

WVU Medicine Welcomes PCH into the Family with Grand Celebration



Official ribbon-cutting from left, Board Members Joe Keatley and Terry Graham; WVUM PCH President and CEO Karen Bowling; Board President Rusty Sarver; WVU President E. Gordon Gee, Board Members Dr. Kevin Martin, Mike Webb, Dr. Christopher Daniel, and Pat McCormick; and WVU Health System President and CEO Albert Wright.

Blue skies and sunshine greeted guests as they arrived on Friday, January 27, 2023, for the official ribbon-cutting and flag-raising ceremony as WVU Medicine welcomed PCH into their family of hospitals. It was a joyful atmosphere as everyone gathered in the heated 40' x 100' tent in the hospital's parking lot.

WVU Medicine Princeton Community Hospital President and CEO Karen Bowling welcomed special guests WVU Health System President and CEO Albert Wright and WVU President E. Gordon Gee, members of the PCH Board of Directors, Princeton and Bluefield city officials, county officials, the news media, physicians, and all employees. She discussed the many accomplishments over the past two years including the opening of the cardiac cath labs, the new WVU Medicine Children's Telemedicine and Specialty Clinic, and enhanced services including urology, nephrology, and teleneurology. She also said, "I want to acknowledge all our employees. When you go through a transition like this, it is a challenge. It takes leadership, dedication, and focus. All the



President and CEO Karen Bowling welcomes the crowd.

employees at Princeton Community Hospital have done an outstanding job over the past two years. As we move into the WVU Medicine family and soon to be on the new electronic medical record, Epic, as of March 1, 2023, everyone has done a fabulous job. Thank you for all the hard work!"

PCH Board President Rusty Sarver was the next to speak. He said, "It has been three years of late nights, many phone calls, and a lot of strategizing. It is a volunteer board and we pulled through. They do this work because they care about the community, this hospital, and the people we serve. The City of Princeton has been integral in all this. They see a greater calling just like we do. I can't thank you enough. It was a smooth process. I and several other board members had a call with Albert Wright in the fall of 2020. I want to thank Albert and his board for bringing us onboard. Thinking of ways to improve healthcare in the area has always been near and dear to my heart, and I couldn't be more excited for the future. I would also like to thank the hospital



Board President Rusty Sarver.



WVU Health System President and CEO Albert Wright.

employees. We as the board of directors have put a lot on them, including the acquisition of BRMC and now the transition to WVU Medicine. Working out the details of insurance, retirement plans, and the full transition requires a great deal of effort. I do acknowledge that, I recognize that, and I appreciate you and your patience and dedication to this organization. I will end with this, Mike Grace texted me on New Year's Day, 'We made it to the finish line.' I quickly responded, 'No. We made it to the start line.' This is just the beginning. The start of something great. I can't wait to see what it does to benefit our community and the people I love."

WVU Health System President and CEO Albert Wright spoke next and compared the festive environment to a Mountaineer tailgate. He said, "I was waiting to see those new WVU Medicine signs on the hospital. They look really good! I remember having a conference call with Rusty Sarver and a few other members of the board on Labor Day weekend 2020. The board members told me about Princeton and wanted to discuss a relationship. At that point, I had not thought about a member hospital this far south in the state. We are the academic health system of the land-grant university of the State of West Virginia and our job is to improve the health trajectory of West Virginians and those we serve. I and other members of our leadership team came down to tour the hospital, and I fell in love. I knew we had all the ingredients to bake a beautiful cake here and bring Princeton and Bluefield into the WVU family. You've got the best CEO I could give you. Karen Bowling is a superstar, and she was meant for this! She loves southern West Virginia. Every time something about the south comes up, Karen says, 'Albert, these are my people.' We're going to do really great things here."



WVU President E. Gordon Gee.



Bowtie cookies by Cindy Weber.



Sandy Hager with President Gee.



President Bowling with President Gee.



Reserved for President Gee.

WVU President E. Gordon Gee came to the podium with great applause! He said, “Ladies and gentlemen, I was just introduced by the queen of southern West Virginia! She is fabulous! I am thrilled to be here. This university that I have an opportunity to be part of belongs to 1.8 million West Virginians. We have the responsibility to make certain we do three things: provide a great education, excellent healthcare, and prosperity. We want to make sure there are great jobs in West Virginia to keep our young people here. The state is our campus, and nothing is more important than healthcare. When we have a healthy population, we have a healthy economy, we have a healthy education system, and we have a great possibility of hope and inspiration. That’s the reason WVU Medicine is doing what it’s doing. It is about providing hope and opportunity for every West Virginian. No child should ever have to leave West Virginia to get great healthcare. And now with our wonderful new children’s hospital, no child will have to leave. The same can be said for other specialties we now provide, including heart and vascular, neuro, and cancer care. We now have a world-class medical system. With that, West Virginia will grow and flourish. West Virginia is not simply a beautiful place to live, it is a gift for me to be part of this great state. I am thrilled, and I consider this great hospital and all of you as a gift to me and to what we are trying to accomplish.”

Following President Gee’s remarks, James Hart delivered a beautiful rendition of *Take Me Home, Country Roads*, with the entire audience joining in.

