

SHIFTING PERSPECTIVES 2016 ANNUAL REPORT





IT'S ABOUT RELATIONSHIPS

n her first day as President and CEO of Evangelical Community Hospital, Kendra Aucker was handed the mixed results of an employee engagement survey. While a vast majority of the Hospital workforce was content, they weren't necessarily engaged, and perhaps of more concern—there were issues about how employees treated one another.

“In many ways the survey was an affirmation of what we already knew—a majority of our team is content and a sizeable number of them are actively engaged in the organization,” said Aucker. “But there were also some surprising revelations, in that too many people indicated they felt bullied and disrespected.”

Using that moment as her springboard, Aucker launched

into a first year dedicated to transparent communication, actionable problem-solving, and a culture of mutual respect and support.

It began with a series of “town hall” meetings at the Campus Theatre in downtown Lewisburg—four sessions held throughout the day and into the evening during which Aucker talked about her focus for the organization, laid out a map of the competitive landscape, and challenged employees to treat each other with respect, patience, and kindness.

Aucker followed the Campus Theatre meetings with a commitment to meet with small groups of employees for frank and honest discussions. Over the course of eight months, Aucker hosted 166 “Coffee with Kendra” sessions, sitting down with

nearly 1,100 employees no more than eight at a time. During the same stretch, the CEO sent out regular emails offering updates on ongoing projects, information on upcoming changes, and addressing issues impacting the organization.

The results have been nothing short of spectacular.

“I received a lot of positive feedback on the meetings at the Campus,” said Aucker. “People said they better understood the Hospital's position, they were excited about our plans for the future, and they were committed to treating one another better. One employee told me she sought out another employee and apologized for the way she spoke to her following an interaction between them. That's the kind of change, the level of impact, I was aiming for.”

Pictured Right: Kendra Aucker, President and CEO, meets with a group of employees during a “Coffee with Kendra” session.





IT'S ABOUT RELATIONSHIPS

"Just about every day someone stops me and thanks me for the emails," Aucker added. "They say they feel so much more informed and part of what's going on. And perhaps most telling, the tone of my 'Coffee with Kendra' sessions changed after six months or so. When I started, I was hearing more stories of disrespect among co-workers. Over the last several months people began sharing real successes and positive changes they've seen in the Hospital and its work culture."

In addition, Aucker assembled a task force to begin tackling the single most common cause of friction and frustration among departments—patient throughput—efficiently and effectively triaging, admitting, diagnosing, treating, and discharging patients. The task force launched into the effort, quickly

making process and procedure changes as well as greater resource allocation to help ease bottlenecks. The group continues to explore more complex, long-term solutions to chronic patient-flow issues, including adding nurses and improving communication tools.

More than anecdotal and procedural, a pulse survey of the workforce issued at the close of the fiscal year reflects real change. The needle moved on engagement

with a higher percentage of employees indicating they are content or engaged and reports of bullying and intimidation were nearly nonexistent.

Looking back over the year, Aucker said, "It's pretty basic. We will never be any better to our patients than how we treat one another. We've made great strides in that and I think our patients can see it and feel it. Employees are the greatest asset of this institution. How they interact, respect, and treat one another has a direct effect on patient care."

"It's pretty basic. We will never be any better to our patients than how we treat one another. We've made great strides in that, and I think our patients can see it and feel it..."

– Kendra Aucker, President and CEO





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Pictured on cover: Mary Fasano, CNMT, Nuclear Medicine.

IT IN MOTION

Information technology (IT) at Evangelical does everything from improving systems that assist with direct patient care to advancing ways for hospital programs to talk to one another. IT is constantly evolving to meet staff and patient needs. Forward movement was made during the fiscal year in the IT arena, with just a few of the key successes noted below:

SpaceLabs Patient Monitoring

The Emergency Department was equipped with new patient monitoring systems at the end of the fiscal year. The SpaceLabs systems offer fast access to comprehensive patient information including vital signs and waveforms that document heart rate, oxygen levels, respiration, blood pressure, and carbon dioxide in- and output. SpaceLabs monitors are modern in

