



**CROZER
HEALTH** 

Report to the Community 2022

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A Message from the CEO



One of my first impressions of Crozer Health when I was appointed President of Crozer Health Medical Group in September 2019 was the unwavering commitment I saw in our employees as they went about their work of caring for the sick in the communities we are honored to serve.

That impression was even stronger when I was named CEO of the Crozer Health system earlier this year.

The passion to serve that I witnessed three years ago has only strengthened during what has been the most challenging period this – or any other health system in the country – has ever experienced: the COVID-19 global pandemic.

The unfortunate fact is that these are among the worst economic times in living memory for hospitals and health systems. The COVID-19 pandemic and the resulting surge in inflation have been financially devastating for health care providers – and Crozer Health is no exception.

Even with these ongoing challenges, we remain fully committed to our patients, our staff, and our communities.

We are taking significant steps to ensure Crozer Health has the stable operational and financial foundation it needs to continue serving Delaware County with safe,

quality patient care for many years to come. One of these steps is returning the health system to nonprofit status. Another is reconfiguring our services to better serve the evolving needs of our patients, including reopening the Springfield Hospital campus as a comprehensive outpatient complex with an Urgent Care Center, medical offices, ancillary services, and an ambulatory surgery center. We will continue to reach out to our communities to make sure they know that we are here for them and a trusted partner in helping maintain their health and well-being.

One thing remains abundantly clear: Our most valuable resource at Crozer is our people. As you will see after reading this report to the community, Crozer Health is not just a name and logo, but an amazing collaboration of dedicated, talented, caring people who do extraordinary and important work every day.

Many of our physicians, nurses, and other caregivers, as well as our employees throughout the health system who provide essential support services, live in our local communities and share in the lives of our patients beyond the walls of our hospitals and other facilities. At Crozer Health, we are family caring for family, neighbors for neighbors, friends for friends.

Sincerely

A handwritten signature in blue ink, which appears to read "Anthony Esposito".

Anthony "Tony" Esposito
CEO, Crozer Health

Crozer Health was established by the merger in 1990 of Crozer-Chester Medical Center in Upland and Delaware County Memorial Hospital in Drexel Hill, as well as the subsequent addition of two other hospitals – Taylor Hospital in Ridley Park and Springfield Hospital in Springfield – to the health system. In July 2016, Crozer Health was acquired by Prospect Medical Holdings, Inc. Through its hospitals, ambulatory surgery centers, clinics, and doctors’ offices, Crozer Health provides comprehensive, quality inpatient and outpatient medical services at locations

across Delaware County. The health system continues its longstanding commitment to training new generations of physicians and other health care providers and maintains its support for community programs that improve the health and well-being of residents and families throughout the area. As the largest employer in the county, Crozer Health is a dynamic economic presence, helping support many local vendors and businesses. Many Crozer Health employees live, shop, worship, volunteer, and otherwise take an active role in the communities served by the health system.

Crozer Health Overview	Totals
Licensed Beds	558*
Employees	4,429
Providers on Staff	1,116
Emergency Room Visits	660,298**
Admissions	143,949**
Inpatient Surgeries	28,028**
Outpatient Surgeries	119,275**
Babies Delivered	12,307**

* Data as of July 31, 2022
 ** Data from July 2016 through July 2022

Community Impact	Amount
Annual Payroll	\$344,246,433
Capital Expenditures	\$201,000,000*
Charity Care Provided	\$657,000,000*
Contribution to Pension Fund	\$190,000,000**
Property and Sales Taxes Paid	\$80,100,000***
Total	\$1,472,346,533

* Data from July 2016 through June 2022
 ** Data from July 2016 through July 2022
 *** Data from July 2016 to Dec. 2021

Crozer-Chester Medical Center: The Heartbeat of the Community



Sitting on a 68-acre campus in the city of Upland, Crozer-Chester Medical Center is Crozer Health’s flagship hospital and Delaware County’s premier destination for advanced clinical care.

The 302-bed tertiary care teaching hospital is the only hospital in the Philadelphia suburbs with a comprehensive emergency department (ED), trauma center and burn treatment center. It’s also home to the county’s first cardiothoracic surgery program, the widely renowned Global Neurosciences Institute (GNI) at Crozer Health, the largest group of psychiatrists in the region, a crisis center for patients needing mental health care, and a comprehensive range of specialty and tertiary care services, including robotic-assisted surgeries and kidney transplantation. In 2021, it was certified by The Joint Commission as a comprehensive stroke center, the first in Delaware County and one of only 200 in the country.

A regional medical campus for Drexel University College of

Medicine, Crozer-Chester also trains the next generation of physicians and other health care providers through undergraduate, residency, fellowship, and allied health medical education programs.

“Crozer-Chester Medical Center is essential to the life of this community,” said Jenny Santiago, the hospital’s chief operating officer. “Our surrounding communities in Upland and Chester are very under-resourced. This hospital is here to serve their health care needs at every stage of their lives.”

Established in 1963 through the merger of Chester Hospital (c. 1893) and Crozer Hospital (c. 1902), Crozer-Chester Medical Center became one of the founding hospitals of Crozer Health in 1990. Today, the medical center admits more than 19,000 patients, treats approximately 53,000 ED patients, and delivers about 1,700 babies a year.

In addition to offering advanced clinical services, Crozer-Chester Medical Center’s long history of serving the community means it holds a special place in the hearts



of many residents. The hospital is a powerful economic engine and a major employer in Delaware County.

"The hospital is a vital part of our community. It not only provides employment opportunities, its presence in the community also provides hope and reassurance to residents that if they or a family member require emergent/specialist services, they're only minutes away," said Susan Harris-McGovern, CEO of ChesPenn Health Services, a network of nonprofit federally qualified health centers, with two clinics in Delaware County. "Members of the community can rest assured when they walk through those doors they are in a safe and caring environment where they will receive the health care services they need from medical providers they trust."

"Crozer-Chester Medical Center gives us access to great health care," said Elaine

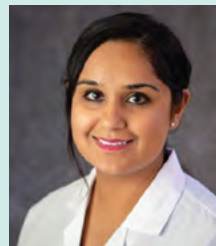
Greene-Upton, Director of Workforce Development for Chester Education Foundation, and a Chester resident. "They have top-notch specialists who really care about you as an individual, as well as outstanding doctors and nurses. They're part of our community and they're committed to making our community healthy."

The medical center attracts especially dedicated physicians, nurses, and other clinicians, according to Richard J. Hamilton, MD, Crozer Health's Chief Academic Officer, who chairs the health system's Department of Emergency Medicine. "Every health care provider at Crozer-Chester Medical Center has a calling to care for the underserved," he said. "They wouldn't be here if that were not important to them. At Crozer-Chester, they have the opportunity to care for one of the most diverse communities in the area and to really make a difference."



Susan Harris-McGovern

Lifesaving Trauma and Emergency Care



The Crozer Regional Trauma Center at Crozer-Chester Medical Center is the only trauma center in Delaware County, treating more than 2,000 trauma patients every year. The center's multidisciplinary team, led by fellowship-trained trauma surgeons who are board-certified in general surgery and surgical critical care, is available 24 hours a day, seven days a week to diagnose and treat traumatic injuries. Since 1987, the Crozer Regional Trauma Center has met the high standards of care required to earn its designation as a Regional Level II Trauma Center by the Pennsylvania Trauma Systems Foundation.

Amber Batool, DO

"In addition to patients with traumatic injuries from auto and other accidents, we see a lot of victims of assaults, stab wounds, and gunshot wounds," said Amber Batool, DO, a trauma

surgeon at Crozer-Chester Medical Center. "If our high-acuity services were not here, a lot of these patients would not survive transport to other hospitals to get this level of care."

"We have very short EMS run times to the hospital, so we typically see victims within five to 10 minutes of the injury event."

The trauma team works closely with community emergency medical services (EMS) professionals to provide lifesaving care at the scene of an emergency and while the patient is being transported to the hospital. Trauma patients are first treated in the Crozer-Chester ED, which has four trauma bays with advanced medical equipment. The state-of-the-art facility – one of the busiest EDs in southeastern Pennsylvania – treats more than 35,000 patients each year. The most critically ill patients are treated in the trauma center's dedicated eight-bed intensive care unit.

"We have very short EMS run times to the hospital, so we typically see victims within five to 10 minutes of the injury event," said Trauma Program Director Sandra Durgin, MSN, RN. "We save people who would not have survived if the run time were longer. The team here is 100 percent dedicated to our patients."



