TRANSFORMING THE HEALTH OF OUR COMMUNITIES

2017 ANNUAL REPORT

Reading Hospital
TOWER HEALTH
Dear Community Members,

As we look back on 2017, we see a year marked by unprecedented growth and positive change. Through all that we achieved, we’ve built a strong foundation to meet the needs and exceed the expectations of patients for years to come.

Today, we are better positioned than ever as a nationally recognized healthcare system that delivers on our mission of Advancing Health and Transforming Lives — not only for our Berks County residents but for communities across Eastern Pennsylvania.

Some of our most notable 2017 achievements include:

**Acquisitions to Care for More Lives**

After extensive planning, we moved forward with a major priority: Extending beyond our traditional geographic boundaries with the acquisition and integration of five Community Health Systems (CHS) hospitals. These acquisitions are part of our 2020 strategic vision of an integrated provider/payer system that delivers high quality, low-cost care to the region.

In addition to Reading Hospital, Tower Health now includes Brandywine, Chestnut Hill, Jennersville, Phoenixville, and Pottstown Hospitals. Thanks to this expansion to a six-hospital system, we serve a population of 2.5 million people today, and patients at Reading Hospital and all of our new member hospitals have convenient access to a large network of award-winning healthcare providers, services, and locations. In so many cases, this means patients no longer need to travel to Philadelphia and other metropolitan areas for advanced care.

What word best describes the accomplishments of Reading Health System in 2017?

**TRANSFORMATIONAL**
Recognition for Excellence

In 2017, the clinical excellence at Reading Hospital was recognized by multiple national organizations, including U.S. News & World Report, The Joint Commission, the Centers for Medicare & Medicaid Services, ProPublica, and more. The Reading Hospital team was especially proud to be ranked one of the 100 Best Hospitals in the U.S. by the Verras’ Medical Value Index™. And for the fourth year in a row, Healthgrades presented the hospital with the Distinguished Hospital for Clinical Excellence Award™. Next year, we look forward to reporting on the many accomplishments of all of our hospitals as a complete health system.

Provider/Payer Infrastructure

We also created a new multi-tiered health plan in 2017 in partnership with the UPMC Health Plan. The plan provides access to a full spectrum of affordable health insurance and enhanced clinical services for residents, employers, and employees in Eastern Pennsylvania. We now cover more than 38,000 lives and expect this number to grow exponentially. The new alliance supports value-based care and facilitates collaboration across the health system and community.

Expanded Behavioral Health Services

After the 2016 Berks County Community Health Needs Assessment identified a critical need for behavioral healthcare and chemical dependency treatment services, we took action. In a joint venture with Acadia Healthcare established this year, Reading Hospital will address the urgent demand for behavioral health services in Berks and surrounding counties. Acadia Healthcare has extensive behavioral health and addiction disorder treatment experience with a demonstrated standard of excellence. Our partnership includes construction of a new 144-bed inpatient facility, with an anticipated opening in mid to late 2019 in Bern Township.

Growth of Our Academic Mission

As an independent academic medical center, Reading Hospital is renowned as a teaching institution, offering five residency programs, as well as graduate and undergraduate training. Medical education remains an integral part of our organization.

We advanced that academic mission in a number of ways in 2017. For example, we transitioned a community-based Emergency Department (ED) to an academic ED with a greater focus on leading-edge technology and treatments. We also celebrated the completion of the first year of the Vizient Nurse Residency Program, which saw a 12-month improvement in retention rates, and the beginning of an Advanced Physician Leadership Program (APLP), demonstrating Reading Hospital’s commitment to our physicians.

Investment in Technology and Capabilities

Delivering the highest quality clinical care possible requires continued dedication to sophisticated technology and therapeutic capabilities. In 2017, that included implementing robotic vascularization for the heart, and new endovascular and neurosurgical capabilities. We also invested in Virtual Patient Observation technology, and rolled out a new mobile application, BabyScripts™, as well as online appointment scheduling across our physician practices. To further improve patient safety, we deployed standardized interoperability of telemetry monitoring, creating an uninterrupted flow of data.

Appreciation for a Job Well Done

Of course, at the root of our accomplishments, one factor remains constant — the extraordinary work of our dedicated team, now over 11,000 members strong. We have made so many tremendous strides in 2017, and they could only be realized through the commitment of our entire team to Advancing Health and Transforming Lives.

And for this, we are very grateful.