The crowd then went outside for the ribbon-cutting and flag-raising ceremony. It was a great privilege to have three 50-plus-year employees and three long-term physicians raise the WVU Medicine flag. They were Madelene “Madge” Howard, OB tech who joined Princeton Memorial Hospital in 1966; Sandy Hager, Pharmacy Administrative Assistant who joined PCH in 1970; Leona Hendricks, Patient Support Service Manager since 1972; Dr. Generoso Duremdes who joined Princeton Memorial Hospital as a general surgeon in 1969; and Dr. Gopal Pardasani, pathologist, and Dr. Gordon Prescott, cardiologist, who joined Princeton Community Hospital on the same day in July 1974.

We thank these wonderful employees and physicians for participating. We are humbled by their many years of service to our hospital.

Thanks to James Hart for lending his outstanding musical talent, Myra Dyer for the elegant floral arrangements, Nutrition Services for the incredible food, Cindy Weber for the creative bowtie and WV logo cookies, and to all other employees that played a part in making the day a great success.

(continued)



From left, Dr. Generoso Duremdes (joined PCH in 1969), Dr. Gopal Pardasani (1974), and Dr. Gordon Prescott (1974).



From left, Leona Hendricks (joined PCH in 1972), Sandy Hager (1970), and Madelene "Madge" Howard (1966).



President Gee and President Bowling with hospital employees.



James Hart provided musical entertainment.



Everyone singing "Take Me Home, Country Roads."



Thanks to Stephen Gray, Jodie Croy, Sheila Hall, and all of Nutrition Services for the great food!

Allen and Lynn Pendleton Set to Retire After a Combined 83 Years of Service

Allen and Lynn Pendleton will retire (Lynn at the end of January and Allen at the end of March) after spending their entire professional careers with PCH.

The couple sat for a portrait and an interview recently to discuss their years of service with the hospital.

Where are you both from originally?

AP/LP: Both Allen and Lynn were born and raised in Princeton, West Virginia.

When did you both begin working at PCH?

AP/LP: Allen started in March 1978. Lynn started in October 1978 – 1981 and returned in 1987. Our lives have centered around Princeton Community Hospital for 45 years. We like to think of ourselves as “long-termers” instead of “old-timers” at PCH!

Where did you meet and when were you married?

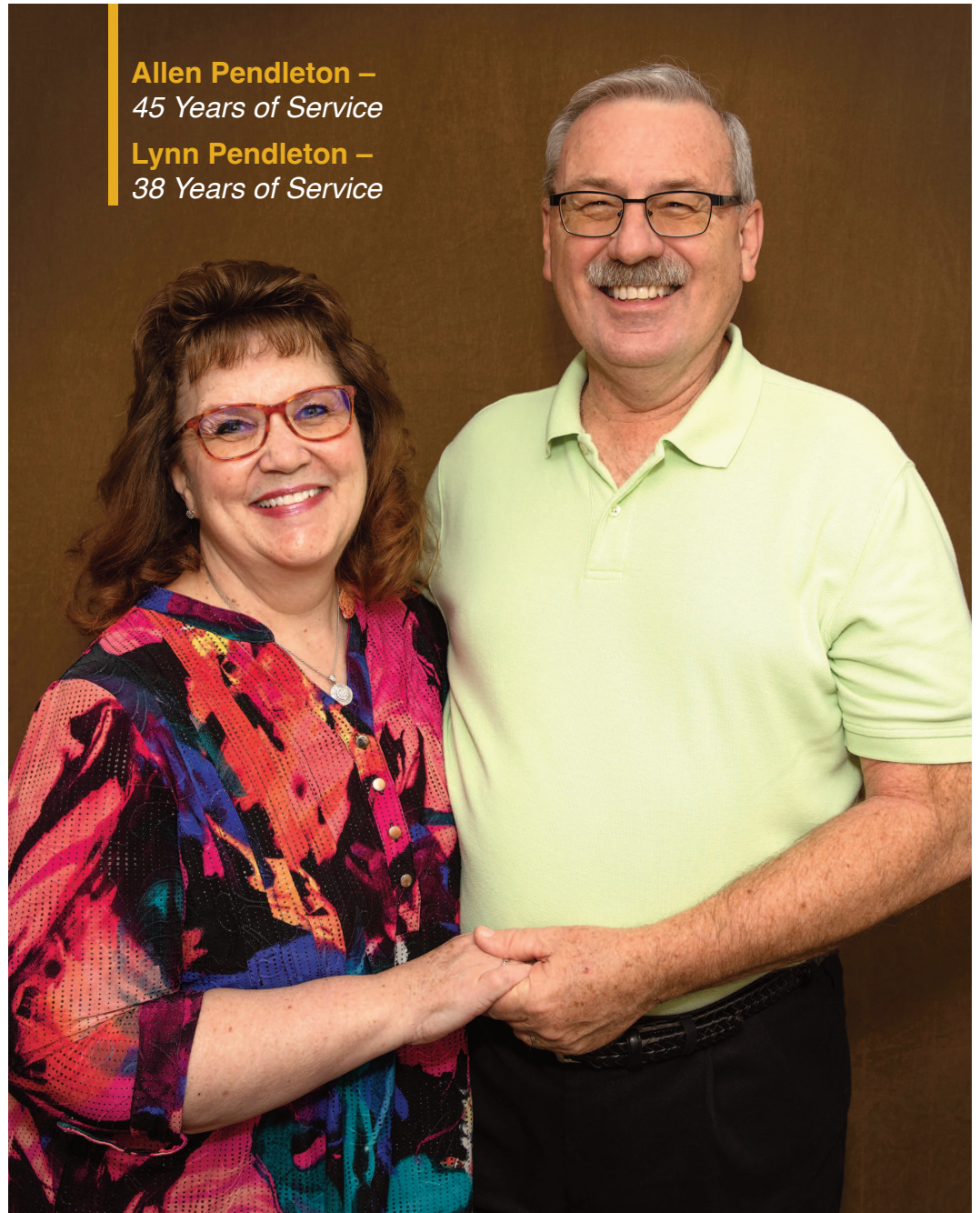
AP/LP: We don't get much more 'small-town' than us. We lived one block from each other. We began dating in high school when Allen was a senior and Lynn a sophomore. Our first date was a Valentine's Day Dance, February 14, 1976, and from there we never looked back! We were married October 7, 1978.