Patient Jennifer Hookey and donor Erin Markham

Old Friend Gives Kidney Transplant Patient the Gift of Life

At dinner, Jennifer Hookey shared with Erin Markham that her kidneys were failing, and she needed a kidney transplant to save her life.

Inseparable as teenagers, the two friends had recently reconnected after drifting apart in their adult years. Markham did not hesitate. "When Jenn told me how her condition had declined, to me there was no further thought," she said. She went to get tested as a kidney donor and found she was a match for Hookey.

"Jenn's immune system was attacking her kidneys, viewing them almost as a foreign body," explained Nathan Okechukwu, MD, Hookey's nephrologist who also serves as Crozer Health's Chair of Medicine. "In addition to causing her to lose a lot of protein, it was causing her to lose kidney function. We thought it was the wise and prudent thing to get her on the transplant list as soon as possible."

Hookey was on the list for just over a year before her conversation over dinner with her old friend. Markham had to go through another six months of testing before the transplant could be scheduled. The operation was performed at Crozer-Chester Medical Center by transplant surgeons Sunny Fink, MD, and Thomas Butler, MD. Dr. Fink removed Markham's kidney via a minimally invasive laparoscopic procedure, while Dr. Butler prepared Hookey for the surgery and then transplanted the healthy organ into her.

"We do a run-through before every surgery to make sure everything is seamless," said Dr. Butler. That includes making sure the two surgeries are closely coordinated. "It's important to minimize the time that the donor kidney is not receiving any blood from the donor."

"The transplant was as smooth as it could have possibly been," Dr. Fink said. "By the time Erin's kidney was out, Jenn was ready to receive it."

After recovering from the surgeries, Hookey has a new lease on life and Markham has resumed her normal routine. "I have so much more energy. I feel so much better," said Hookey. Both will continue to be seen by their Crozer Health transplant team as needed.

"The transplant team was just phenomenal," said Markham. Hookey agreed. "Everybody and everything at Crozer has been absolutely amazing. Everybody in the doctor's office, from the receptionist to the social worker, it's been a great experience and a complete pleasure to work with them."

Comprehensive Treatment for Burn Patients

The Nathan Speare Regional Burn Treatment Center at Crozer-Chester Medical Center is the only burn facility in suburban Philadelphia providing comprehensive treatment for adult burn patients and their families — from emergency and intensive care to rehabilitation, follow-up, and outpatient services.

The burn center has earned an international reputation for excellence in holistic burn care, treating more than 10,000 patients since 1973. The burn center team also treats non-burn injuries, such as "road rash," medication reactions, and other skin diseases that result in conditions similar to those experienced by burn patients.

Recognized as a national leader in burn care, the Crozer Burn Center has been verified by the American Burn Association and the American College of Surgeons as a center of excellence for adult burn patients and was the first in the region to provide this standard of care for patients. The burn center has a long history of research and clinical advances. The center was one of the first to use culture cell transplantation (cloning of a patient's skin) and continues to be at the forefront of burn care through a whole-patient, team approach, innovative care techniques, advanced technology, primary research and education of future critical care and surgical physicians.

Taylor Hospital: A Legacy of Compassionate Community Care



In 1910, Dr. Horace Furness Taylor and his wife Katherine, a nurse, converted their home in Ridley Park into a hospital to serve the local community. With fewer than a dozen patient rooms, the house was also home to a nurses training school.

Today, more than 110 years later, Dr. and Mrs. Taylor's dream lives on at Taylor Hospital, not far from the site of their original home. The 107-bed acute care hospital named for its founder remains a vital part of the community, providing high-quality, compassionate care for patients in Ridley Park and southeastern Delaware County at every stage of life.

"Taylor Hospital is such a key part of this community," said Christine Mendez, MSN, RN, Crozer Health's chief nurse executive who also serves as president of Taylor



Christine Mendez

Hospital. "It's trusted by residents and it's very convenient for them – we're right in the neighborhood where people have relied upon us for years for their care."

From primary care and emergency medicine to general and specialty surgeries, Taylor is a full-service community hospital. Each year, Taylor admits more than 7,000 patients and receives more than 28,000 Emergency Department (ED) visits. It also partners with local employers – large and small – to help keep their employees healthy at work and at home.

In addition to a busy ED, Taylor Hospital offers a variety of diagnostic imaging services and surgical services, as well as cardiology, neurology, oncology, orthopedics, and primary care

services. The hospital is designated as a Primary Stroke Center by The Joint Commission in collaboration with the American Heart Association/American Stroke Association, meaning the quality of care it provides meets the unique and specialized needs of stroke patients. Taylor also is home to an acclaimed inpatient rehabilitation center.

"The communities around Taylor Hospital view it as their hospital. They're very loyal to it and very committed to getting their care there," said Dina Capalongo, DO, a board-certified internal medicine physician who also serves as Crozer Health's Chief Medical Officer. "It's a very tight-knit hospital. Many of the people who work there have been there for 30 or 40 years – in many cases, they've spent their entire career at Taylor. They live and work in the community, so it has a very friendly, family-type feel. It really is family taking care of family."

Highly Regarded Inpatient Rehab Center at Taylor Hospital



The Crozer Health Regional Rehabilitation Center at Taylor Hospital offers comprehensive inpatient rehabilitation services tailored to meet the special needs of each patient in a welcoming, fully appointed setting with private rooms, easy access to gyms and other equipment, and all levels of medical care readily available.

"The rehab center is unique to Taylor Hospital and to this community. It's something none of our other Crozer Health hospitals offer," said Christine Maiorano, RN, MSN, Taylor Hospital's Chief Nursing Officer. "It's a highly regarded specialty service that is used not only by patients within our health system, but also by patients at other hospitals and health systems outside our area that are not affiliated with Crozer Health."

The center provides specialized inpatient rehab programs to treat and help patients recover from major medical conditions such as stroke, multiple trauma injuries, brain injury, spinal cord injury,

and neurological conditions such as Parkinson's disease, multiple sclerosis, and Guillain-Barre Syndrome. The center's care teams also offer general rehabilitation programs, including for arthritis, cancer, cardiac and pulmonary disease as well as functional decline due to prolonged illness.

Led by a physiatrist, a doctor specializing in physical medicine and rehabilitation, the care team develops an individual treatment plan for each patient and family. Patient education and family participation are integrated into the process to support the most successful outcomes.

Rehab Therapy Gets Patient's Life Back on Track

For Steve Hunter, the care team at the Crozer Health Regional Rehabilitation Center at Taylor Hospital helped him get his life back on track.

Virtually immobilized by his badly injured right leg, Hunter came to the inpatient rehab center for physical and occupational therapy.

Physical therapy helped him build up his strength and endurance; occupational therapy helped him regain his ability to perform routine daily activities like bathing and feeding himself. From having to rely on an ambulance to take him to every doctor's appointment, Hunter progressed as a patient to being able to get in and out of a wheelchair van and, eventually, to walking with the aid of a walker.

"Because of the foundations they've built, I have so many more tools available to me, both mentally

and physically," Hunter said of his rehab team. "I can never say enough about the staff, and I mean that from my heart. They have gone above and beyond anything I could ever expect. I have never had such a pleasant experience and environment as I have had here. And that's the truth. There's not a person here who doesn't treat you as if you're their family."

He added, "To me, the care is worth more than any treatment you can give because anyone can hand me a pill, but not everyone can change my life."

Crozer Health Medical Group: Providing Quality, Convenient Care for Families



Dina Capalongo, DO

One day a week, Dina Capalongo, DO, takes time away from her administrative duties as Chief Medical Officer (CMO) for the entire Crozer Health system to do what she has done for almost 30 years – treat patients.

A board-certified internal medicine physician, Dr. Capalongo continues to see patients every Thursday at the Crozer Brinton Lake Ambulatory complex in Glen Mills. Her practice, Brinton Lake Primary Care, is part of the Crozer Health Medical Group, which employs approximately 240 health care providers, including physicians, certified registered nurse practitioners, and physician assistants.

“It’s important for me to maintain that direct patient contact so I can really see the inner workings of our health system

from the viewpoint of patients and providers directly, as opposed to second hand. If something’s not working, I can escalate it quicker,” Dr. Capalongo said. “It’s rewarding for both my job as Crozer Health’s CMO and for me personally to maintain my patient relationships. Some are people I’ve been seeing for going on 30 years.”