Clint Matthews
(President and CEO)

Brent J. Wagner, MD
(Board Chairman)
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The healthcare landscape will always be evolving. And it is imperative that our current team and the teams of the future continuously adapt to help ensure the health of our communities. That’s why we are on an academic mission.

Emergency Medicine Residency Program

Reading Hospital’s recent transition from a community-based Emergency Department (ED) to an academic ED echoes our unwavering focus on not only providing advanced treatments and technologies for patients facing medical emergencies, but also to training a new generation of clinicians. Our academic ED is home to the new Emergency Residency Program, which is setting the stage for academic growth across our entire system.

As the only newly accredited program by the Advisory Committee of Deputy Ministers of Education (ACDME) in the top 10 busiest EDs in the United States, as well as the number 11 single-site ED, the Emergency Medicine Residency Program gives medical residents the opportunity to work in an environment with a high volume of conditions among a variety of ages. The program also enables residents to utilize new evidence-based practices that are transforming the way care is delivered in Berks County and beyond.

For our first class of residents beginning work in June 2018, we’ve received over 800 applications and interviewed more than 150 candidates from across the country.

EDUCATION: A COMMITMENT TO THE FUTURE OF HEALTHCARE

“This program will allow us to advance care in the Emergency Department and transform the lives of patients, our staff, and residents within the next year.”

– Kristen Sandel, MD, FACEP, Program Director, Emergency Medicine Residency Program
During their first year of practice, newly graduated nurses at Reading Hospital complete an evidence-based project as part of our Vizient/AACN Nurse Residency Program. As a result, we’ve seen a significant 12-month improvement in retention rates. Plus, the program has helped us pioneer several clinical practice advances, including changes in platelet and other blood product infusion rates, improved titrated medication infusion processes, and more comprehensive clinical alarm evaluation and management practices.

A Culture of Continuous Learning

Also in 2017, we continued to foster the strength of our Advanced Practitioner Registered Nurse team by refocusing clinical placement within the system. Today, advanced practitioners are placed according to specialty and skill — providing the opportunity for nurses to grow professionally while simultaneously advancing their delivery of care.

And to ensure we grow stronger from the inside and out, we currently work with 80+ medical, nursing, and other clinical schools to further the development of our staff and clinical placement. In 2017, we onboarded over 35 medical residents and 30 providers from newly acquired practices.

Advanced Physician Leadership Program

The educational endeavors at Reading Hospital reach and impact more than just our residents; they’re also a valuable investment in our physicians. Our Advanced Physician Leadership Program (APLP) is greatly improving the knowledge of our medical staff. By sending physicians to high-level master’s degree programs and educational fellowships, we’re advancing their aptitude to lead and partner with others, with the ultimate goal of improving the healthcare we provide. Participants learn about concepts including collaborative leadership, teamwork, emotional intelligence, and systems thinking.

This program identified emerging leaders and brought them together to ensure we’re fostering the leaders of tomorrow.

– Theresa Fink, Senior Vice President & Chief Operating Officer, Tower Health Medical Group
Our achievements in 2017 were guided by the outcomes of a highly structured strategic planning process that began in 2016. As an organization, we were determined to get out in front of the significant changes taking place in healthcare. We engaged a broad group of 150-plus stakeholders throughout a six-month process, and ultimately came together in support of our vision, a set of prioritized strategies, and a high-level plan of action.

The process culminated in a 2020 strategy that is driving our continued growth and performance excellence. In 2017, we moved quickly to advance one of our key objectives: Proactively create a larger system that would expand our reach to new patients and services, with hospitals equally committed to care excellence and patient satisfaction. The outcome was the exciting acquisition of five Community Health Systems (CHS) hospitals: Brandywine, Chestnut Hill, Jennersville, Phoenixville, and Pottstown. Together with Reading Hospital, we now serve a population of over 2.5 million people across Eastern Pennsylvania.

Another important part of our 2020 strategy was to grow our presence beyond our current campuses through new partnership opportunities. And in 2017, we established a partnership with Acadia Healthcare, whose focus on behavioral health offers our communities a much-needed resource. After a study from the 2016 Berks County Health Needs Assessment revealed that one in five residents of Berks County has been diagnosed with either an anxiety or depressive disorder, and two in five had activity limitations due to poor physical or mental health, together with Acadia Healthcare, we will address this critical community health need. The partnership also includes the construction of a 144-bed inpatient facility.
In alignment with our 2020 roadmap, we made great strides in identifying and acquiring practices in 2017. Three of the many forces behind these acquisitions included increasing access to high quality clinical care, laying the groundwork for cost efficiencies that would benefit our patients as well as our organization and improving our market positioning.