Do you have children?

AP/LP: We have one daughter, Candace.

What departments have you worked in over the years?

AP/LP: Allen has spent his entire 45-year career at PCH in Materials Management where he is now the director. His years of service have allowed him to accumulate invaluable knowledge of hospital-based





Lynn and Allen on their first date, Valentine's Day 1976.

purchasing. Lynn worked in Medical Records, Lab, Social Services which later became Case Management, Human Resources, and she has been extremely blessed to have been a part of the Hospital Medicine team since December 2015, to close out her career with PCH.

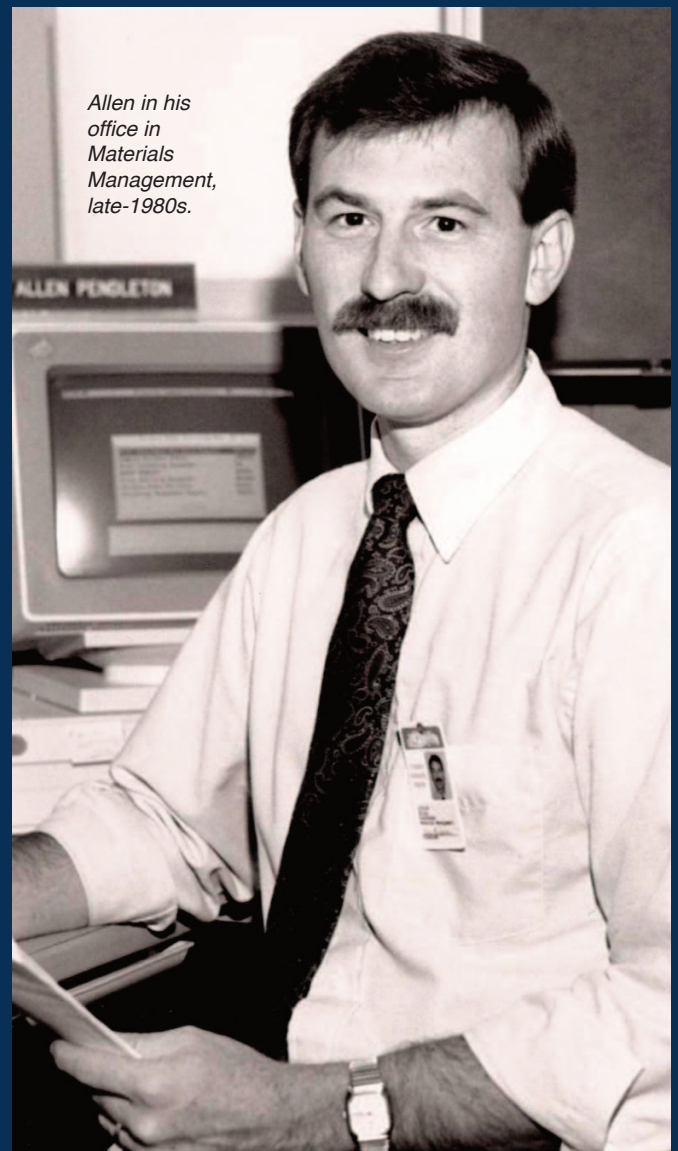
What memorable events/changes have you witnessed during your tenure?

AP/LP: The blizzard of 1983 saw many travelers housed in all areas of the hospital for an extended period while roads were cleared. The flooding of most of Princeton, including the first floor of PCH in 1994, was a major disaster. The 2017 cyberattack took PCH back to 1980s paperwork status in the blink of an eye.

Throughout all the events and physical changes to the footprint of the building, including various color schemes in keeping with current trends, PCH has maintained a dedicated group of tenured staff that have selflessly put their personal lives aside to ensure PCH's success in all ways, resulting in the milestone of being a 52+-year hospital. Allen and Lynn are more than proud to have been a part of the PCH story.



Lynn and volunteer Neva Thorn in the PCH gift shop, October 1990.



Allen in his office in Materials Management, late-1980s.

So, you will retire within a couple months of one another?

AP/LP: It has always been our dream to retire just as we have spent our entire adult married lives – together! We will take each other by the hand and walk out of worklife and into our life at the end of March. We are looking forward to centering our focus solely on each other moving forward.

What are your interests/hobbies outside of work?

AP/LP: Allen currently owns a 1955 Chevy 210 and enjoys attending car shows where he has won several trophies for the original condition of the car. He is detailed in everything he does and especially likes taking care of yardwork. Lynn finds the ability to center herself by reading and crafting – especially working with plastic canvas, where she designs intricate, detailed boxes.

What are your plans for retirement?

AP/LP: Initially, just to breathe! We’ve no plans for a big trip. We are looking forward to the spontaneity that

comes with an unstructured life where a bag can be packed for an undetermined destination at a moment’s notice! We are looking forward to centering a lot of those trips around visiting family and friends where work and distance prevented us from doing so in years past.