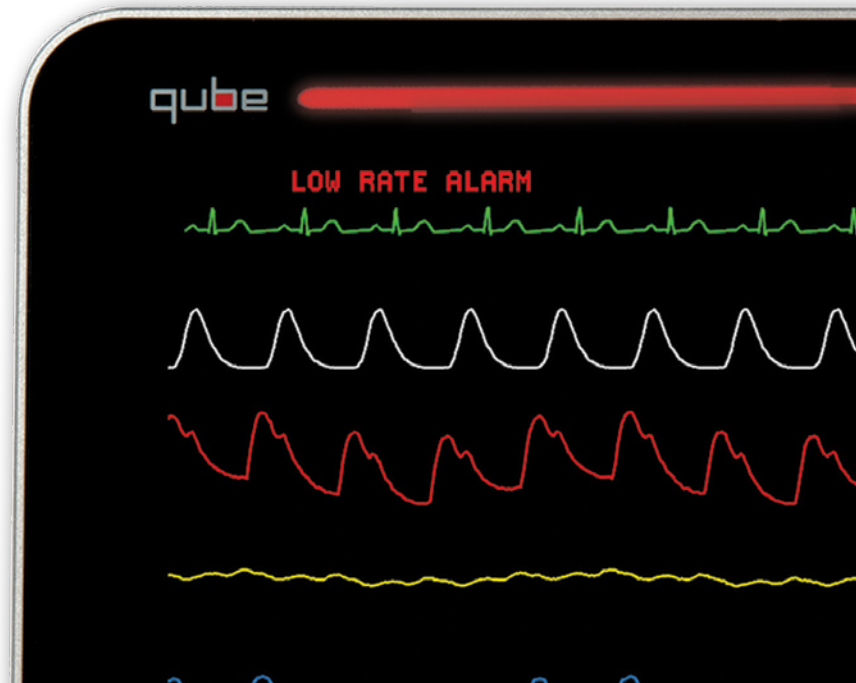
their touch-screen technology—the 21 arm-mounted systems, complemented by four telemetry models—read wirelessly if needed, and report instantaneously to four wide-screen, central systems mounted on the walls of the nursing stations.

DB Motion

DB Motion is an integration tool that pulls information from multiple systems and allows it to be seen in one application. The system was chosen as a means of allowing the Hospital's many systems to talk to one another. In fiscal year 2016, DB Motion work happened mostly behind the scenes through technical setup by the DB Motion team.

Slated to go live by the second quarter of fiscal year 2017, DB Motion has already begun

flowing Emergency Department physician documentation, GE Surgery Management and Life Care Record, and Allscripts Sunrise clinical documentation into a production environment. Outpatient Allscripts Touchworks documents and laboratory results are being sent to a test environment.



ICD-10 Transition

The ICD or “International Classification of Diseases” system is a standardized way of documenting diagnosis and procedure codes throughout the world. The codes are a way for physicians, hospitals, and other providers to exchange information with health plans to

describe a patient’s condition and the services that were provided to treat those conditions.

In October 2015, a transition from ICD-9 to ICD-10 coding was implemented nationally, with Evangelical also making the switch. This implementation came after extensive preparation for the thousands of added codes needed to make billing efficient for both provider and patient.

The Smart Pumps have a wireless connection to the MedNet Safety software and tie into a customized library of 273 drugs maintained by the pharmacy that meets standard regulations and Evangelical’s specific drug-dosing needs.

Stratus Interpretive Services

STRATUS video remote interpreting equipment was brought to the Hospital and the Evangelical Medical Services Organization (EMSO) offices. An iPad on wheels, the video remote interpretation system marries the visual benefits of face-to-face interpretation with the on-demand nature of over-the-phone interpretation.

Pictured Below: New to Evangelical in 2016 is the SpaceLabs Monitoring System.

Smart Pumps

After three years of preparation by Pharmacy, IV Therapy, and Nursing, 143 Hospira Plum 360 Smart Pumps, infusion drug systems, were installed throughout the Hospital by Clinical Engineering. The new pumps create a safety net to eliminate human error when it comes to medication dosing.





HOSPITAL TO HOME

Hospital to Home is a cost-free service that assists patients in the transition from a hospital stay to home. This program encourages effective home care, which ultimately reduces occurrences of readmission to the Hospital.

Initially launched as a pilot program in late 2015 to total joint replacement patients, the service was expanded in January 2016 to pneumonia patients, and then again in April 2016 to heart attack patients.

