or treat more than 70 percent of all newly diagnosed patients with cancer.

The Future of Surgery Today – MIS and the da Vinci Robotic Surgical System

Physicians at Latrobe are doing more with less ... meaning smaller incisions. Using minimally invasive techniques, specially trained surgeons operate through multiple small incisions rather than the single larger one often associated with traditional surgeries. The da Vinci robotic surgery system, used for minimally invasive procedures, provides for faster patient recovery and the physician's ability to perform cases with greater precision and visibility. With a robot at Westmoreland Hospital in addition to the latest model of the da Vinci surgical system at Latrobe Hospital, this form of surgery continues to grow in popularity, with trained general, gynecologic, thoracic and urologic surgeons performing procedures such as hysterectomy; uterine fibroid removal; prostate/prostate cancer surgeries; bladder and kidney surgeries; colorectal and hiatal hernia/esophageal (acid reflux) surgeries; gallbladder and hernia surgeries, and others. The health system has a thoracic surgeon specializing in robotic surgery on its medical staff, thus widening the scope of services for the population.

These procedures typically result in less pain, scarring and blood loss as well as a shorter recovery time. With the \$1.5 million da Vinci Surgical System used for robotic-assisted surgeries, patients experience less blood loss and postoperative pain, realize a shorter hospital stay and recover faster. The first organization in the region outside of Pittsburgh to offer the da Vinci system, Excelsa's surgeons can achieve greater precision, better range of motion and increased visibility, often with improved outcomes. In fiscal year 2021 alone for both facilities, 1,120 patients (343 at Latrobe Hospital; 777 at Westmoreland Hospital) availed themselves of this advanced surgical technology.

The Women's Care Services located within **Excelsa Square at Latrobe** serves as a comfortable place where women can get answers to health questions regardless of age or income. Here, caring and understanding professionals treat a woman's needs with dignity and respect. Members of the Excelsa Health medical staff specializing in obstetrics and gynecology oversee the examination, testing and treatment. During fiscal year 2021, 119 patients visited the family planning clinic and 1,738 visited the prenatal clinic, all of which operate on a sliding scale according to income and family size. Healthy Women visits realized a slight decrease for fiscal year 2021; additionally, the family planning visits decreased, likely due to the closure of the Adagio program. The breakdown is as follows:

Family planning visits:	32
Healthy Women visits:	87
Pre-natal Clinic:	1,738
Gyne Clinic:	279
Pre-natal deliveries:	158

Excelsa Health participates in a Pennsylvania state program called Select Plan for women ages 18 to 44 who qualify for free services. Excelsa Health also offers the Healthy Women plan for women over the age of 21 who are uninsured or underinsured and meet the program's financial guidelines, so they might receive free mammograms and PAP smears. Patients under age 18 also receive free services.

These clinics also serve as a clinical teaching site for the Excelsa Health Latrobe Family Medicine Residency Program. First- and second-year residents spend one month each on inpatient services and outpatient clinics.

Wellness, Community Outreach and Outpatient Services

To make health care more accessible to its communities, Excelsa Latrobe Hospital continues to offer services in outpatient settings including health screenings and educational classes. The Diabetes Center tends to the needs of the county’s diabetic population, which is 12 percent of the total county population. About 298 patients received education at Latrobe Hospital in fiscal year 2021, 35 of which received telehealth education during the Coronavirus pandemic.

Additional clinics at both Latrobe Hospital and Excelsa Square at Latrobe include Excelsa Health Outpatient Rehabilitation, outpatient labs and imaging stations (QuikDRAW and QUIKDRAW PLUS), the short procedure suite and outpatient surgery where procedures totaled:

IP OR Procedures	1,371
OP OR Procedures	6,018
<i>Total OR Procedures</i>	<i>7,389</i>
IP GI Procedures	406
OP GI Procedures	8,354
<i>Total GI Procedures</i>	<i>8,760</i>
Total Lab Procedures & Tests	1,062,444
OP Registrations	238,014
OP Imaging Procedures	88,518

EXCELA HEALTH HOME CARE & HOSPICE

Home Health

A 501(c)(3) organization providing nursing care, rehabilitation, medical social services, palliative care and hospice care in the home, nursing home, hospital and other varied settings, Excela Health Home Care & Hospice tends to patients throughout Westmoreland and surrounding counties.