A recent photo of Allen and his 1955 Chevy 210.



This plastic canvas box by Lynn was awarded a blue ribbon at the 2022 West Virginia State Fair.

Thank you Allen and Lynn, for 83 years of dedicated service to this organization! You devoted your entire professional careers to Princeton Community Hospital. Your knowledge and experience cannot easily be replaced. You will be missed! – Thank you!

2022 Department Highlights and Accomplishments in Quality, Safety, Customer Service, and Finance

Biomed Department

- For FY 2022, the Biomed Department inventory increased by 293 devices.
- Included in the increase was an upgrade to the Philips monitoring system in the PCH ED along with the addition of new central monitors to ED Minor.
- The Hamilton C1 was added to our inventory of ventilators.
- New automated external defibrillators (AED) were purchased and installed at the Bluefield clinics.

Cardiology

- On October 3, 2022, PCH opened two state-of-the-art cardiac catheterization labs and an eight-bed holding area. This enabled the hospital to expand cardiac services in the community. The new program will increase the efficiency of diagnosis and treatment of coronary artery disease in Princeton.
- PCH invested in new technology to ensure that cath labs are equipped with tools to diagnose and treat coronary blockages with percutaneous coronary intervention. Integrated intravascular ultrasound (IVUS) and fractional flow reserve (FFR) were added to each lab.
- New technologies include Optical Coherence Tomography (OCT) which has a much higher resolution than IVUS. It enables detailed evaluation of coronary atherosclerotic plaques and of vascular response to coronary interventional devices, such as coronary stents.
- The hospital added coronary lithotripsy therapy (Shockwave), a device that emits pressure waves to calcified coronary lesions to soften the lesion that is restricting the blood flow in the vessel of the heart. A coronary stent may then be deployed to ensure the blockage remains open. Prior to Shockwave therapy, these patients had to leave our area and travel two or more hours to have coronary atherectomy performed.
- PCH continues to do same day discharge for our out-patient procedures in the cardiac cath lab. Patients are prepped and recovered in our eight-bed holding area. Even patients who received coronary stenting may be discharged home after a six-hour recovery.

- On November 1, 2022, the ST Elevation Myocardial Infarction (STEMI) program was initiated. Once a STEMI patient is identified by a 12 lead EKG, the cardiac cath team is activated and the patient is taken directly to the cardiac cath lab. The physician then performs a cardiac catheterization to determine the location of the culprit lesion and then perform angioplasty to open the blockage and return blood flow to the heart muscle. This timely process limits the amount of damage to the cardiac muscle, often allowing for a full recovery. Since November, PCH has performed five STEMI cases and achieved the door-to-balloon time of less than 90 minutes on each case.

- The cardiology team has worked diligently to improve the entire cardiac services line. Three certified echocardiogram sonographers are now on staff. This enables inpatient and outpatient echocardiograms to be completed more efficiently. To assist the interpreting physicians with reading the echos, PCH introduced an ISCV module, which is a structured reporting system. Once the physician completes the report, he can electronically sign the report and it goes directly to the EMR. This decreases the time required for the staff to complete the echocardiogram, and it requires no dictation. Therefore, the turnaround time from completion to report is decreased. In addition, PCH has decreased the echocardiogram outpatient wait time from 8 weeks to 1.5 weeks.
- Cardiology has continued to work with nuclear medicine to perform one-day stress testing on all inpatients, and outpatients that live far away. This allows for inpatients to receive quicker results and a more precise plan of care. Also, we have begun our training with WVU to perform specialty pediatric echocardiograms here at PCH. In addition, progress has been made to move toward an electronic EKG system in March 2023, with Epic EMR.
- The ED implemented ED techs to help perform EKGs in the ED. EKGs are the key to an early identification of a STEMI patient. The goal from patient presentation to having the EKG reviewed by physician is 10 minutes. The ED techs have made great progress to meet this goal.

Center for Organ Recovery and Education (CORE) –

- CORE – Donate Life’s goal is to reach 50,000 organ transplants annually by 2026. Princeton Community Hospital received a platinum level award for their efforts during 2021-2022. The award recognizes healthcare professionals for promoting organ, tissue, and cornea donation. In 2022 at PCH, nine lives were saved through organ donation, 675 lives were potentially enhanced through tissue donation, and 16 people received the gift of sight through cornea donation.

Emergency Department

- The ED has successfully recruited new staff members. There is currently no contract labor in the PCH ED and only two remaining contract laborers in the Bluefield ED. Their contracts are about to end with no need to renew.
- The ED had a successful trauma survey.
- Upgraded cardiac monitoring system.

Emergency Management

- The Emergency Management Department continued to lead situational updates with the COVID Taskforce and undertook the Monkey Pox Event with a re-branding to the Emerging Infectious Disease Taskforce. Transition was made from color-based to plain language code alerts for fire, security, and emergency management events. Much emphasis was placed on workplace violence including active shooter drills at all ambulatory care sites and the PCH main campus. The Emergency Preparedness Coordinator was selected to serve on an education sub-committee of the WVUHS Emergency Management Affinity Group and a separate WVUHS Active Shooter - Violent Incident Taskforce. The Emergency Preparedness Coordinator continued to represent PCHA-WVU Med at the Mercer County Local Emergency Planning Committee as vice-chair and in the WVHA South Healthcare Coalition as Region 1 coordinator.