New expansion and practice acquisitions in 2017 included:

- All About Women OB/GYN expansion to Kutztown (March 2017)
- Reading Anesthesia Associates joined Tower Health Medical Group (previously Reading Health Physician Network) (July 2017)

New practices and providers associated with each of our 2017 hospital acquisitions included:

<table>
<thead>
<tr>
<th>Physicians</th>
<th>Acute Care Providers</th>
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<tr>
<td>Brandywine Hospital</td>
<td>20</td>
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<td>Chestnut Hill Hospital</td>
<td>25</td>
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<td>Jennersville Hospital</td>
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<td>Phoenixville Hospital</td>
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<td>Pottstown Hospital</td>
<td>31</td>
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<td><strong>Total</strong></td>
<td><strong>114</strong></td>
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By the end of 2017, our new systemwide physician group included:

- 522 employed providers with 1.3 million annual patient visits
- 104 ambulatory practices
- 39 specialties
- 85 primary care doctors (54 from Reading Hospital, 31 from acquisitions)

In 2018, we will continue to work with our newer practices and providers to ensure a smooth transition to our expanded physician group.
Delivering Value and Options

To develop our provider/payer strategy and infrastructure in 2017, we formed a joint venture with UPMC Health Plan, one of Pennsylvania’s strongest and most experienced healthcare insurers. This partnership helps ensure that excellent coverage is readily available to residents, employers, and employees in Eastern Pennsylvania.

These multi-tiered products provide access to a full spectrum of affordable health insurance and enhanced clinical services. Insurance options include Medicare Advantage, Medicaid, individual, fully-insured and self-insured group, special needs, and children’s health insurance plans.

Our health plan already covers more than 38,000 lives, and we expect this number to grow exponentially in the next few years. In 2018, we will provide third-party administrator and flexible spending account administration services for our organization’s employee benefit plan, which serves 11,000 beneficiaries.

This partnership also supports the transition to value-based care models, encourages collaboration across the health system and with community partners, and expands access to exceptional services for patients and those in need.
We believe that knowing our communities is what makes our organization special. And that dedication to identifying, understanding, and addressing unique community needs has helped us consistently achieve our community development goals.

In 2017, Reading Hospital was awarded a $4.5 million Accountable Health Communities Grant, which reflects our demonstrated effectiveness in bridging the gap between the clinical care we deliver and the unmet needs of our communities.

We focused on the health of our communities in other ways, both big and small. Our newly expanded Emergency Department now includes a psychiatric unit, which has evaluated and treated 5,259 patients last year, including children. Our outreach programs, including Stuff the Bus, Warm Hats and Coats, and family adoptions at Christmas, also continued to flourish in 2017, as did our efforts to nurture strong relationships with local schools.

Reading Hospital was one out of 20 organizations in the country to win the Accountable Health Communities Grant — which speaks to our continued commitment to the well-being of our communities. It’s not just what we plan to do that is outstanding, but also what we’ve already done.

— Desha Dickson, Associate Vice President, Community Engagement
Fighting Pennsylvania’s Opioid Epidemic

As one of the few hospitals in Pennsylvania designated as an Opioid Use Disorder Center of Excellence, we’re supporting those battling opioid addiction through an integrated treatment plan. The plan engages individuals throughout the recovery journey — from admission to comprehensive follow-up support at home.

Funded by a large grant to support personalized treatment options, our Opioid Use Disorder Center of Excellence treats around 300 patients annually and addresses more than just an individual’s disorder. It also addresses other often-related factors, such as social connections, employment, friends, and family.

“Our dedicated staff is ready to work with anyone looking for treatment,” said Desha Dickson, Associate Vice President, Community Engagement.

Our groundbreaking Warm Handoff Program connects patients to the appropriate resources for real-time addiction support the moment they arrive in the Emergency Department — giving them a better chance of completing treatment.

With a team-based approach, the program also focuses on integrating primary care with behavioral health and includes Certified Recovery Specialists — people who have struggled with addiction first-hand, achieved full recovery, and can share their own knowledge of what steps are critical along the way.

The collaborative Warm Handoff Program has achieved the best outcomes in the Commonwealth of Pennsylvania and was acknowledged by the state’s governor, secretary of Health and Human Services, and physician general.