As Delaware County’s largest network of providers and practices, Crozer Health Medical Group is the backbone of Crozer Health, supplying many of the doctors and other providers who deliver primary care and specialty medical services to the communities served by the health system’s hospitals, clinics, and doctor’s offices.

“The goal of Crozer Health Medical Group is to provide quality care for families across the region and contribute

to a healthy community,” said Tony Esposito, Crozer Health’s CEO, who also serves as President of the medical group. “Our physicians include primary care providers as well as specialists in a wide array of service areas. We have about 20 locations in Delaware County where residents can get convenient access to primary care services.”

Primary care services at the medical group locations include geriatrics, family and internal medicine, and pediatrics. Women’s health services include gynecology oncology, maternal and fetal medicine, urogynecology, and general obstetrics/gynecology. Surgical services include bariatric, breast, general, thoracic, trauma and vascular surgeries. Experienced medical group physicians also offer additional services for patient wellness.

Dr. Capalongo, who continues to serve as CMO of Crozer Health Medical Group, said the group initially was mostly comprised of primary care providers. “Over

time, we’ve added more specialists and surgeons,” she explained. “We employ the trauma team at Crozer-Chester Medical Center and the specialty surgeons who run the Burn Unit.”

Improving quality of care is a key priority for the medical group’s leaders and members. A number of the group’s primary care physicians have been recognized as Level 3 patient-centered medical homes (PCMH) – the highest designation – by the National Committee for Quality Assurance (NCQA). The NCQA is a nonprofit organization that works to improve health care quality through the administration of evidence-based standards, measures, programs, and accreditation. A PCMH is a structured approach to primary care delivery that stresses putting the patient-provider relationship at the core of all healthcare decision-making. To support the entirety of their patients’ primary care needs, PCMH providers utilize a team-based approach to health care, emphasizing preventive services, care coordination, and access to care.

Coordinated Care for the Sickest of the Sick

To improve care for their sickest and most vulnerable older patients, a group of Crozer Health Medical Group physicians has adopted an approach dating back to the earliest days of medicine – house calls.

The physicians are part of a special team of health care providers created to support and treat individuals within a group of approximately 10,000 Medicare-only patients in Delaware County identified as having the most complicated medical needs. Known as the complex care team, the providers will go to these patients’ homes to provide care, primarily to people who are unable or unwilling to go to a doctor’s office or clinic because of mobility or transportation

issues and who might otherwise go untreated.

“Our complex care team has succeeded in decreasing mortality rates and improving patient satisfaction, readmission rates, and other quality measures among this very sick, very vulnerable population by taking a coordinated team approach,” said Dr. Capalongo. “That includes going to their homes to make sure they are getting the care they need. The emphasis is on preventive care and improving patient outcomes.”

Care to the Medicare-only patients is provided through the medical group’s accountable care organization (ACO) as part of the Centers for Medicare & Medicaid Services’ (CMS) Medicare Shared Savings Program. Shared Savings Program ACOs are groups of doctors, hospitals, and other health care providers who collaborate to give coordinated, high-quality care to

people with Medicare, focusing on delivering the right care at the right time, while avoiding unnecessary duplication of services and medical errors and reducing costs.

Dr. Capalongo said the ACO has benefitted from the expertise and experience in population health management that Prospect has brought to the medical group since acquiring Crozer Health. Prospect’s Coordinated Regional Care model, which the company has implemented in all its markets, emphasizes collaboration among physicians, affiliated medical groups and medical practices, in partnership with health plans, to give patients highly coordinated, personalized care. The model helps ensure that people receive the right primary, specialty, and follow-up care when they really need it, in the most appropriate setting, whether that’s a doctor’s office, an outpatient clinic, a hospital, or in a patient’s home.

Investment in Crozer Health's Patients, Physicians, and People



A new robotic-assisted surgical system that allows physicians to perform advanced minimally invasive procedures. State-of-the-art interventional bronchoscopy technology that helps surgeons detect and treat lung cancer earlier, potentially improving patient survival rates. The nation's first neurologic emergency room (Neuro ER) dedicated to treating emergencies like stroke, aneurysm, head trauma, and seizures.

Approximately \$200 million in capital has been invested in Crozer Health over the last six years, including substantial funding for new medical technologies, equipment, and services designed to improve patient care and save lives.

Joseph Whitlark, MD, a respected thoracic surgeon, joined Crozer Health in March 2020. To support Dr. Whitlark's practice, significant investments in new medical technology were made, including the acquisition of a state-of-the-art robotic-assisted interventional bronchoscopy system. Dr. Whitlark also performs high-end thoracic surgery using Crozer's advanced, robotic-assisted da Vinci Xi Surgical System.

"I came to Crozer because I wanted to be involved with a program that is forward-thinking and committed to investing in the latest technology to help our patients," Dr. Whitlark said. "I believe Prospect is completely

committed to supporting this program. They've given me everything I need to be successful."

In January 2018, Erol Veznedaroglu, MD, an internationally recognized cerebrovascular neurosurgeon who is better known as Dr. Vez, partnered with Prospect to launch the Global Neurosciences Institute (GNI) at Crozer Health. GNI offers world-class neurologic diagnosis and treatment by an innovative team of nationally recognized and highly trained neurosurgeons, neurologists, and neuroscience researchers.

"I chose to partner with Prospect because we both clearly understand the changes that are happening in healthcare," said Dr. Vez. "One reason healthcare is considered 'broken' is that it has become too large and overly bureaucratic. The partnership allows us to be more patient-focused in providing care, while Prospect does what it does best – handling operational and business matters. In less than three years, we have become a market leader in providing innovative neurologic diagnosis and treatment."

Dina Capalongo, DO, Crozer Health's chief medical officer, was the health system's Director of Primary Care in 2016. She recalls Prospect's financial investment early on that brought upgraded essential medical equipment to every doctor's office within the system.

"When Prospect took over, we rolled out new EKGs (electrocardiograms) and AEDs (automated external defibrillators) to every office," said Dr. Capalongo, who continues to see patients in her primary care practice one day a week. "None of our doctor's offices had AEDs in place at that time and the EKGs we did have needed to be upgraded. This is medical equipment that was essential for the safety of our patients and our staff."

Almost \$100 million of the capital investment made was for a new Cerner electronic health record system that gives Crozer Health physicians and other providers the

ability to exchange health information electronically and provide higher-quality, safer care for patients.

Many of the investment dollars put into Crozer Health are in areas that aren't immediately noticeable to the public such as expenditures on infrastructure, according to Dr. Capalongo.

Other investments made in the health system that have benefited both patients and the communities served by the Crozer Health hospitals include approximately \$657

million in charity care for people who were uninsured or otherwise unable to pay for the care they received. Another major investment is the \$190 million Prospect has contributed to the employee pension fund since 2016.

"Prospect saved the pension plan," said Dr. Capalongo. "It was failing and underfunded when they bought the health system. Many, many people – employees and former employees – would have been out of a pension if they hadn't funded it, myself included."

New Technology is a Game-Changer for Diagnosing Lung Cancer Early



Joseph Whitlark, MD

For Joseph Whitlark, MD, Crozer Health's investment in a new, state-of-the-art interventional bronchoscopy system, Auris Health's Monarch Platform, has been a game-changer for diagnosing lung cancer at an early stage, when it is most treatable – and most survivable.

Interventional bronchoscopy allows physicians to see and biopsy parts of the lung that were previously inaccessible. The Monarch system is the most advanced interventional bronchoscopy technology currently available. It integrates the latest innovations in robotics, software, data science, and endoscopy, a procedure in which tiny cameras and tools are inserted into a patient's body through its natural openings, allowing high-definition images of internal organs, such as the lungs, to be shown on a monitor in the operating room.

"Interventional bronchoscopy has completely changed the way we handle lung nodules and how we manage lung cancer, because it has enabled us to treat lung cancer earlier and earlier," said Dr. Whitlark. "If you catch lung cancer early, you can save people. If you don't, they can die from it."

Lung cancer, the No. 1 cancer killer in the U.S., has one of the lowest five-year survival rates because it is often diagnosed at later stages, when it is less likely to be curable, according to the American Lung Association (ALA). Only 24% of cases nationally are diagnosed at an early stage when the five-year survival rate is 60%;

46% of cases are not caught until a late stage when the survival rate is only 6%.