Environmental Services

- Environmental Services purchased the Clorox Total 360 machine for COVID rooms. The machine enables a COVID room to be cleaned and sanitized in a

fourth of the normal time. Earlier in 2022, Infection Prevention acquired a device from 3M that measures organic residue left after a room is cleaned. To assist with the elimination of organic residue, all mops and cleaning cloths are now processed by Cintas. Refresher training for room cleaning was initiated for all EVS employees.

- PCH has a contract company coming on weekends to strip and refinish the clinical areas.
- In addition, two individuals have been hired and trained as floor care specialists. These team members will be responsible mainly for getting our patient room floors back to looking as they should by stripping and refinishing.
- The rental scrubs for employees from Cintas were changed to a blue color and a more flexible and cooler material. The change resulted in positive feedback.
- Stericycle is now using four-gallon sharps containers instead of three. This lessens the number of times the containers must be changed and brings PCH closer to industry standards.

Human Resources

- At the recommendation of the IMPACT Committee, an Impact Award was developed and implemented at PCH. This award recognizes care team members who go above and beyond to impact patient care, safety, the lives of coworkers and their work units. Award winners receive certificates of appreciation, Amazon gift cards, and PCH gift items.
- Three nurses at PCH were recognized with the Daisy Award for Extraordinary Nursing. This program honors the super-human work nurses do for patients and families every day.
- In order to better meet the needs of filling open positions throughout the hospital, the HR department reorganized departmental responsibilities to provide a second recruiter position to focus on recruitment of non-clinical positions while the current recruiter focused on filling clinical roles. PCH hired 416 employees in fiscal year 2022.
- Every 12 to 18 months, PCH surveys employees to measure employee engagement and satisfaction. In June 2022, employees were surveyed with a pulse survey. This survey indicated employee engagement had increased in 2022 compared to 2021. One area in which employees indicated they had seen a marked improvement was in communication. Managers will use this

feedback to develop goals to continue to improve employee satisfaction.

IT Department

- The Information Technology department began preparing for the conversion to the Epic EMR.
- A total of 811 24" monitors replaced existing smaller monitors.
- The migration of all company email addresses was one of the first major projects. With 1,475 user mailboxes/OneDrive accounts, 60 shared mailboxes, 70 distribution groups provisioned for all employees, contractors, and vendors, IT had to ensure everyone was converted to the new domain. Extensive communications were distributed, and long hours were required to meet the deadline and keep emails flowing.
- The transition to Epic EMR also required the migration of over 1,100 PCs to the new domain. Fifteen training rooms had to be established and equipped, and all printers consolidated throughout the network.
- More than 396 new total printers/copiers were configured for Princeton in order to help departments maintain efficiency and productivity.
- While the main thrust of IT personnel was to accomplish the items above, work on the IT infrastructure was needed in order to improve the additional demands on network and internet throughout the WVU coverage. Eight high and critical vulnerabilities were discovered, and Carbon Black Defense was deployed as a security measure to help protect the network. PCH is now fully connected to WVUM.
- Along with other responsibilities, the IT department was asked to assist with the installation of a state-of-the-art cath lab. IT infrastructure, computers, and cabling were needed to meet the October 3, 2022, go-live date.
- The PCH IT department now has the help of WVUM's IT staff of over 600 members to assist with the tasks ahead.

Laboratory Department

FDA Inspection

- The Food and Drug Administration (FDA) Office of Biological Products Operation inspected the Princeton Community Hospital Laboratory in the Transfusion Medicine department July 25-27, 2022. This inspection showcased our Blood Bank's outstanding performance in maintaining the safety and integrity of our blood supply for our main campus and

our Bluefield Emergency Department. During the FDA summation the inspector, Charles D. Boison, Ph.D., stated that PCH was "perhaps the best inspection that he had ever had."

- The FDA has not inspected the PCH Blood Bank for well over ten years and was prompted to perform this inspection after the change in procedure for stocking the Bluefield ED. The inspection consisted of a comprehensive evaluation of the critical areas in each system used by the establishment for the following: Quality Assurance System; Donor Eligibility Systems; Product Testing Systems; Product Collection, Component Preparation, and Labeling System; Quarantine/Storage/Disposition System. Failures in processes or inadequacies in system controls could result in problems in critical areas that may adversely compromise donor/recipient safety and/or affect product quality and safety. PCH safely transfused 4,005 units of blood/products last fiscal year.

hs-Troponin

- The laboratory began utilizing the new high-sensitivity Troponin in September 2022. The increased sensitivity of hs-cTn assays translates clinically to earlier detection of myocardial injury, detection of smaller areas of injury, and most significantly reduced time for diagnosis or AMI rule-out. If AMI is rapidly ruled out, patients may benefit from early discharge from ED, and hospitals may find a reduction in costs due to eliminating procedures, such as stress test, and reducing length of stay. The use of this biomarker in the early identification of silent heart disease or high-risk populations may ultimately lead to improvements in the primary prevention of cardiac disease.

Quest Reference Laboratory

- The laboratory has recently transitioned from LabCorp to Quest Diagnostics as its reference laboratory in preparation of the integration to the WVU Health System. This transition will allow providers across all WVU Health Systems to order the same test and interface into the WVU Health systems once fully integrated. The transition to Quest included building and testing over 650 test/panels to ensure our reference testing menu was sufficient and accurate.

Materials Management

- Materials Management has converted their GPO pricing to the WVU Premier Healthcare Alliance Group and to the Allied Sourcing Solutions Group. This will allow PCH to access the WVU pricing on medical supplies and equipment.