How it Works:

A representative from Evangelical meets with the patient at discharge to discuss the program. There is no obligation to participate. A medical professional follows up with the patient in his or her home to aid in not only treatment but to assess

environmental concerns that might hinder proper healing. A detailed needs assessment is completed that addresses issues of pain management, proper medication, safety assessment of the home, access to food, bed, and bath, and any additional follow-up care instructions for the patient and his or her primary caregiver.

“It’s easy for patients to get overwhelmed with instructions for care at discharge,” said Nicholas H. Klose, Director of Pre-Hospital

Services at Evangelical. “There’s a lot to take in—especially when they’re still recovering and may not feel their very best.”

Hospital to Home visits continue until it is determined the patient is through the most crucial period of healing after his or her discharge. At each visit, the patient is given goals to accomplish by the next visit, essentially setting up a plan that keeps progress in healing at the forefront for the patient.

“We wanted to start a program that provides patients with additional resources they may need to keep moving in the right direction for healing.”

– Nicholas H. Klose, Director of Pre-Hospital Services

Pictured Right: Randy Smith, NREMT-P, visits with Joan Carroll, of Milton, and her dog, Max.



COFFEE WITH KENDRA

Kendra Aucker, President and CEO, followed the Campus Theatre meetings with a commitment to meet with small groups of employees for frank and honest discussions. Over the course of eight months, she hosted 166 "Coffee with Kendra" sessions, sitting down with nearly 1,100 employees no more than eight at a time.





1,073

EMPLOYEES HAD THE OPPORTUNITY TO ENGAGE WITH KENDRA AUCKER, PRESIDENT AND CEO, IN A SMALL-GROUP SETTING.

166

“COFFEE WITH KENDRA” SESSIONS WERE HELD OVER EIGHT MONTHS ACROSS ALL THREE SHIFTS.

ENVIRONMENTAL FOOTPRINT

The trucks going to the local landfills are lighter these days since Evangelical Community Hospital, in partnership with Hometown Disposal, introduced single-stream recycling in 2013.

Single-stream recycling allows the facility to have its recyclable waste co-mingled into single containers, removing the need to sort out plastics, cans, newspapers, magazines, and more. The implementation of this method allows the Hospital to recycle more products and waste than ever before. By using the single-stream method, more types of plastics are acceptable for recycling including #4, a common plastic used at Evangelical.

According to the sustainability report for 2015, for the first time in

the Hospital's history, employees, staff, and visitors of Evangelical recycled more tons of materials than were sent to the landfill.

Committed to minimizing the environmental footprint, Evangelical has been innovative in recycling items not commonly thought of as recyclable including scrap metal, wood ash, copper, alkaline batteries, fluorescent bulbs, and electronics.

Recycling alone isn't the only way the Hospital is making the environment a priority.

The Hospital utilizes LED lights in new construction and renovations and is starting to transition parking lots to LED lights, which produce a drastic reduction in power consumption.

Beyond that, zero Volatile Organic Compounds (VOC) paint and the lowest available VOC carpet glue is used. Long-term exposure to VOC's can cause eye, nose, and throat irritation; headaches, loss of coordination, nausea, and damage to the liver, kidney, and central nervous system.

With each success, Evangelical reaffirms its commitment to conserving and preserving and creating a sustainability plan that benefits everyone.



THE HOSPITAL RECYCLED

255
POUNDS

OF ALKALINE
BATTERIES IN 2015,
WHICH EQUATES TO

4,845
AA BATTERIES





PATIENT EXPERIENCE

Patient-Centered Vision Comes into View

In the new healthcare landscape, perception of patient care is just as important as the quality of that care. Reimbursements from the Centers for Medicare and Medicaid Services (CMS) are now more directly tied to positive patient experience.

Fiscal year 2016 introduced the first full year of a patient experience program at Evangelical. It is designed to hone in on what patients expect from Hospital staff and facilities and how Evangelical can rise to meet those expectations.

Educational sessions were held with all staff to build enthusiasm around everyone's ability to create positive, caring interactions that leave a lasting impression. Volunteers were also trained

specifically on patient/guest relations and how they can help to raise the bar to deliver exceptional service, every time.

Rounding was introduced, with the President and CEO visiting patients weekly alongside the Director of Patient Experience, addressing key issues of satisfaction such as: How was your food? Was the room quiet enough? Did the staff listen to your needs? All are key areas where the Hospital can go from good to better to best.