The home health team has more than 40 years of combined experience working with patients and their families, regardless of their ability to pay. The organization prides itself on getting to know the patient and listening to the individual's health care concerns. The home health team, consisting of nurses, physical, occupational and speech therapists, medical social workers, home health aides, dietitians, volunteers and others, encourages everyone involved to make each treatment plan a success.

The Excela Health Home Care & Hospice Transitional Care Liaison continues to develop relationships with skilled nursing facilities, personal care homes, physicians, regional health providers and the public, serving as a bridge for the hospitalized patient returning to another care setting and a problem solver for physicians and other care providers. Referrals are made via the physician, nurse, social worker, case manager, a social service agency or insurance company after which a thorough home health assessment is completed. While home health services are covered by many insurance plans, staff works with individuals to answer questions, maximize available coverage and counsel them.

Hospice Care

As one of the oldest, most experienced nonprofit hospice services in Westmoreland County, Excela Hospice is committed to providing the highest level of palliative care to patients and families faced with a terminal illness. Excela's hospice program is Medicare certified and provided under the approval and supervision of the individual's family physician. Care is coordinated by skilled nursing staff and may include symptom control, pain management and physical, emotional, psychosocial, spiritual and practical support for patients and their families. The team consists of nurses, social workers, home health aides, therapists, bereavement counselors, dietitians, hospice-trained volunteers (numbering 59 giving 1,922 hours of service) and clergy.

Medicare guidelines dictate that hospice-trained volunteers must do five percent or more of the hours done by paid staff. In March 2020, Medicare removed those guidelines due to the Coronavirus pandemic. This regulation is still in effect currently until the end of January 2021. Nationwide hospice volunteers have not been active in hospice again due to the pandemic. Programs do not know how the regulations will be reestablished.

The hospice volunteer program also has a dedicated group of volunteers known as “Caring Hands Volunteers” who donate many hours toward making items, such as blankets, teddy bears, activity aprons and patient gowns. Although these hours do not count toward the five percent requirement, they are a valuable donation. During fiscal year 2021, these volunteers donated over 6,479 hours, plus vehicle mileage amounting to 4,993 miles as an in-kind donation.

Each patient’s plan of care is supervised by the hospice medical director and delivered by the hospice team who works closely with the patient and family to give meaningful, end-of-life care and support. Patients and family are encouraged to ask questions and participate actively in the patient’s care and treatment, particularly when assistance or reassurance is needed. After the death of a patient, loved ones receive bereavement support for up to 13 months. To enter hospice, patients must choose this service and have a certified prognosis of six months or less from a physician. Most recently, a formalized palliative care component was added focusing on improving a person’s quality of life by providing relief from pain and other symptoms while working with the patient to determine goals of care and ensuring those goals are being addressed through treatment.

During the year, Excelsa Health Home Care & Hospice offers programs, in-services and specialized support groups for the public dealing with issues of loss, grief and separation. They include the following:

- Annual Memorial Service
- Annual Grief and the Holidays Seminar
- Bereavement/Grief Support Groups

Additionally, programs focusing on care providers were offered at various times throughout the year. They included:

Specialized* Support Groups:

- Art-Based Support/Art Expression of Grief
- Reiki
- Cancer Bereavement
- Yoga
- Men’s Group
- Scrapbooking

*All groups are meant to gather grieving individuals with others in similar situations for peer support. All groups are supervised by bereavement counselors with many years of experience.

Excelsa Health Home Care and Hospice Specifics:

Home Health visits:	136,336
Home Health admissions:	6,664
Home Health patients served (unduplicated):	5,726
Hospice admissions:	843
Hospice visits:	17,585
Hospice patients served (unduplicated):	830

Because Excelsa Health Home Care & Hospice firmly believes that its mission is inclusive and speaks to its truest sense of community commitment, it makes provisions to:

- Absorb bad debt and provide charity and uncompensated care: \$85,973

Conclusion

As a health care system with well-established roots in Westmoreland County and beyond, Excelsa Health continues to move in a healthy direction, addressing the needs of varied populations defined by the community health needs assessment, surveys, demographic information and more. Through a robust slate of educational classes, health screenings and outreach endeavors, coupled with the advancement of high levels of clinical care and the retention/recruitment of new talent bringing expertise to our region, Excelsa Health can stay the course of directing care where it is most accessible and appropriate. Further, uncompensated care is rendered, so segmented populations are not denied fundamental access to needed treatment.

As Excelsa's name implies, excellence, at all levels of care in all venues, is not only a goal but a health care way of life, one that *"improves the health and well-being of every life we touch."*