Our efforts have also achieved a high conversion rate of expectant mothers with heroin dependence to the appropriate maintenance treatment.

The Street Medicine Program

Our ongoing commitment to one of our most vulnerable populations — those homeless and at risk of being homeless — continues to be strengthened with our Street Medicine Program. Funded by the Reading Hospital Foundation, this volunteer physician program reaches patients of all ages struggling to access care due to homelessness, low-incomes, and other challenges that can make it difficult to see a doctor regularly. By reaching these individuals in their environments, we can identify specific health needs, provide high quality preventive and primary care accordingly, and connect them to critical case management services. As part of the International Street Medicine Community, Reading Hospital is one of the few hospitals in the nation to pioneer this valuable program.

Recently, we have integrated the program with the Epic® health information system. Now, all nurses and physicians providing care to the homeless can remain up-to-date on a patient’s electronic health record. That knowledge helps providers connect the dots when a homeless patient seeks out care, so they can address potential barriers prior to and after discharge.

Also in 2017, Foundation grants and other charitable contributions enabled the program to hire a full-time leader and purchase two vehicles for outreach transportation.
Supporting Innovation, Education, and Research

The generosity of thousands of donors through the Reading Hospital Foundation dramatically enhanced the delivery of exceptional patient care at Reading Hospital in 2017. Our donor base continues to expand, and the Foundation received the commitment of $500,000 in grant funds over the 12-month period.

Major gifts received in 2017 supported the building of a therapeutic healing garden at Reading Hospital Rehabilitation at Wyomissing, the kick-off of an innovative program targeting high-risk fall prevention, as well as leading-edge cancer and neuroscience research projects. In addition, the Diabetes Grant is currently in its third year and has achieved significant improvement of 90-day A1C levels and 90-day all-cause readmission rates.

Staff and community excitement is also evident surrounding several projects and programs to come. In 2018, the Foundation will launch a rolling, small grant program; a capital campaign for a pediatric unit in the Reading Hospital Emergency Department; and donor-supported medical lectures and symposiums, among other events.

The unveiling of a specially designed historic timeline display will take place in 2018 — an exhibit supported by the Foundation, The Friends of Reading Hospital, Henry Janssen Foundation, Wyomissing Foundation, and Berkshire Charitable Foundation.
As one of the most technologically advanced healthcare centers in the region, Reading HealthPlex ushered in an update to our entire surgical platform, as well as the implementation of new processes that better facilitate care for patients and employees. We also completed the expansion of our inpatient platform to include five new, state-of-the-art, 30-bed units in the new surgical tower, including two intermediate care units.

Our ability to enhance surgical/procedural patient care was also strengthened through the introduction of the Black Diamond Video System™. Used in the perioperative stage, the system is described as “the technology leader in providing audiovisual integration through advanced processing for medical and mission-critical applications.”

Remarkably, patient outcomes at Reading HealthPlex have already been recognized. We’ve received accolades for exceptional patient experiences and increased the number of regional and national clinical care certifications.
It’s no secret that continuous improvement and embracing innovation are key to our success. And that includes ensuring our network of clinical leaders stay connected — to each other, and to the patients and families they serve. With our new Clinical Practice Model, we’ve created a streamlined, interprofessional, evidence-based process of care. This module enables one integrated platform, which includes all types of patient-specific medical records, so that each clinician involved in a patient’s treatment can access and contribute to the care plan. And with IBM Phytel®, a health management software tool from IBM Watson Health™, we can analyze patient data across the continuum of care, as well as identify and address any important gaps in care.

**Interoperability**

When we work to deliver and expand our services, technologies, and offerings, our goal is always to improve the lives of those we care for. In 2017, we implemented new Philips® monitoring technology, which allows for the standardization and interoperability of telemetry, or instrument, monitoring. Because our systems now connect seamlessly, there is an uninterrupted flow of data, and we can exchange and leverage valuable patient safety information, including a more advanced approach to the monitoring of electric signals from the heart.

**Epic Improvements**

To advance everyday patient care, we partnered with the Blue Tree Network in 2017 to further improve our Epic health information system. We also invested in ambulatory Epic software proficiency and the development of an auto-query capability. This allows physicians to get answers to their questions faster.