The robotic-assisted Monarch technology allows physicians to visualize inside the patient's lung, enabling them to spot small nodules located deep within the organ and perform a biopsy – remotely, within the lung – to determine whether the nodules are benign or cancerous. Before interventional bronchoscopy technology was available, according to Dr. Whitlark, physicians were reluctant to attempt to biopsy these tiny nodules because doing so required sticking a needle into the lung, potentially causing it to collapse or resulting in some other complication such as uncontrollable bleeding.

"We had two options: either take the patient to the OR and remove the nodule or just sit and watch it," he said. "Both of those options are bad. Most nodules are benign. If you take out a benign nodule, you subject the patient not only to the pain of the operation but also to potential complications and even death. But when someone has lung cancer, the clock is ticking and if you wait even a month, their stage can go from being resectable without the need for any chemotherapy or radiotherapy to unresectable. It's a critical decision. With bronchoscopy, we no longer have to make that decision."

The advanced Monarch system "is another arrow in our quiver for catching lung cancer early," said Dr. Whitlark, who has performed about 240 cases using the technology since Crozer Health acquired it – among the most of any physician in the U.S.

The new technology is especially important given the patient population served by Crozer-Chester Medical Center. African Americans and Latinos with lung cancer are less likely to be diagnosed early and survive five years than white Americans, according to the ALA. "With this disparity in lung cancer detection and survival, it's essential that we're able to provide this service to our community," Dr. Whitlark said.

A New Era of Neuroscience



Erol Veznedaroglu, MD

Since its launch in 2018, the Global Neurosciences Institute (GNI) at Crozer Health has grown into the largest vascular neurosurgery program in the region.

With funding from Prospect, GNI opened the first neurological intensive care unit (ICU) and the first neurosurgery hybrid operating suite in Delaware County, as well as the first neurologic emergency room (Neuro ER) in the nation, all at Crozer-Chester Medical Center.

"I give Prospect credit for making the Neuro ER possible," said Dr. Vez. "I tried to do this in academia, without success, but Prospect stepped up and made it happen."

GNI's team of renowned neurosurgeons, subspecialty neurologists, and neurosciences researchers work together to eliminate barriers between narrowly focused medical specialties and provide complete, patient-centered care. They focus on improving

treatment by inventing new therapies and pioneering new surgical techniques. They take an intimate, deliberate, and coordinated multidisciplinary team approach to neurological health, keeping each patient at the forefront no matter the resources and effort required.

"We have a very unique set-up at GNI where everything revolves around the neurologic patient," said Dr. Vez. "In our neuro ER, which is dedicated to caring for patients with neurologic emergencies, we have specially trained physicians and nurses who are available around the clock to identify even the most subtle neurologic changes. They are in direct communication with our team of expert neurologists, neurosurgeons, and other specialists."

He added, "From the minute patients arrive in the ER or come electively to our office, we have complete control over their care. It's a rare thing in medicine today, but we quarterback their care from beginning to end."

GNI's expert endovascular, vascular, spine, and tumor neurosurgeons offer a full range of conventional and minimally invasive surgical treatment options for diseases and conditions of the brain and spine.

The institute's fellowship-trained neurologists

represent a diverse range of subspecialties to provide patients with access to the latest procedures and most advanced technologies, treating a variety of neurological conditions.

The hybrid operating room (OR), a revolutionary alternative to conventional ORs, enables the GNI neurosurgery team to treat high-risk patients who need immediate surgical intervention. It is equipped with a biplane advanced imaging system that delivers detailed, high-quality 3D X-ray images during the surgical procedure. Together, the hybrid OR and the biplane technology are used to treat conditions such as stroke, aneurysm, arteriovenous malformation, and brain cancer. Surgeons are also available to perform emergency, life-saving procedures for patients.

"From the minute patients arrive in the ER or come electively to our office, we have complete control over their care. It's a rare thing in medicine today, but we quarterback their care from beginning to end."

– Dr. Vez

"There was nothing more they could do for me"

On a Friday night in November 2021, Andrea Pedano, DO, suffered the worst headache of her life. Her medical training told her it could be a warning of a ruptured aneurysm in her brain. Without immediate medical attention, the condition – a bulge in a blood vessel in the brain that leaks or breaks – can be fatal.

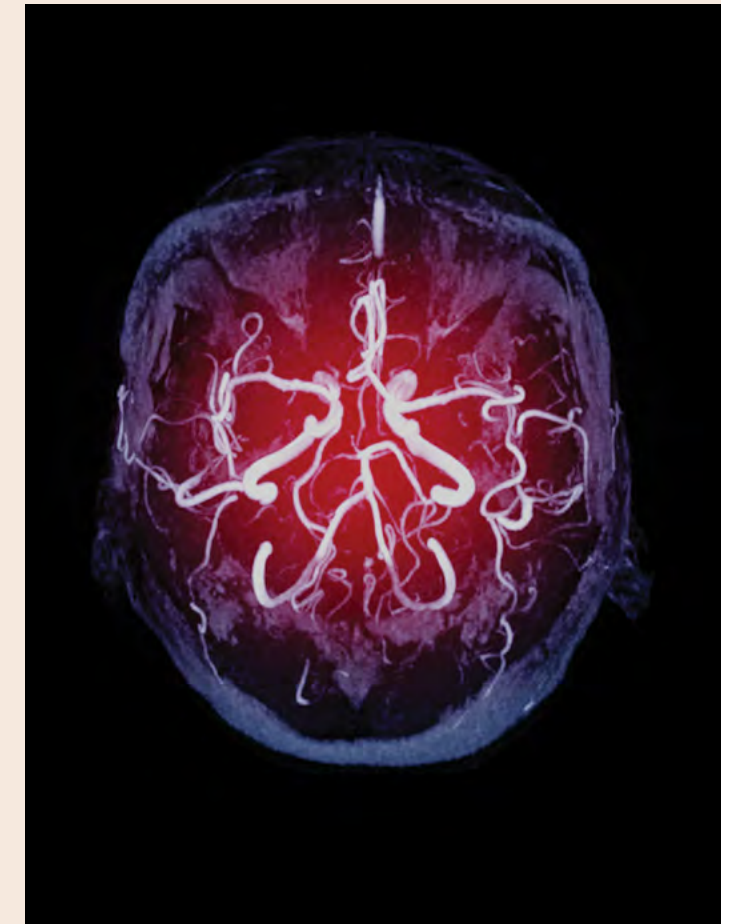
A CT scan showed no sign of an aneurysm, probably because the leak was still very small. But on the following Tuesday evening, her situation became desperate. She suddenly went into cardiac arrest at home in front of her sister and her sister's husband. They performed CPR while waiting for an ambulance to rush her to a nearby hospital.

The neurosurgeon there inserted a drain into her brain but was unable to stop the blood flow to the aneurysm. "At that point, the hospital told my family there was nothing more they could do for me," Dr. Pedano said. A practicing primary care physician for 20 years, Dr. Pedano has worked in an administrative role as a physician advisor at Crozer Health since 2018.

Fearing for her life, two Crozer Health friends and fellow administrators who had joined Dr. Pedano's family at the hospital reached out to Dr. Vez, a widely renowned neurosurgeon who heads the Global Neurosciences Institute (GNI) at Crozer Health.

"I was told afterward Dr. Vez took one look at my scans and said, 'We can do this. Get her up to the operating room,'" Dr. Pedano recalled. "Apparently, the aneurysm was at the back of the blood vessel, not the front, and the neurosurgeon at the other hospital was unable to get to it. Because Dr. Vez has so much more experience, he was able to go in there and fix it. He saved my life."

Dr. Vez stopped the bleeding by placing a tiny metal coil inside the aneurysm, via a catheter, to close off the blood flow. A couple of days later, Dr. Pedano was awake and beginning rehabilitation therapy. She returned to work



"I feel so fortunate and blessed. I had a lot of people pulling for me and praying for me. I left it to my faith – and to Dr. Vez's expert hands."

– Andrea Pedano, DO

at Crozer Health in February, fully recovered. "I feel so fortunate and blessed," she said. "I had a lot of people pulling for me and praying for me. I left it to my faith – and to Dr. Vez's expert hands."

A Relentless Focus on Quality and Patient Safety



For severely burned patients in the acclaimed Nathan Speare Regional Burn Treatment Center at Crozer-Chester Medical Center, any infection can be life-threatening. Because burns damage the skin's protective barrier, these patients are among the highest-risk groups for potentially lethal infections.

