

Good afternoon, Senators.

Thank you for allowing me to present a few remarks this afternoon.

My name is Dr. Joyann Kroser. I am the president of the combined medical staff of Crozer Chester, Medical Center, Taylor and Springfield Hospitals.

The medical staff is made up of several hundred diverse members, including physicians and advanced practice clinicians. We represent a diverse group who provide medical care to patients in Delaware County.

We are a combination of primary care doctors, specialists and surgeons.

Some of us are employed by the Crozer Medical Group while others are in private practice. Some Medical Staff members work for large groups that are contracted with the hospital to work in the areas of hospital medicine, emergency medicine and radiology while others are part of large groups that are funded by private equity. We care for patients in offices, surgery centers and the acute care hospital setting.

What brings us all together is the dedication and primary mission to do what is in the best interest of our patients. We all took oaths to serve the needs of our patients above ours. We all joined the medical staff to serve different roles, but we all joined with the same purpose. We have seen firsthand what the

consequences are when a health system is run by a for-profit entity, whose accountability is to its shareholders. Over the years we have seen our beloved health system face closures of two hospitals, discontinuation of service lines and contraction of our ranks. We have faced shortages of supplies that have led to delays in procedures and delays in patient care. We are working with early generation equipment that is at its end of life. We have borne witness to what happens when the clinician's voice is not heard. We have become powerless to make changes in how our health system is run.

The loss of our health system would do unfathomable harm to our patients and to the community. As I'm sure you are aware Crozer staffs the only trauma center for Delaware County, has a renowned regional burn center and is a safety net health system for the underserved. In addition, we have the only behavioral health crisis center in our area and many patients with psychiatric emergencies depend on us.

Let me tell you a little of my personal story. I am a gastroenterologist, and I live in Glen Mills. I have been fortunate to live here for 23 years. My younger daughter was born at Crozer. In 2011 I joined Crozer Gastroenterology. I found it a unique joy to both work and live in same community and to care for friends

and neighbors. Having previously worked in both academic medicine and private practice, I was so excited to join Crozer which I felt gave me the best combination of community practice, teaching and being part of a great institution. I now worry about the hundreds of patients that are on my schedule to have a colonoscopy or endoscopy in the coming weeks and months. There is a shortage of gastroenterologists in our area, and I am sure it will take many months to have their procedures rescheduled. It is ironic and perhaps germane to this discussion that other than the academic GI departments like Penn, Jefferson and Temple and the GI group at Bryn Mawr Hospital, the only other GI group in Southeastern PA and Delaware is a large private equity backed group.

Our health system is one of the largest employers in Delaware County and people depend on us.

I lose sleep worried about my non-physician colleagues like nurses, technicians and therapists who will be impacted by the health system's closure. One such colleague is a fantastic nurse who is battling breast cancer

and having to deal with the fact that her husband, who is a federal employee, was recently let go.

Through mismanagement and greed, we have been reduced from our previous size and stature. Yet, the medical staff has remained strong and focused on its core mission of caring for patients. However, we are also human. The financial instability of our health system has taken a toll on a lot of my co-workers, both mentally and physically. While many of us have remained to fight the good fight, some of us have left for more stable employment situations and I cannot blame them. This past week 2 more PCPs turned in their resignations.

While reform of healthcare funding, including improving reimbursement for physicians and hospitals is outside the scope of this hearing, we all know that the financing of healthcare in the United States is one that is complicated and due for a change. Addressing these root problems is needed to help future generations.

Private equity has crept into many physician practices, nursing homes, and of course, hospitals. We need to come together as a healthcare community.

Even if we were to eradicate private equity in health care, we are stuck with the fact that healthcare in the 21st century is a business. We need to keep

financial health management practices ethical and focused on what is morally right not on lining the pockets of wealthy investors.

In conclusion, I appreciate the opportunity to voice my support of the upcoming legislation that is being proposed to help regulate the presence of for profit entities in healthcare. The financial decisions that have been made for our health system while unethical apparently are not yet illegal. It will be a benefit to future institutions if this legislation is passed. I hope it is not too late to save Crozer.

I implore knowledgeable members of the economic and public health communities along with our legislators, elected leaders and other key stakeholders to come together with some out of the box thinking to help do what is right for the residents of Delaware County and to importantly save a seat at the table for physician leaders to help you solve these problems.