In addition, Epic’s Care Everywhere feature was implemented, allowing our clinicians to not only optimize their workflows, but also auto-pull patient data from other Epic systems within a 50-mile radius of a patient’s home. Now, providers can be more thoroughly prepared for patient appointments, identify any specific needs, and provide timely clinical data. Plus, by utilizing Epic’s clinical call application, Nurse Triage, we can deliver quick, effective, and consistent care advice to patients over the phone.
Throughout our healthcare system, we adhere to the highest standards of care and treat every patient as we would our own family members — across every stage of life and every healthcare need. We call it the Reading Experience.

Redefining Patient-Centered Care

We believe that collaboration between our clinical leaders, nurses, specialists, patients, and their families paves the most effective and efficient route to life-changing care. With the help of the Hospitalists Program, we’ve expanded unit-based clinical leadership to all of our inpatient units. This collaboration includes a team of five or six specialists, nurses, physicians, and other clinical experts who work together, often at a patient’s bedside, to discuss and determine the best course of treatment. This program has improved readmission rates and outcomes, fostered a collaborative climate, and elevated clinician-patient dialogue. In addition, our GetWellNetwork® interactive education system also engages patients right at their bedside, so they can learn more about their condition and play an active role in their care.

Even when we can’t physically be in the room with our patients, we ensure they are safe and receiving an unmatched level of attention 24/7 with our Virtual Patient Observation technology. This video surveillance system enables our trained staff to remotely monitor patients who are at a high risk of falling, wandering, removing tubes, or engaging in other forms of self-injury. When designated staff members see a situation requiring intervention, they immediately notify the appropriate person to address it. Patients can also speak directly with the monitoring team member, so questions can be answered with one-on-one communication.

Of course, our line-of-sight nursing stations allow nurses to see directly into patient rooms to assist them at any time. When paired with our innovative TUG® Robots — which enhance the delivery of goods and services like meals and medications — our team members can spend even more time with patients and their families.

With You Every Step of the Way

Leading a large healthcare continuum means we are with our patients even when they aren’t inside our facilities. Our Para-Medicine Program allows specially trained paramedics to go to patients’ homes to provide care, helping avoid ED visits.

Our new BabyScripts™ mobile application connects mothers-to-be to their OB-GYNs 24/7, while simultaneously allowing physicians to monitor the progress of their pregnancy, provide assistance and make recommendations.

And to further enhance communication with our patients and ensure they have convenient access to care, online appointment scheduling was rolled out in 2017 across each of our practices. Text message appointment reminders are also available per patient opt-in.
From tools that help our providers track and report quality measures to improvement of immunization, screening, and chronic disease management rates, we’re making significant strides in offering the best possible care to our patients.

— Theresa M. Fink, Senior Vice President and Chief Operating Officer, Tower Health Medical Group

When we talk about collaborating for clinical excellence, we mean that collectively, we continue to set the standard for the highest level of patient-driven care. By bringing together clinical experts across disciplines and leveraging nationally benchmarked outcome metrics, each of our clinicians are continually analyzing current quality-of-care measures and discovering opportunities to improve.

Analyze, Respond, Improve

Each day, we evaluate the ways we can improve the clinical skills of our nurses in real time. With ongoing communication among clinical and administrative teams, we share best practices and find ways to bolster our patient-centered workplace. Plus, we use patient survey results to improve provider-patient communications and clinical responses, which fundamentally enhances each of our services.

Our “No Meeting Zone,” held between 8 a.m. and 9 a.m. every day during nurse leader rounding, includes educators, managers, Advanced Practice Clinical Nurses and others, and has improved our overall responsiveness by 10 points. The concept ensures that our focus is centered on every unique patient need and reflects our ability to react and respond to every medical situation. This supports patient safety and enables a more comprehensive evaluation of clinical alarm management.

The implementation of our COACH (Clinical Observation and Critical Help) Role has been effective in helping teams think critically and make informed decisions in complicated situations. The COACH Role is unique to and was created by Reading Hospital clinical leaders. For patients facing serious health conditions, it invokes team-oriented responses, including:

- Responding to all MATT (Medical Assessment and Treatment Team) and Code Blue calls throughout the inpatient nursing areas
- Visiting all patients recently transferred out of ICUs (within 24-48 hours)
- Visiting all patients who have experienced a MATT during current hospitalization
- Visiting medical-surgery patients with elevated lactate levels or Modified Early Warning Scores, or unstable vital signs
The Strength of a Collaborative Team