"Our patients don't have protection like people with intact skin do, so it's critical that we have effective infection control policies in place," said Megan Stair-Buchmann, RN, Burn Performance Improvement Nurse and Registry Coordinator.

Working with Crozer Health's Quality Performance Improvement and Patient Safety team, the evidence-based policies and protocols the burn center has put in place have resulted in consistently low rates of infection. This is especially true for two health care-associated infections (HAI) known as central line-associated blood stream infections (CLABSI) and catheter-associated urinary tract infections (CAUTI). Severely burned patients with these devices are monitored particularly closely via regular bedside rounding. Clinical

staff also follow research-based best practices for reducing the risk of CLABSI and CAUTI by utilizing the devices appropriately.

With dressings needing to be changed every day, a specially trained team of technicians works with the burn center nursing staff to safely perform these often-complex procedures – which, depending on the severity of the patient's burns, can take up to an hour and a half to complete – and avoid infections. No one is allowed to enter a patient's room without wearing the appropriate PPE. "All the

precautions we take are about protecting our patients," said Stair-Buchmann.

To ensure patient safety remains the No. 1 priority for every Crozer Health staff member, daily safety huddles are held at every clinical site in the health system. Patient safety officers and infection control preventionists are assigned to every department and performance

improvement coordinators are assigned by service line. Any HAIs or serious safety events that do occur are thoroughly reviewed and analyzed by a multidisciplinary team and corrective action is taken to help prevent recurrences. The hospitals are provided with robust data reporting and clinical data analytics to help measure and improve their performance on quality and patient safety. Weekly calls with senior leadership are held

to review trends, and department quality scorecards are presented to a systemwide quality of care committee with the goal of improving quality performance.

Other quality initiatives in place throughout the health system include the creation of a special hospital-level



Rachel Odeyemi, DO



Crozer Health Infection Prevention and Nurse Leaders

task force focused on preventing bedsores, as well as implementation of evidence-based strategies to reduce patient falls. These strategies have proved effective in helping Crozer-Chester Medical Center meet the national benchmark for falls per 1,000 patient days. Initiatives also

have been implemented to address sepsis rates, including the establishment of multidisciplinary sepsis committees at each hospital.

Rachel Odeyemi, DO, an academic hospitalist, sits on the Department of Medicine's practice improvement committee at Crozer-Chester. "The quality initiatives and the recommendations that have come from the committee have been very helpful to me as a physician," she said. "The purpose of reviewing cases is to identify opportunities for learning with the overall objective of improving patient care."

The advances Crozer Health has made are the result of a continuous, ongoing focus on quality and patient safety, according to Christine Mendez, MSN, RN, Crozer Health's chief nurse executive.

"Patient Safety and quality outcomes are our top priority and I believe we're well positioned for the future," Mendez said.

Awards and Distinctions

- **Comprehensive Stroke Center certification by The Joint Commission**
- **Philadelphia CyberKnife awarded Distinction in Stereotactic Radiotherapy accreditation by The Radiosurgery Society and the American College of Radiation Oncology**
- **American Heart Association's GoldPlus Get With The Guidelines-- Stroke quality achievement**
- **Company of the Year 2020 by the Delaware County Chamber of Commerce**
- **Cribs for Kids awarded "Silver" status for National Safe Sleep Certification Program**
- **Hospital-Acquired Pneumonia Surgical Site Infection Prevention "Excellence Award"**
- **American College of Surgeons Commission on Cancer 3-year Accreditation with Commendation**
- **Sleep Center 5-year reaccreditation from American Academy of Sleep Sciences**
- **Philadelphia Magazine – 98 physicians named "Top Docs"**
- **Main Line Today -- 101 nurses named "Top Nurses"**
- **Primary Stroke Center recertification by The Joint Commission**
- **Blue Distinction® Center for Maternity Care**
- **Blue Distinction® Center+ for Knee and Hip Replacement**
- **National Accreditation Program for Breast Centers 3-year Full Accreditation**

Zero Harm: The Goal of High Reliability



The guiding principle behind all Crozer Health's quality and patient safety efforts is an ongoing initiative to maintain the health system as a High Reliability Organization (HRO). HRO, which is practiced at all Prospect hospitals, is an operational approach derived from industries like air travel and nuclear power that have stringent safety measures in place to avoid catastrophic accidents.

In health care, HRO emphasizes zero harm in any patient interaction. At Crozer Health, all clinical and support staff are trained in the six HRO safety behaviors: speaking up if they have any concerns about safety, communicating accurately, staying focused on their work, having a questioning attitude and accepting being questioned themselves, listening to patients with empathy, and working together as a team.

"HRO is the model for safety in our organization – not just for direct care providers, but for every employee in every department," said Margaret Drake, MSN, RN, Crozer Health's Chief of Quality and Patient Safety. "Key to HRO is the emphasis on speaking up for safety: If any deficiencies are found, they're reported up to the appropriate people and communicated to the clinical staff so they can quickly be addressed."

Daniel DuPont, DO, who is board-certified in pulmonary disease and internal medicine, held several quality and safety leadership positions at Crozer Health before retiring after 39 years. He credits the systemwide HRO training with helping advance initiatives to reduce falls and HAIs at Crozer facilities. He also believes the health system's longstanding emphasis on HRO has contributed to the effectiveness of its response to COVID-19. "The HRO tools and principles we had learned over the years helped us deal with this unpredictable thing called COVID," Dr DuPont said. "HRO helped us perform in a structured way as a team when COVID hit."



Daniel DuPont, DO

For example, he said, staff in the intensive care unit (ICU) were early adopters of the technique known as "proning" – that is, placing COVID-19 patients in respiratory distress on their bellies, rather than on their backs, to aid their breathing. "Our HRO training allowed us to take this very specialized procedure and use it every day in a highly organized and effective way during the pandemic," he explained.

Burn Patient Gives Thanks to Care Team: "They Were My Angels"

In August 2020, a freak accident involving a kerosene explosion changed entrepreneur and fashion designer Pierre Espinal's life forever.

With burns over 40 percent of his body, he was airlifted to the Nathan Speare Regional Burn Treatment Center at Crozer-Chester Medical Center, where he was placed in a medically induced coma for 20 days. Because he sustained a smoke inhalation injury, he had to be on a mechanical ventilator.

After he emerged from the coma, Espinal was in the hospital for two more months while burn center surgeons – Linwood Haith, MD, Mary Lou Patton, MD, and Robert Guilday, MD – managed his critical condition and performed multiple surgeries. His face was so damaged from the burns, the surgeons reconstructed his lips using a technique known as "gate flaps" to restore function. For his other facial burns, he received a surgical treatment called ReCell, in which the surgeon uses the patient's own skin to produce a suspension of "spray-on" skin cells to regenerate a new outer layer of skin. His surgeons took skin from his thighs for use on his face and nose. With this technique, he has less scarring and patchiness. For Espinal's arms, which were severely burned, his surgeons took skin from his thighs and grafted it onto his arms. Staples were put in his skin to hold the grafts on. The pain was "unbearable," he said.

Espinal's doctors and nurses encouraged him to start physical therapy (PT). He is incredibly thankful for the burn

center team for their care and support. "They treated me like I was a member of their family," he said. "Anything I wanted or needed, they did for me. They were my angels. With their encouragement, I stayed positive and worked hard at my PT."

After almost three months, Espinal was able to go home. He comes to Crozer Health every four to six weeks for



"It's out of this world how well I'm doing considering what happened to me, how severe the burns were."

– Pierre Espinal

surgical treatments, receiving steroid injections to help soften the burn scars on his lips, as well as laser treatments to smooth out the raised skin on his face. "It's out of this world how well I'm doing considering what happened to me, how severe the burns were," he said.

Rising to Meet the Challenge of COVID-19



On March 5, 2020, Jessica DelCollo, MD, had just started her shift in the emergency department (ED) at Crozer-Chester Medical Center when she was given unsettling news.

The Pennsylvania Department of Health had notified the hospital that a Delaware County resident suspected of having the mysterious new disease causing panic around the world was coming to the ED. If confirmed, this would be the first case in Pennsylvania. Less than a month earlier, the World Health Organization had given the disease its official name – COVID-19. Media reports from March 5, 2020, estimated there were fewer than 200 confirmed cases in the U.S. at that time.