Based on the incredible insight provided directly from patients about their care experience, rounding was expanded to include members of the Executive Operating Team (EOT). Visits to the floors are now done by Hospital leaders to meet with patients and staff each at different times to understand the many shifts of care

throughout the day and night.

Based on what was learned during rounding, some overlooked conveniences and tools for better experiences were explored, including:

- Providing stools in the rooms so physicians can sit to talk to their patients directly and in a more personal way.
- Adding a mobile charging station to the Emergency Department waiting room so family members who experience a wait time have extended use of smart devices.
- Offering gift cards for dining services in the Dining Room or The Café to patients and their families who are experiencing a less-than-positive stay.

- Adding noise level monitoring devices to the nurses stations on inpatient floors to indicate when sound decibel levels get too high for patients to rest and recover in a quiet environment.

In fiscal year 2017, the focus on patient experience will expand to hourly rounding and bedside shift reports. From this and other initiatives, the Hospital hopes to grow from the opinions that matter the most—those of the patients and guests.

Pictured Right: Patient Relations Specialist Heidi Maust visits with a patient in the Emergency Department waiting room.





BUILDING FOR THE FUTURE

Evangelical Eyes Continued Growth

One perspective at Evangelical Community Hospital that never changes is the commitment to provide the care the community needs today and tomorrow.

Evangelical has two expansions on the horizon for fiscal year 2017—West Branch Medical Center, the new home for the Hospital's outpatient services, and a new branch office of SUN Orthopaedics of Evangelical, with physical therapy at the Miller Center for Recreation and Wellness.

New Branch of SUN Orthopaedics

Evangelical is joining the Miller Center for Recreation and Wellness in its efforts to positively impact health and wellness of the community. Evangelical will bring to the Center a new orthopaedic office and physical therapy gym, and will transition fitness programming to the Miller Center for operational and program oversight.

“This partnership with the Miller Center fits perfectly with our mission to provide our community members access to opportunities to maintain or improve their health,” said Kendra Aucker, President and CEO at Evangelical. “A recreational hub in the heart of the community is the perfect fit for movement-related services like orthopaedics, physical therapy, and fitness programming.”

The Hospital will be constructing an 8,500-square-foot branch of SUN Orthopaedics of Evangelical and physical therapy gym at the St. Mary Street recreation center. The project is expected to cost about \$2 million.

The new branch of SUN Orthopaedics of Evangelical will feature six patient treatment rooms, allowing physicians and advanced practitioners to efficiently move patients through the diagnosis and treatment process. Onsite imaging services will also be available to orthopaedic patients at the new location. The physical therapy gym will include the latest in rehabilitative equipment and will augment the current physical therapy department spaces.

The Hospital's Fitness Center will be relocating to the St. Mary Street facility, where day-to-day operations will be turned over to the Miller Center administration. All existing staff members will be given the opportunity to transition with the Fitness Center, and members will also be given the opportunity to move their memberships to the new ownership. In addition, the Miller Center has pledged to upgrade equipment and keep programming popular with the center's membership.

The construction project and Fitness Center transition are expected to be completed in the summer of 2017.

Pictured Right: Kendra Aucker, President and CEO, and William Anderson, Associate Vice President of Support Services, visualize construction plans at the new West Branch Medical Center.



West Branch Medical Center

Located near Evangelical Community Hospital at the corner of Route 15 and Loan Road, West Branch Medical Center will bring together two family medicine practices, diabetes care, wound healing, pain management, and bariatric care, as well as a brand-new service—urgent care.

While the expert, heartfelt-care remains the same, patients will enjoy the added convenience of seeing their healthcare providers in the same building that includes laboratory, so tests can be done quickly and efficiently. In addition, immunizations and preventive services will be available, and the location will offer modern interior spaces and more parking for ease of access.