In 2017, our collective efforts were recognized in a variety of ways, both internally and externally. Here are some examples that reflect our unwavering commitment to clinical excellence and the quality of our clinical strength:

- **U.S. News & World Report** ranked Reading Hospital the 7th Best Hospital in Pennsylvania (up from 34th just four years ago).
- Reading Hospital was also ranked one of the 100 Best Hospitals in the U.S. Verras’ Medical Value Index™ and one of the 10 Best Value Hospitals in Pennsylvania.
- The Reading Health Family and Internal Medicine practices ranked in the top 20 of participants in the Highmark STAR Pay-for-Value Program. We earned 4.04 out of 5 stars in the program, which signals our Top Tier Quality Performance. This achievement reflects our delivery of seamlessly coordinated patient-centered care, increased communication between patients, physicians and providers, as well as our ability to provide the right care, in the right place, at the right time — without negatively impacting quality.
- The Reading Health Family and Internal Medicine practices also jumped from a 3.89-star rating to a 4.5-star rating in the United Health Medicare Advantage Primary Care Physician Incentive Program.
- The Centers for Medicare & Medicaid Services gave Reading Hospital a 4-star rating for overall hospital quality.
- Reading Hospital also received The Joint Commission’s Gold Seal of Approval™.
- ProPublica ranked Reading Hospital number one in Pennsylvania for knee and hip replacements.
Our Vision for a Stronger and Healthier Tomorrow is Now Reality

Advancing Health and Transforming Lives has always driven us. And in 2017, this never-ending commitment was forever strengthened. Building on the success of Reading Health System, we’ve forged a new path — one that helps ensure that an expanded community base has access to the highest quality care across every stage of life and every healthcare need.

As the new Tower Health, we’re now six hospitals strong, bringing together more than 11,000 dedicated team members, including 2,000 nationally recognized physicians, specialists, and providers across 75 convenient locations.

We have come together to create an even more dynamic and expansive health system. Our name, Tower Health, reflects our collective strength, innovative spirit, and bold commitment to take healthcare to new heights.

— Clint Matthews, President and Chief Executive Officer, Tower Health
Market Expansion

Now as one progressive health system, we’re embracing the term “market expansion” as not only the larger geographic reach of our clinical services, but also the increased access to life-changing care for more patients, families, and communities. Based on our deliberate, multi-year strategic planning process, we’re addressing the significant changes taking place in the healthcare industry. And by proactively establishing this larger system with hospitals equally committed to healthcare excellence, we’ve created Tower Health. Our member hospitals include:

- Reading Hospital
- Brandywine Hospital
- Chestnut Hill Hospital
- Jennersville Hospital
- Phoenixville Hospital
- Pottstown Hospital

This acquisition enables all Tower Health hospitals, providers, clinical leadership, and staff to leverage more best practices throughout the entire system. Together, we’re empowering more people to live their healthiest lives.

“It is a great partnership. We are a locally integrated, not-for-profit network focusing on quality and safety. Perhaps the most important value for patients, however, is the strength of the system, which is enhanced by resources from six hospitals.”

– John Cacciamani, MD, President and CEO of Chestnut Hill Hospital

“We are thriving! Jennersville Hospital has welcomed the transition to Tower Health in a very positive manner. Our collective strength, as Tower Health, will be a driving force as we embrace change and deliver on our promise to our community to provide quality care in a compassionate and safe manner. We have the ability to articulate a clear message to the patients served — when you decide to receive care at Jennersville Hospital, your care is provided by exceptional individuals who enjoy serving the community.”

– Ronnie Ursin, DNP, President and CEO of Jennersville Hospital

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– John Cacciamani, MD, President and CEO of Chestnut Hill Hospital

“When you look back, there is much to see and be thankful for. With the inception of Tower Health, we have even more opportunities to provide patients with advanced medical care. Our patients will benefit from access to advanced tertiary care, enhanced training programs, and outcome measures that are among the best in the nation. We are very excited and enthusiastic. Going forward, we are stronger together.”

– Stephen Tullman, President and CEO of Phoenixville Hospital

“Today, Pottstown Hospital is part of an integrated network of providers. If a patient needs tertiary care, we can send them west on Route 422 to Reading Hospital. Our patients who need advanced care receive better service, because Pottstown Hospital now has a focused, direct line to a higher level of care, and that increases efficiency and decreases a patient’s time to treatment.”