- Med/Surg supplies are now being purchased through Owens and Minor. This will result in significant saving for the hospital. It will also standardize products to the same brand used throughout the WVUM hospital system.
- Materials Management is in the process of switching from a supply exchange cart to a bin par system located in each nursing department. This will provide for a more cost efficient delivery of supplies for the nursing units.

Medical Imaging

The American College of Radiology awarded three-year re-accreditations in the following areas:

- MRI at PCH in September 2021
- Selenia Dimensions Mammography Unit in January 2022
- 3D Genius Dimensions Mammography Unit in June 2022

Successful FDA Mammography Quality Standards Act (MQSA) inspections:

- PCH Main Campus
- Oceana Campus

New equipment to enhance patient care:

- Installation of our second state-of-the-art 3-D Genius Dimensions Mammography unit, with identical upgrade to the existing unit.
- Installation of a new GE Logiq E10 Ultrasound unit.
- Installation of a new Vasculab GSX Peripheral Vascular System

Mercer Medical Group Clinics

- In 2022, PCH's ambulatory clinics continued to provide patients with COVID-19 education and the administration of monoclonal antibodies when needed. MMG clinics are continuing to practice safety precautions, for all staff and patients. The MMG team was excited to welcome Dr. Gene Duremdes to MMG General Surgery in May 2022. MMG Clinics were instrumental in raising money for the Cancer Care program.
- The clinic managers make cold-call patient surveys each quarter for all MMG Clinics. Each survey question is related to the patient's experience at the clinic. Questions include timeliness of appointment, wait time during appointment, health information shared in a way that is understandable, courtesy of staff, and likelihood to recommend. An average rating of 95% was received for each question.
- Press Ganey, an outside survey firm, will send a survey to our patients in early 2023.

Nursing

- New Chief Nursing Officer (Tim Anderson) joined the team in 2022.
- Med-Surg telemetry upgrade that allows every Med-Surg bed to have telemetry.
- New ED stretchers purchased.
- New ED cardiac monitoring system installed.
- Opened additional acute care beds to decrease ED boarding.
- Opened oncology clinic on 4-West to assume care of retiring Dr. Joel Schor's patients.
- Began a nursing assistant training course.
- With nursing assistant hiring focus, PCH was able to hire over 40 nursing assistants to join the care team on Med-Surg, Peds, and ICU.
- Enhanced the nurse residency program (this is the summer program for upcoming senior nursing students).
- Expanded clinical rotation slots for all area nursing schools to increase the number of nursing students to experience PCH.
- Clinical Trial Audit completed with no deficiencies.
- Women's Center delivered 964 babies.
- Successful DNV GL Survey.
- DNV GL orthopedic program recertification.
- Women's Center recognized for safe sleep certification and for efforts in accomplishing hepatitis vaccinations for infants.

Nutrition Services

- Culinary Kitchen was reopened the third week of August.
- On September 1, 2022, dietary and the clinical dietitians developed new patient menus using a system called Blueprint 360 from US Food Company. This enabled the department to enhance patient meals with high-quality products and better menu selections. The new menus were rolled out on September 30, 2022, with the departure of Morrison Company.
- Efforts are being made to build the retail side of the kitchen with the addition of a new bakery and items in the grab-and-go cooler.

- US Food is now the main vendor for the retail line, providing higher quality products for employees and visitors. We purchased a soup well for the retail, which has also been a great success. We have been working with Coke Bottling Company for the past few months, adding new items in the coolers for our employees.
- While working with the clinical dietitians and team leads over the last few months, the major focus has been on patient meals. All steam table metal pans on the patient line have been replaced by amber pans for better heat retention.

Oncology

- Three nurses become Oncology Nursing Society (ONS) members and all staff members received chemotherapy certification for outpatient oncology.
- Khristy Shrewsbury, RN, was recently promoted to Director of Cancer Services. In the past Khristy was the nursing director of 4-East, 2-West, Outpatient Oncology, and the Cancer Registry. She will now concentrate her focus on cancer as a service line. Her new role is directing the WVUH Oncology Clinics along with the Infusion Center and the Cancer Registry, to build toward a more comprehensive Cancer Center under WVU Medicine, which will provide our community with advancements in cancer care.
- The Cancer Center has been accredited with the American College of Surgeons Commission on Cancer for many years, and WVUM will continue to build on that program to provide quality cancer care to the region.

Orthopedic Center

- The Orthopedic Center was recertified in total-hip and total-knee replacements for an additional three years by DNV GL – Det Norske Veritas (DNV) and Germanischer Lloyd (GL).
- During FY 2022, PCH performed 226 single-knee replacements, 46 bilateral knee replacements, and 111 hip replacements. The numbers do not include fractures or other orthopedic procedures that were performed during the year.

Patient Financial Services

- Revenue Integrity staff captured additional reimbursements of approximately \$233,000 contributing to the hospital's positive financial position.
- Patient Financial Services staff exceeded healthcare industry key financial indicators best practice levels, which positively supports clinical operations while maintaining revenue cycle related operational costs at best practice levels.

- Successfully transitioned all payer classifications to Sole Community status effective 7/1/21, and successfully implemented Centers for Medicaid and Medicare Services Price Transparency requirements as acknowledged by CMS.
- Coordinated and implemented surprise billing regulations for PCHA across all entities effective 1/1/22.
- Transitioned Bluefield rural health clinics and Bluefield clinics to PCHA tax ID effective 4/3/22 for all payer classifications.
- Coordinated with on-site Medicaid Eligibility and DHHR staff to obtain \$10.9m in Medicaid coverage (estimated financial impact of \$1,803,000). This program assists our community residents who do not have insurance to cover their medical services.