URGENT CARE—Prompt, high-quality care for non-life-threatening illnesses or injuries in a more cost-effective setting than the Hospital Emergency Department

PRIMARY CARE—Consolidating two primary care practices to offer extended hours and increased provider availability

DIABETES CENTER—Support, education, and care for patients with both Type 1 and Type 2 diabetes provided by a specialized team

PAIN MANAGEMENT—Guiding patients in the search for relief from chronic pain

BARIATRIC CLINIC—Providing personalized plans for long-term weight control through behavior modification and weight-loss surgery

WOUND AND HYPERBARIC MEDICINE—Advanced care for burns, surgical or traumatic wounds, and various types of skin ulcers

EMERGENCY vs. URGENT CARE

How do I decide?

When you have an injury or illness that needs prompt attention, select the right service to get fast, effective care.

Emergency Care

Go to the Emergency Department for situations that could result in significant loss of blood, potential disability, or loss of life.

- Heart problems
- Uncontrolled bleeding
- Suspected stroke
- Unexplained seizures
- Breathing emergencies

Urgent Care

Choose the urgent care center for non-life-threatening situations to receive high-quality care quickly at a lower cost.

- Cough, cold, and flu symptoms
- Breaks, fractures, and sprains
- Infections
- Rashes and skin conditions
- Burns, cuts, and scrapes
- Animal bites
- X-rays
- Vaccinations
- School, camp, and sports physicals



PATIENT ACCESS

Options and Access Guide Evangelical's Focus

New and advanced equipment, technology, and services consistently drive initiatives at Evangelical. The goal is to provide the community with access to convenient, affordable care and establish Evangelical as the healthcare facility of choice.

Fiscal year 2016 was no exception, with several advances made available to the communities Evangelical serves.

3D Mammography Offered at The Thyra M. Humphreys Center for Breast Health

Genius 3D mammography gives new insight when it comes time for a screening or diagnostic mammogram. The technology gives radiologists a more accurate view of the inside of the breast and benefits all women with a more thorough

mammogram experience. For women with dense breasts, this added 3D technology combined with the additional option of whole breast ultrasound identifies cancers that can often be missed by using 2D standard mammography alone. The Genius produces clear, high-resolution images of breast tissue that radiologists can read a layer at a time, much like reading a book. Instead of viewing them as flat images, fine details of masses or distortions associated with cancers and pre-cancerous cells are more visible and no longer hidden by the tissue above or below.

Surgical Services Offered in Shamokin

Identifying the need for surgical services in Shamokin and the surrounding area, Surgical Specialists of Evangelical opened an office at 125 West Commerce Street in Shamokin. Patients of that region

now have access to high-quality, affordable surgery options delivered by Evangelical Community Hospital's compassionate, board-certified experts. Surgical offerings include the latest minimally invasive techniques for hernias, gallbladders, and colons, weight-loss surgery, and complex breast and vein procedures with the potential to add services beyond surgical in the future.

Palliative Care Practice Opened at Evangelical

When diagnosed with a serious or potentially life-limiting illness, individuals now have the option of receiving specialized care at Palliative Medicine of Evangelical. Under the direction of Kathryn Giorgini, DO, palliative medicine focuses on controlling and relieving the symptoms and stress associated with a serious or life-threatening illness. The supportive care of palliative

PATIENT ACCESS

medicine works hand-in-hand with a patient's existing medical plan.

Often confused with hospice care, which is provided when treatment for a condition has ended and life expectancy is at six months, palliative medicine does not replace treatment for a medical condition but instead provides comprehensive holistic care and is available at any time during the illness.

Expanded Imaging Technology for Earlier and More Precise Diagnoses

Two significant additions to imaging services made their appearance during fiscal year 2016.

A PET/CT scanner was added at the beginning of the fiscal year. It's the only in-house unit available to patients from Harrisburg to Rochester, N.Y. Prior to this,

patients needing this type of scan were treated in mobile units with limited access. The highly sensitive PET/CT scan uses sugar water with a radioactive tracer to produce an image that can detect disease and monitor the progress of cancer therapy.

With the PET/CT in-house scanner in place, patients benefit from a pleasant, open environment that is comfortable for waiting times during the test. The scan room is much larger than those found in mobile units, creating a less claustrophobic feel, and there are more hours of availability to make scheduling more convenient.

A second advancement was the addition of the Symbia® TruePoint™ SPECT-CT system from Siemens Medical Solutions at Evangelical. The system combines single-photon emission computed

tomography (SPECT) and computed tomography (CT) to enable physicians to detect heart disease, cancer, and other diseases earlier, thus allowing them to target treatments with greater precision.