– Rich Newell, President and CEO of Pottstown Hospital
EXECUTIVE MANAGEMENT

- Clint Matthews, MS, President and Chief Executive Officer
- Therese Sucher, MS, Executive Vice President and Chief Operating Officer
- Gary Conner, MBA, Executive Vice President and Chief Financial Officer
- Gregory Sorensen, MD, Executive Vice President and Chief Medical Officer
- Daniel Ahern, MBA, Executive Vice President, Strategy and Business Development
- Mary Agnew, DNP, Senior Vice President and Chief Nursing Officer

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- Glenn Moyer
- Meg Mueller
- Karen A. Rightmire
- Benjamin J. Zintak, III
AWARDS, ACCREDITATIONS AND AFFILIATIONS

Healthgrades
America’s 100 Best Specialty Care
- Cardiac Care
- Critical Care
- Pulmonary Care
- Stroke Care

Healthgrades
Distinguished Hospital Award for Clinical Excellence
This award places Reading Health among the top 5% of hospitals in the nation for clinical performance across 27 common conditions and procedures.

Other Awards
Blue Distinction® Center for Bariatric Surgery
Blue Cross and Blue Shield Association
Blue Distinction Center for Cardiac Care
Blue Cross and Blue Shield Association
Blue Distinction Center for Knee & Hip Replacement
Blue Cross and Blue Shield Association
Blue Distinction Center for Spine Surgery
Blue Cross and Blue Shield Association
Breast Imaging Center of Excellence
American College of Radiology’s Commission on Quality and Safety and the Commission on Breast Imaging
Care Award
International Lactation Consultants Association
Center of Distinction for
Wound Healing & Hyperbaric Medicine
Diversified Clinical Services
Center of Excellence for Bariatric Surgery
American Society of Bariatric Surgery
Disease-Specific Certification as Advanced Primary Stroke Center
The Joint Commission
Disease-Specific Certification in Chronic Obstructive Pulmonary Disease
The Joint Commission
Disease-Specific Certification for Heart Failure Program
The Joint Commission
Disease-Specific Certification in Pneumonia
The Joint Commission
Disease-Specific Certification in Total Hip Replacement
The Joint Commission
Disease-Specific Certification in Total Knee Replacement
The Joint Commission
Galaxy Star Award
Association of Surgical Technologists
Get With The Guidelines® Gold Plus Performance Achievement Award for Heart Failure
American Heart Association
Get With The Guidelines Gold Plus Performance Achievement Award for Stroke Care
American Heart Association/American Stroke Association
Highmark Quality Blue Award for Emergency Department
Innovation Award for Primary Care Plus
Lehigh Valley Business Coalition on Healthcare
Merit Award
National Board of Surgical Technology and Surgical Assisting
Mission Lifeline® Gold Performance Achievement Award
American Heart Association
Platinum Performance Achievement Award
ACTION Registry-GWTG
National Cardiovascular Data Registry
Presidential Award
United Way of Berks County
U.S. Department of Health and Human Services
Silver Medal of Honor
Gift of Life Donor Program

Accredited or Approved by:
Accreditation Commission for Education in Nursing
The Joint Commission
Pennsylvania Department of Health
American Association of Blood Banks
American Association of Cardiovascular and Pulmonary Rehabilitation
American Society of Health-System Pharmacists Commission on Credentialing
Accreditation Council for Graduate Medical Education
Accreditation Council for Continuing Medical Education
Accreditation for Excellent Continuing Medical Education Conferences in Many Specialties
American Chest Pain Center
American College of Surgeons Commission on Cancer
American Heart Association’s Mission: Lifeline
Heart Attack Receiving Center Accreditation
American Osteopathic Association
American Psychological Association Accredited Doctoral Psychology Internship Program
APA Accredited Sponsor of Continuing Education
Association for Clinical Pastoral Education
APA Accredited Sponsor of Continuing Education
Commission on Accreditation of Allied Health Education Programs
Commission on the Accreditation of Rehabilitation Facilities
Committee on Accreditation of Education Programs for the Emergency Medical Services Professions
Joint Review Committee on Education in Radiologic Technology
National Accreditation Program for Breast Centers
National Accrediting Agency for Clinical Laboratory Science
Level III Neonatal Intensive Care Unit (Pennsylvania Department of Health)
Pennsylvania Medical Society
Pennsylvania State Board of Nurse Examiners
Pennsylvania Trauma Systems Foundation
American Society of Clinical Oncology
QOPI® Certification – Hematology/Oncology
Society of Cardiovascular Patient Care
Undersea and Hyperbaric Medicine Society
Vermont Oxford Network