“My colleagues and I looked at each other and went, ‘Whoa!’” recalled Dr. DelCollo, an emergency medicine specialist who was on duty in the ED that afternoon. “There was a lot of anxiety. There was so much we didn’t know yet about the disease – what exactly is it, how is it spread, what’s the best way to treat it, am I going to bring it home to my family?”

Using a safety protocol that became standard for all suspected COVID-19 cases, the patient was swabbed and evaluated in a specially designated area outside the ED before being treated in a negative pressure room inside the hospital. The test came back positive. The patient, who

recovered, was the first of thousands of COVID-19 patients treated at Crozer Health facilities. At the peak of the pandemic, approximately 200 people infected with COVID-19 were being cared for every day throughout the health system.

The arrival of the first confirmed positive patient triggered the mobilization of the Crozer Health COVID-19 Crisis Command Center, with Conlen Booth, Crozer’s director of emergency management,

serving as incident commander. Booth helped establish an interdisciplinary task force – including clinical, nursing, regulatory, policy, employee safety, communications, and process improvement representatives – to assume operational responsibility for the health system’s 24/7 pandemic response.

This included setting up negative pressure units in three of the system’s hospitals and three drive-through testing sites, as well as developing new protocols governing patient visitation, employee and patient screening, and staff and patient safety. The team also focused intensely on procuring and distributing personal protective equipment (PPE) and medical equipment and making sure care teams had uninterrupted access to the clinical and other information and services they needed to effectively care for patients.

Having to treat a confirmed COVID-19 case so early in the pandemic proved advantageous for the health system in the long run, according to Richard J. Hamilton, MD, Crozer Health’s chief academic officer, who chairs the health system’s Department of Emergency Medicine. “The pandemic became a real event for us early on,” he said. “We had to pivot very quickly at a very early stage, and I think that left us better prepared than other health systems for the wave upon wave of COVID-19 patients that followed.”

The very high level of clinical experience and expertise at Crozer-Chester due to its role as a tertiary care teaching hospital gave the health system another advantage over other community hospitals and systems. “We had highly trained and highly skilled clinicians already accustomed to providing high-acuity, complex care, as well as the structure in place to support them,” Dr. Hamilton said.

For Dr. DelCollo, caring for Crozer Health’s first COVID-19 patient helped bring everything, including her own anxiety about the disease, into focus. “I thought about what the patient must be feeling, and how scared they must be,” she said. “I told myself, ‘This is the job you signed up for.’ I knew I had to serve the patient as best I could. And that’s what we have continued to do throughout the pandemic.”

Undiminished Commitment to the Community

The pandemic has been devastating for almost every hospital system in the country, and Crozer Health is no exception. Despite the enormous operational and financial challenges resulting from COVID-19, the health system has remained committed to its patients, staff, and community throughout the unprecedented global health crisis.

Early in the pandemic, Prospect focused its supply chain efforts on ensuring Crozer Health employees, physicians, and patients had the PPE needed to keep them safe. The company even chartered a cargo plane from Malaysia to get PPE to the bedside for clinical staff. Prospect also purchased lifesaving medical equipment such as high-flow ventilators and expanded the number of negative air flow beds at the hospitals to help them cope with the surge in COVID-positive patients.

Once COVID-19 vaccines became available, Crozer Health administered nearly 100,000 vaccines to employees and residents, including at schools, churches, and other community centers in underserved areas. The health system’s EMS teams also canvassed areas where many homeless people lived and administered vaccines to them on site.

“Every hospital system in the country suffered during COVID, but Prospect was extremely supportive in making sure we had the necessary PPE and supplies to care for our patients. Having Prospect’s buying power behind us was critical. I think we’ve handled COVID very well as a system.”

– **Dina Capalongo, DO,**
CROZER HEALTH’S CHIEF MEDICAL OFFICER

Training Future Physicians and Other Providers

Crozer Health has a long-standing tradition of training the next generation of physicians and other health care providers.

That commitment to providing high-quality medical education has expanded over the last six years with additional residency programs now being offered in emergency medicine, general surgery, and psychiatry, as well as the designation of Crozer-Chester Medical Center – the health system’s flagship, tertiary care teaching hospital – as a regional medical campus of Drexel University College of Medicine. This means Drexel medical students can select Crozer-Chester as their primary clinical campus and complete all their required clinical rotations there during their third and fourth year of medical school.



Richard J Hamilton, MD

“We are seeing the evolution of Crozer-Chester Medical Center from a very robust community medical center with a long history of teaching to a much more complete academic medical center,” said Richard J. Hamilton, MD, Crozer Health’s Chief Academic Officer and Chair of the health system’s Department of Emergency Medicine. “We have a very vibrant academic campus and a superb faculty offering the benefits of a university-based teaching model, as well as the advantages of community-based residency programs.”

Dr. Hamilton also is a professor at Drexel University College of Medicine, where he serves as Academic Chair of the Department of Emergency Medicine and as Regional Associate Dean for Crozer Health. More than 100 Drexel medical students are on site each day in the departments of medicine, surgery, pediatrics, obstetrics and gynecology, psychiatry, family medicine and neurology, with full-time educators in each department.

“Crozer-Chester offers a great opportunity for education within an urban community setting,” said Dana Farabaugh, MD, Drexel University College of Medicine’s Associate Dean of Clinical Education. “It serves a diverse patient population that tends to be sicker, with higher acuity, and a higher burden of chronic illness. At Drexel, many of our students have a passion for service and that’s

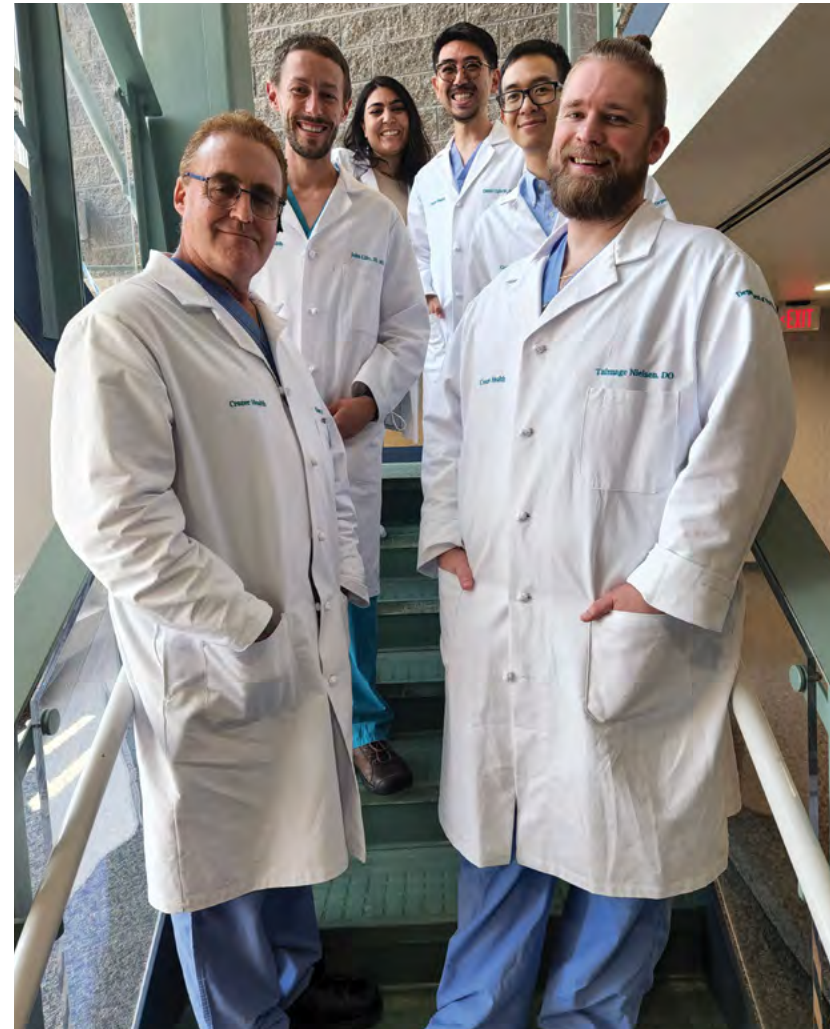
the kind of patient population they want to care for during their clinical training.”