PCH Foundation

- The 19th Annual Golf Tournament was held in August at the Resort at Glade Springs. It was a beautiful day for the 112 golfers who participated. The tournament raised \$80,000 for the purchase of new equipment in several departments at PCH.
- Evening of Hope hosted a basket raffle department challenge at PCH, raising money for the Cancer Care Fund. The challenge was won by MMG Surgical Services and raised \$16,000.
- The Lights of Love program was hosted in December to honor and remember loved ones. The program raised \$9,250 to assist local cancer patients.
- The PCH Foundation submitted a grant application to the Neighborhood Investment Program (NIP). The Foundation received an award of \$38,000 in Neighborhood Investment Program (NIP) tax credits. The tax credits enabled donations of \$76,000 to PCH's Supplemental Charity Care Program which helps local families receive the medical care they need.
- The PCH Foundation is honored to assist local patients through its Cancer Care Program. This program helps patients cover expenses for co-pays, medication, home equipment, and travel. The program has assisted 604 local cancer patients with \$54,042 from the fund. Also, through a grant from the American Cancer Society, the foundation provided enough gas gift cards to cover 686 trips to doctors and treatment facilities for local cancer patients.
- The Foundation's Hospitality Program provided 439 nights of lodging at the Sleep Inn for 117 out-of-town patients and their families who needed to stay near the hospital for extended treatment, saving them a total of \$29,533.

- The J. D. Muldoon Scholarship Fund awarded a total of \$30,750 to 22 students for the 2022-2023 school year. Students must be engaged in good standing in a health care-related field of study to apply.

Pharmacy

- The Pharmacy Department performed updates to BD Pyxis automated dispensing solutions and pharmacy technologies to enhance security and functionality. The pharmacy also provided continual support to the hospital and community through various COVID-19 therapeutics, updated our sterile compounding facilities, and successfully completed the West Virginia Board of Pharmacy inspection.

Plant Operations

Construction:

- Completion of the state-of-the-art cardiac cath lab including the redesigned structure of building to structural steel due to lack of bar joists and the redesigned electrical systems.
- Completed Mobile Cath connection.
- Installed temporary trailers for Medical Records and Education.
- Renovated the Human Resources department.
- Renovated PCH Bluefield to allow cohabitation with Bluefield State University.
- Remodeled MMG for Telemetry.

Safety:

- Successful completion of Pharmacy, DNV, OHFLAC, and Fire Marshal inspections.

Utilities:

- Kept downtime to minimum on most equipment due to proactive risk assessments in stocking parts and critical supplies.
- Redesigned steam production systems to meet current standards. Project completion is October 2022.
- Designed automatic humidity control systems for our operating suites, pharmacy, and special procedures rooms.
- Improved the electrical infrastructure with several projects.
- Improved fire alarm system reliability with installation of dual-loop controllers.
- Upgraded medical gas and vacuum systems.
- Upgraded the pneumatic tube system.
- Redesigned and refurbished multiple utility systems at PCH Bluefield to separate from Bluefield State University to insure safe operations.

Projects:

- Constructed negative air room in PACU for safe recovery of COVID and other respiratory isolation patients using repurposed equipment from former BRMC.
- Implemented a space planning process.
- Sealcoating and striping of parking lots.

- Renovated the Chapel (floors and pews).
- Installed new laundry press.
- Updated PCH Bluefield ER bathrooms.

Security:

- Completed *Safe Environment* risk assessment and upgraded equipment for Security Officers.
- Officers completed *AVADE* training and *MACE* training consistent with WVU training for Workplace Violence training.
- Eliminated contract Security services at PCH Bluefield.
- Worked with Emergency Preparedness, Mercer 911, WV State Police, Mercer Co. Sheriff's Department, and Princeton City Police to revise policies and conduct drills to improve preparedness for our staff and responding agencies.

Teamwork:

- Laundry: Plant Operations employees volunteered several hundred manhours to team with laundry and other assisting departments to bolster the operations and ensure safe and timely delivery of linen to our patients and those at our contract facilities.

Quality and Infection Control

- The new Quality and Infection Control Department opened in February 2022. The new department has had several accomplishments since its inception: A new Performance Improvement Program was implemented in April 2022 – all departments have developed performance improvement monitors and report their data to the Performance Improvement and Patient Safety Committee on a scheduled basis. A Good Catch Recognition Program was rolled out in July 2022.
- PCH now has a permanent infection preventionist who started in February 2022, and an epidemiologist who started in April 2022. Infection Control & Prevention has implemented new Central Line Associated Blood Infection and Catheter Associated Urinary Tract Infection Teams to focus on preventing hospital-acquired infections. Surveillance by ATP monitoring is being conducted in patient rooms as they are cleaned and disinfected by Environmental Services. New isolation signage holders have now been placed outside every patient room.

Respiratory Care Department

- A name change was initiated from CardioPulmonary to Respiratory Care since the department has no association with cardiology other than covering for EKG on inpatients.
- Respiratory Care decreased its reliance of RT travelers. Recently two RTs who had left Princeton to work at other hospitals have returned to Princeton full-time.