Institutional Affiliations with:
AllSpire Health Partners
Alvernia University
DeSales University
Drexel University College of Medicine
Jefferson Medical College of Thomas Jefferson University
The Johns Hopkins Clinical Research Network
Lake Erie College of Osteopathic Medicine School of Pharmacy
Penn State Hershey College of Medicine
Philadelphia College of Osteopathic Medicine
Philadelphia College of Pharmacy, University of the Sciences
Temple University School of Medicine
Temple University School of Pharmacy
University of Pennsylvania Health System
University of Pittsburgh School of Pharmacy
Wilkes University’s Nesbitt School of Pharmacy

For more details and a complete list, please refer to:
ReadingHealth.org/quality/awards-recognition
COMMUNITY BENEFIT
TOTAL: $169,914,556
FISCAL YEAR 2017

DIRECT PATIENT CARE: $138,531,791

Unreimbursed Medicare: $53,642,345
The difference between Medicare charges and Medicare payments and the cost of providing patient care.

Unreimbursed Medicaid: $51,141,046
The difference between Medical Assistance charges and Medicaid payments and the cost of providing patient care.

Uncompensated Charity Care: $25,790,530
The cost of providing free health services to persons who meet our criteria for financial assistance.

Bad Debt: $7,957,870
The cost of providing care to patients who Reading Health System believes likely would qualify for financial assistance under our charity care policy.

PROFESSIONAL EDUCATION
AND CLINICAL RESEARCH: $23,149,702

Medical Education for Physicians/Medical Students: $20,960,929
Includes salaries and benefits for medical residents, medical student meals, medical library, and continuing medical education programs that are available to all physicians within the community.

Nursing and Other Health Professional Education: (Included Above)
Includes nursing, paramedic, and pastoral care education that results in a degree, certificate, or training that is necessary to be licensed to practice as a health professional. Includes continuing medical education programs that are offered to all nurses within the community.

Cancer Clinical Research and Tumor Registry: $2,188,773
Includes research and clinical trials in the area of cancer, and Tumor Registry expenses.

COMMUNITY HEALTH
IMPROVEMENT SERVICES: $8,233,063

Patient Care Community Services: $3,950,289
Includes free flu shots, cancer screenings, medications, medical equipment, and transportation for community members.

Interpreting Services; including hospital based services, purchased foreign language, and sign language services are provided free of charge. Free community Help Line and community benefit operation staff.

Value Volunteer Hours and Donations: $1,682,824
Friends of Reading Hospital financial donation and volunteers donated their time to support various projects such as the building of a therapeutic healing garden, a specially designed historic timeline display, Stuff the bus, Warm Hats and Coats, family adoptions at Christmas and others.

Financial In-Kind Donations: $498,209
Contributions made by Reading Health System and their employees to non-profit organizations. Includes cash donations, free food, medical supplies, employee hours donated to the community while on payroll and the cost of employee fundraising for community non-profit organizations.

Contributions: $1,138,129
Monetary support given to local communities.

Community Health Education: $952,610
Includes health education programs, CPR classes, support groups, and worksite health education programs that have the purpose of improving community health and are provided free of charge from Reading Health System.

Community Building Activities: $11,002
Monetary support given to local communities to create and/or enhance surroundings.
These vital signs are a measure of the scope of our health system and how we deliver on our strategic initiatives to ensure improved outcomes, reduced costs, and enhanced wellness for all those we serve.

<table>
<thead>
<tr>
<th></th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INPATIENT ADMISSIONS</strong></td>
<td>31,071</td>
<td>32,860</td>
<td>34,158</td>
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<tr>
<td><strong>BIRTHS</strong></td>
<td>3,599</td>
<td>3,570</td>
<td>3,558</td>
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<td><strong>PATIENT DAYS</strong></td>
<td>165,832</td>
<td>166,784</td>
<td>177,845</td>
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<td><strong>AVERAGE LENGTH OF STAY</strong></td>
<td>5.34</td>
<td>5.08</td>
<td>5.18</td>
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<td><strong>EMERGENCY VISITS</strong></td>
<td>131,841</td>
<td>133,501</td>
<td>133,559</td>
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<tr>
<td><strong>SURGERIES</strong></td>
<td>12,407</td>
<td>12,772</td>
<td>13,158</td>
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