In addition to providing clinical rotations for medical students, Crozer Health offers highly competitive residency programs for physicians who have already earned their medical degrees and are now training in a specialty. Approximately 130 residents are enrolled in Crozer Health programs every year. As well as the more recently established emergency medicine, general surgery, and psychiatry residencies, other programs include family medicine, internal medicine, obstetrics/gynecology, podiatry, and transitional residencies. Most residents are from Drexel; the second-largest group comes from the Philadelphia College of Osteopathic Medicine.

Residents receive their required academic education, research opportunities, and hands-on clinical experience treating patients, under the supervision of experienced attending physicians, at Crozer-Chester, Taylor Hospital, and Delaware County Memorial Hospital, as well as at various community sites. In many cases, they will remain either at Crozer or in the Philadelphia area to practice after they complete their residencies.

Amber Batool, DO, a trauma surgeon at Crozer-Chester Medical Center who also serves as Associate Program Director for General Surgery Residents, helps supervise the three residents who go through that program each year. “It’s very important that Crozer makes this commitment to providing rigorous education and training for residents,” Dr. Batool said. “We want to be proud of the surgeons we’re training. When they’ve gone through the residency program, I want to be comfortable having them operate on me or on my family members.”

Rachel Odeyemi, DO, an academic hospitalist at Crozer-Chester, helps supervise and train medical students and residents. “I am very passionate about teaching – that’s why I came to Crozer,” she said. “Residency training can be difficult at times, but I had the pleasure of training with wonderful doctors who have had a great impact on my career. As an attending physician, I want to be able to



impart some of that knowledge, empathy, and experience to other physicians in training.”

Crozer Health offers additional specialty training for physicians through fellowship programs, including in burn surgery, complex health and social needs, emergency medicine ultrasound, gender affirmation, geriatric medicine, and sports medicine.

The health system also provides allied health training through affiliations with area schools, including

programs in radiologic technology and diagnostic sonography in conjunction with Widener University and a respiratory therapy program for students at Delaware County Community College. Crozer-Chester Medical Center’s School of Clinical Neurophysiology has offered students training in neurodiagnostic technology since 1973.

And in a collaboration with Villanova University College of Nursing, Crozer-Chester trains experienced critical care nurses to be certified registered nurse anesthetologists.

Longtime Crozer-Drexel Collaboration Educates Students, Improves Patient Care



Dana Farabaugh, MD

Crozer-Chester Medical Center has trained Drexel University College of Medicine students and residents for over 30 years. The hospital is one of seven regional medical campuses for Drexel, and the only one in the Philadelphia area.



“It’s been a great relationship and has become stronger in recent years since Crozer-Chester became a regional medical campus for us,” said Dr. Farabaugh, Drexel University College of Medicine’s Associate Dean of Clinical Education. “It allows our students to immerse themselves in the community served by Crozer-Chester and to develop strong relationships with the faculty. The hospital, physicians, and patients also benefit from having our students and residents there. They help keep the faculty more current on practice standards and guidelines, which makes for better patient outcomes.”

Dr. Hamilton agreed. “The presence of medical students and residents elevates the quality of care at academic medical centers, and Crozer-Chester is no exception,” he said. “Students and residents want to learn from the most experienced physicians who have done the most research and teaching in their specific disease area. Creating that environment of rigorous training and research raises clinical standards throughout the institution.”

He added, “Working with Drexel, we plan to really elevate the amount and type of research that we do within the Crozer Health system.”

Resident Physician: Crozer-Chester “Fit All My Criteria”

A third-year emergency medicine resident at Crozer-Chester Medical Center, Sheena Tadikonda, DO, has one particular memory of her training that will stay with her throughout the rest of her medical career.

It involves a patient who came to the hospital with such severe burns that death seemed inevitable. And yet, several months later, when she was doing her rotation in the burn center intensive care unit, there was the patient again, working with the physical therapist, walking, recovering.

“It was incredible to see that. It almost made me cry,” Dr. Tadikonda said. “It was so satisfying to see. It showed me just how well the patient was being cared for, to have made such an amazing recovery after such a serious injury. This is one of the factors that makes Crozer-Chester Medical Center a special place to train in.”



Sheena Tadikonda, DO

Dr. Tadikonda applied to do her residency at Crozer-Chester after completing a month-long rotation there as a medical student. In addition to being comparatively close to her home in northern Maryland, the hospital offered the intense, high-acuity emergency and trauma care experience she was looking for in her chosen specialty. It also gave her the opportunity to work with a disadvantaged, diverse patient population.

“I’d always wanted to make service part of my mission. It’s part of why I wanted to be a doctor,” she said. “And I knew from my rotation as a medical student that I’d get an excellent education and training at Crozer-Chester. It fit all my criteria.”

Crozer Health Residents Staff ChesPenn Community Clinics

Crozer Health family medicine and obstetrics/gynecology residents are a crucial lifeline for patients and families who rely on the two ChesPenn Health Services clinics in Delaware County for their medical care.

Working with experienced attending physicians, 42 Crozer residents staff the organization’s clinics in Chester and Upper Darby. ChesPenn is a network of nonprofit federally qualified health centers that provides comprehensive primary and preventive health care and social services to medically underserved families and individuals on a sliding fee scale.



“The Crozer residents are a vital resource for us,” said Susan Harris-McGovern, ChesPenn’s CEO. “Everyone who participates in the residency program has a passion for community service and public health. We truly appreciate their support and commitment in providing compassionate, quality health care to the marginalized populations we serve.”

“Our partnership with ChesPenn Health Services is another way that Crozer Health is integrated into our community and bringing care directly to this very vulnerable patient population,” said Dina Capalongo, DO, Crozer Health’s Chief Medical Officer, who has served on the Board of ChesPenn for the past five years.

In addition to helping staff the ChesPenn clinics, Crozer offers a charity care program that provides free testing, such as mammograms and cervical cancer screenings, for uninsured patients.

“Crozer offers our uninsured patients a bridge of hope,” Harris-McGovern said. “Under Crozer’s charity program, patients don’t feel so hopeless, knowing they can access additional testing services at a reduced cost if they cannot afford them.”

The Call to Serve



Gwen Smith

Community means everything to Gwen Smith. Born and raised in Chester, she left her hometown just long enough to earn her nursing degree in Delaware. In 1980, she took a job as a staff nurse at Crozer-Chester Medical Center, beginning a nearly 43-year career in what is now the Crozer Health system.

Even when she retired in 2021 from her long-time position as President of Springfield Hospital, the call to serve her community was too strong. She came out of retirement to run Crozer Health’s vaccination clinics for employees and community residents as the COVID-19 vaccines were being rolled out. She personally administered over 20,000 vaccines.

Today, Smith – along with many other Crozer Health employees – continues to play a key role in making sure the health system stays closely connected to the communities served by its hospitals. Smith is heavily involved in several collaborative programs with local organizations, particularly those in Chester.

“This community means a lot to me and providing these kinds of programs has always been my passion,” Smith said. “I chose to come back to the community that served me when I was a child and gave me the opportunity to work in health care. I’m fortunate that I’m able to give back to the community in which I grew up.”

Smith oversees a parish-nursing program in Chester that brings health information as well as Crozer Health-supplied flu and COVID-19 vaccines to members of local congregations. Every year, seven area churches, Chester Community Improvement Project, and Crozer Health come together to hold a free block party and health fair. The health system donates food and backpacks filled with school supplies for children and provides staff to give information about health services.

“This kind of outreach is vital because people here are reluctant to go outside their community to somewhere they’re unfamiliar with, with people they don’t know,” said



Parish nurse Dawn Walker and Gwen Smith at health fair



Crozer transplant team at Chester Block Party and Health Fair



High school students participating in STEM program

“These kinds of community health programs are extremely important. They give recognition that Crozer cares about people in our community and that the hospital is there, not just for their acute needs when they get sick, but also to provide preventive care to improve the health of residents of Chester and surrounding areas.”

– **Joyce Rasin, PhD, RN,**
RETIRED PROFESSOR, WIDENER UNIVERSITY SCHOOL OF NURSING
AND FAITH COMMUNITY NURSE AT ST. LUKE CHRISTIAN COMMUNITY
CHURCH IN CHESTER

Dawn Walker, RN, BSN, president of the nurses’ ministry at Shiloh Baptist Church in Chester. “If they didn’t have someone in their community showing them they care about their wellbeing, they’re not going to go elsewhere to get the care they need. They’ll go without, and there are consequences for that.”