- FY 2022 delivered Princeton a new Ventilator Protocol due to the recent DNV GL inspection. DNV GL feedback revealed that ventilator orders and documentation were not matching regularly. Implementation of the Ventilator Protocol allows physicians and RTs to manage the ventilator based on patient presentation without the micromanagement of the physician placing a new order for each change.
 - Respiratory Care created the Clinical Care Specialist position to help facilitate the Ventilator Protocol.
 - The department created an increased lab presence. Current analyzers were not being used to their optimization. ABL90 ABG analyzers can deliver the normal ABG results. However, many physicians were not aware that they can analyze for lactic levels, potassium, sodium, chloride, and calcium.
 - Respiratory Care recently added point-of-care (POC) services that offer ABG and lactic results. Tanise Montgomery, point of care coordinator assisted Respiratory Care in correlating lactic results from the ABL90 and lab analyzers. Once that lab result was being reported, Respiratory Care implemented the POC cartridge CG4 from Abbott, allowing RT the ability to provide more results within three minutes right at the bedside. The Abbott Istat system has been trialed and tested with the military and many hospitals in California. Many hospitals in California have eliminated the need of having blood gas analyzers and only rely on Istat's. Josh Testerman, ABG lab supervisor, is arranging correlation studies with lab to allow Respiratory Care to expand the reportable results on both the ABL90 and Istat analyzers. We hope to decrease our reliance on expensive analyzers soon.
 - George Wilson retired after working for thirty-five years. He was replaced by two working Respiratory Care supervisors, Serena Casto and Josh Testerman. Having a working supervisor scheduled six days a week allows departments to reach Respiratory Care and have access to a leader who can make decisions quickly. Josh Testerman has taken management of the ABG Lab and has already been involved with a CLIA inspection. Josh continues to grow the ABG Lab and POC testing available. Serena Casto has taken responsibility for equipment and consumable purchases. Product ordering has become streamlined. Serena has improved organization within the Respiratory Care Department and has assisted with decreasing the shortages experienced during the COVID pandemic. Kim Adkins has moved into the RT Supervisor position on the PCH Bluefield campus.
 - Respiratory Care purchased a fleet of Fisher & Paykel Airvo2 high-flow nasal cannula (HFNC) systems that only require an oxygen hook-up. PCH's original systems required both air and oxygen. These Airvo2 HFNC systems have increased flow capabilities at 60LPM with a Fio2 of 100%. Having this capability will decrease our need of utilization of the Bipap units. Respiratory Care has also purchased eight Hamilton C1 ventilators. Hamilton C1 ventilators have the capability of being used as a ventilator, non-invasive ventilation unit, or for HFNC. This allows one unit to stay with a patient through all phases of ventilation.
 - A recent employee engagement survey conducted by Press Ganey recorded excellent results. Following input from the survey, the department created "RT of the Quarter" that was officially announced on September 21, 2022, in the boardroom.
- Rehabilitation Services**
- In 2022, physical therapy, occupational therapy, and speech therapy were united under the umbrella of Rehabilitation Services. All three disciplines are growing and now share one location on Parkview Center's 4th floor. With additional staff, occupational therapy has returned to providing acute care therapy, something that has not been available for the past four years. Clinicians continue to expand their clinical knowledge to advance patient care. Recently, two clinicians from physical therapy completed training on LSVT BIG, which is an intensive one-on-one treatment created to assist patients with Parkinson's Disease and other neurological conditions.
- The Women's Center**
- The Women's Center received an award from the West Virginia Perinatal Partnership for breastfeeding support and compliance. The center was also recognized by the National Safe Sleep Hospital Program with the Certified Infant Safe Sleep Silver Distinction. The Women's Center maintained total compliance with the obstetric hemorrhage standards of the Alliance for Innovation on Maternal Health and began participating in the AIM Initiative for preventing and treating maternal hypertension in pregnancy.
 - An additional staff member became certified as an advanced fetal monitoring instructor, bringing the total to three on staff with one becoming a licensed Lamaze Childbirth instructor. The physicians and staff learned new treatment procedures for sick and preterm infants from WVU Medicine's neonatal intensive care unit, and all pediatricians became certified in neonatal resuscitation. The staff members also took part in a three-day Perinatal Partnership concerning COVID-19 care for mothers and newborns.
 - The Women's Center participated in the Tri-for-Life program, which recovers birth tissue such as placentas, umbilical cords and amniotic fluid to be used in urologic and orthopedic surgery, as well as the treatment of traumatic wounds, chronic joint pain and diabetic foot ulcers. The center's efforts produced enough tissues to help 23,045 patients in FY 2022.
 - The staff held baby showers for mothers and infants in Mercer and Wyoming counties providing information about baby care and safe sleep compliance, as well as infant care items. More than 100 new mothers attended.
 - Several staff members attended the Updated STABLE Program to assist with stabilization techniques for our newborns.
 - With the assistance of our Respiratory Therapy manager, the Women's Center has implemented BUBBLE CPAP to successfully stabilized preterm infants and keep them in the nursery without the need to transfer them to a higher level of care facility.
 - A Memory Tree in honor of Steele Robinson was installed by his mother Misty McGhee, a former PCH respiratory therapist, and the Women's Center to honor and memorialize infants and pediatric patients that have died.
- Volunteers**
- The volunteers at PCH served a total of 5,378.25 hours at PCH during calendar year 2021.
 - The volunteers held their annual Macey Whittaker SIDS Awareness 5K Walk/Run on April 9, 2022. They raised \$10,228 for the purchase of safe sleep sacks to be presented to all newborns upon discharge from the Women's Center. The volunteers provided 973 sleep sacks to babies born at PCH in FY 2022.