Recognizing the need to reduce high breast cancer rates among African American women and Latinas, Crozer Health has been a longtime sponsor of Girls’ Night Out, an annual fashion show fundraiser that provides financial support to women with cancer in Delaware County. In partnership with the Delaware County Community Foundation, the health system also holds special breast cancer awareness events at Crozer-Chester Medical Center, providing free mammograms to women in the community who are uninsured. “This program has saved many women’s lives,” Smith said.

One program close to Elaine Greene-Upton’s heart is the summer internship program at Crozer-Chester Medical Center. For six weeks every year, Chester High School students work in various departments at the hospital, getting exposure to potential careers. Greene-Upton is director of workforce development at the Chester Education Foundation, which pays the students through a federal grant intended to help youth with significant barriers to employment find good jobs. Crozer Health

provides 10 positions and pays for the students’ meals. (Because of COVID-19 restrictions, only three students were able to participate in 2022.)

Greene-Upton also works with Crozer Health to help find jobs in the health system for local youths. She frequently runs into young men and women she has helped place at Crozer-Chester Medical Center when she visits the hospital. “It’s so exciting to see them working in their different careers,” she said. “I think it says a lot for Crozer Health that they’re taking these young people on and training them to be great workers.”



Joyce Rasin, PhD

Many other Crozer Health staff members volunteer their time to serve the community. In June 2022, Thomas Butler, MD, a transplant surgeon at Crozer-Chester Medical Center, organized a first-of-its kind program in Pennsylvania (and only the second in the nation) to expose minority students to careers in science, technology, engineering, and math (STEM). Approximately 50 students aged 8-16 from the Chester area came to the hospital to meet with physicians and participate in activities designed to interest them in pursuing STEM careers.

Dr. Butler said exposure to these careers, especially at young ages, gives students the opportunity to focus on STEM fields. “If they see someone that’s like them, then they’ll want to become that person,” he explained.

Collaborating to Reduce the Cycle of Violent Injury



Clifford "Ceez" Newsome, Sandra Durgin, Edward Mack, Shakyra Morales, Katherine Kelley, MD, and Danielle Decker

Every year, on average, 160 to 180 people arrive at Crozer-Chester Medical Center suffering from gunshot wounds. Most of them are young African American men. For those who return to the community after being treated, the chance they will be reinjured remains high.

Two years ago, the hospital joined forces with two local organizations – the Chester Community Coalition (CCC) and the Chester Peace Initiative – to help reduce this cycle of violent injury by connecting patients with the follow-up services they need to recover and improve

their lives. This includes everything from intensive case management to mental health and substance abuse counseling to assistance finding housing, food, and employment.

When a gunshot or other violent injury patient is brought into the trauma department, the hospital notifies the specially trained CCC team. "We go to the hospital to support the patient," said Ed Mack, a CCC clinical case manager. "Once the patient has been stabilized, we find out how they're doing physically and mentally. We're there to support them throughout their ordeal."

Identifying the services the patient will need after discharge is Shakyra Morales's job. "We determine the client's needs so we can refer them to the right resources," said Morales, a licensed master social worker and violence intervention/trauma therapist. "For some clients, we may be the only people they can turn to."

Cliff "Ceez" Newsome, an intervention specialist, works with the patients to prevent further violence after they leave the hospital. "I'm someone they can trust," he said. "I try to get them to open up to me about what happened to them so I can assess the risk of retaliation and mediate, if needed."

The CCC team meets once a week at the hospital with trauma department clinical staff to review cases and share information. "The coalition team serves as a very important go-between for us with these patients," said Sandra Durgin, MSN, RN, Crozer-Chester Medical Center Trauma Program Director. "They are better positioned to assess the significant social issues patients face outside the hospital. We've had patients who would likely have been lost to follow-up care without this collaboration."

In 2021, their first year in operation, the CCC team served 27 clients. In 2022, with slightly more than half the year gone, they had already helped 26. According to the CCC, the murder rate during 2016 to 2019 for young men aged 15 to 34 in Chester was roughly the same as the average hostile death rate for combat troops in Iraq and Afghanistan during that period. If that rate continued, 6 percent of 15-year-old males in the city would be murdered before reaching 35.

"When someone's shot, there's what's known as the golden hour, that moment after all the activity around the shooting stops and the patient has a moment to think about how close they've come to death," explained Alexia Clarke, the CCC's executive director. "It's a space where, if we're able to intervene, we can prolong that thinking: 'Where do I go from here? Do I really want to live like this?'"



Trauma team and Coalition members rally against gun violence

"We have a very good relationship with the doctors in the trauma department. From the outset, they've been open and accepting of everything we've brought to the table. It's been a pleasure collaborating with them."

– Shakyra Morales, LMSW, CHESTER COMMUNITY COALITION

"Our collaboration with the Chester Community Coalition helps us provide holistic care for our patients where we not only treat their physical injuries but also provide emotional support and follow them post discharge to help them and their families heal from the trauma of violence. We are hopeful that we can prevent reinjury and save the lives of these patients who are already victims of assault."

– Amber Batool, DO, TRAUMA SURGEON, CROZER-CHESTER MEDICAL CENTER

Why I Chose Crozer Health

"I joined Crozer Health so I could make a difference in my home community. I've stayed because of the camaraderie I have with my colleagues and for the unique opportunity to care for members of the community. Crozer Health provides me with opportunities to grow professionally by offering tuition assistance and partnerships with area universities, as well as encouragement to advance my career."

– Amanda McFadden, RN, MEDICAL-SURGICAL, CROZER HEALTH

"Working at Crozer Health is a great experience. At Crozer-Chester Medical Center, you have a hospital that is a community institution, yet also is doing all the major things that a large university-affiliated hospital is known for. In addition to the amazing learning opportunities, Crozer Health has the best team, which truly makes this a great career choice!"

– Thomas McKniff, RN, EMERGENCY DEPARTMENT, CROZER HEALTH

"I love working at Crozer Health because of the daily interactions with everyone from the facility. On a routine day I am able to interact with every department from patient transport to the CNO here at Delaware County Memorial Hospital. Everyone is dedicated to quality patient care and very friendly. Working at Crozer Health has definitely empowered and provided me with opportunities to grow as a nurse as well as a leader."

– Nick Brunetti, BSN, RN, NURSING ADMINISTRATION, CROZER HEALTH

"I have been working at Taylor Hospital for almost 18 years. What I like most is the sense of family. I have basically 'grown up' with my coworkers on various units and have made lifelong friends along the way. We all look out for one another and work as a team. I started as a surgical technician and Crozer's tuition reimbursement helped when I enrolled in a nursing program."

– Nicoale Steinmacher BSN, RN, CNOR, OPERATING ROOM, CROZER HEALTH

"Crozer Health presents a challenging and fast-paced environment that forces nurses to get up to speed quickly. The veteran staff is always willing to help a nurse presented with a foreign situation and find a solution that is best for the patient. For this reason, Crozer builds strong nurses. The staff is very strong, resourceful, and professional. There is an excellent team dynamic."

– Nick Insogna, BSN, RN, NEUROSCIENCE INTENSIVE CARE UNIT, CROZER HEALTH

Our Locations

Hospitals

Crozer-Chester Medical Center

1 Medical Center Blvd.
Upland, PA 19013
(610) 447-2000

Delaware County Memorial Hospital

501 N. Lansdowne Ave.
Drexel Hill, PA 19026
(610) 284-8100

Springfield Hospital

190 W. Sproul Road
Springfield, PA 19064
(610) 328-8700

Taylor Hospital

175 E. Chester Pike
Ridley Park, PA 19078
(610) 595-6000

Outpatient Centers

Crozer Brinton Lake

Route 1
Glen Mills, PA 19342
(610) 579-3400

Crozer Health at Broomall

30 Lawrence Road
Broomall, PA 19008
(484) 446-3600

Media Medical Plaza

200 E. State Street
Media, PA 19063
(610) 480-5800

Community Campus

301 W. 15th St.
Chester, PA 19013
(610) 619-8700

Crozer Health Surgery Center at Haverford

2010 West Chester Pike
MOB Wellness Center II,
Suite 212
Havertown, PA 19083
(610) 853-7700

Crozer Health Surgery Center at Brinton Lake

300 Evergreen Drive
Suite 320
Glen Mills, PA 19342
(484) 846-5100

CROZER HEALTH

1 Medical Center Blvd. Upland, PA 19013 • (610) 447-2000