Evangelical is one of the few medical facilities in the area to currently offer this type of fusion-imaging. By combining nuclear medicine and CT images, the SPECT-CT system enhances therapy planning, speeds exam time, and increases comfort and convenience for the patient, who undergoes a seamless procedure and has to make only one appointment.

Since arriving at Evangelical, the SPECT-CT technology has greatly expanded cardiology and parathyroid imaging services.

Pictured Right: Jeffrey Nolter, BA, CNMT, prepares a patient for a scan using the SPECT-CT system.





SIEMENS

SIEMENS



EVANGELICAL
COMMUNITY HOSPITAL
NUCLEAR MEDICINE

EVANGELICAL
Nuc Med Team Leader

Symbia Intevo
Excel

INSIGHTS

Kendra Aucker, President and CEO, launched her campaign to refocus the organization with a series of “town hall” meetings at the Campus Theatre in Lewisburg. During the hour-long sessions, she detailed her vision for the organization, laid out a map of the competitive landscape, and challenged employees to treat each other with respect, patience, and kindness.





1,289

EMPLOYEES ATTENDED ONE
OF FOUR SESSIONS HELD BY
KENDRA AUCKER, PRESIDENT
AND CEO.



MORE THAN 850 BAGS OF
POPCORN WERE HANDED OUT
DURING THE FOUR "TOWN
HALL" MEETINGS.



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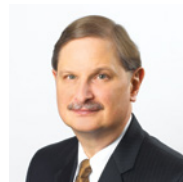
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We are pleased to recognize the following friends of the Hospital for their generosity and support. These individuals, corporations, organizations, and foundations provide for Hospital services, capital, and endowment needs.

THESE DONORS HAVE MADE GIFTS FROM JULY 1, 2014, THROUGH JUNE 30, 2016.

Lystra E. Rogers' Society	\$50,000 and Above	President's Associates	\$1,000 – 2,499
Founder's Society	\$25,000 – 49,999	Friends of the Hospital	\$500 – 999
The 1926 Club	\$10,000 – 24,999	Patron Plus	\$250 – 499
President's Associates - Gold	\$5,000 – 9,999	Patron	\$1 – 249
President's Associates - Silver	\$2,500 – 4,999		

Lystra E. Rogers' Society

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Millheim Small Engine, Inc.
Mirror Image Fashions by J. Kleinbauer
MoJo Active, Inc.
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Timm & Kristen Moyer
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The Mustard Seed
Miriam Naugle
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New Berlin American Legion Home
Association
Sonia Y. Newton, MD & Heber S. Dreher III
Nottingham Village
NRG Controls North, Inc.
Frank & Janice Omlor
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Robert E. Paterson
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Dr. John & Melodee Persing
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Prudential Investments
Quality Print Shop, Inc.
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Riggs, Counselman, Michaels & Downes, Inc.
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Eleanor B. Shelly
The Sholley Agency, Inc.
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Gregory L. Spinello
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J. Donald Jr. & Joanne K. Steele
Sunbury Textile Mills, Inc.
Susquehanna Valley Country Club
Paul & Marsha Tarves
Hank & Jan Truslow
Ultimate Express Car Wash
Robert E. & Dara L. Valentine
Watsontown Nursing & Rehab Center
Brian & Lindsie Wolfe
Charles & Corey Woodcock
Jacqueline Wottrich
Dennis & Jill Yerger
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Christina A. Briggs
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BZ Motors Chrysler Dodge Jeep Ram
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Christopher J. Motto, MD
Tamara S. Normington
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Sharon Pearce
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Pedro's Wine Collection
Kara A. Persun
Kenneth Piercy
Jesse & Laura Ramsey
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Ritz Craft Corporation of PA
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Curtis Barrick
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Mary E. Beckley
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Frederick W. Bisbee
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Kim Bowers-Antolick
Paul & Carol Brann
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Closets Plus
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Dana L. Genco
Geoffrey Gibson
Christine Gilfert
The Greenbrier

PHYSICIAN LEADERSHIP CIRCLE FISCAL YEAR 2016

1926 Club

Evangelical Community Hospital
Medical Staff

President's Associates - Gold

The Eye Center of Central PA
Family Practice Center, PC
Thomas C. Smith, MD

President's Associates - Silver

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James R. Patterson, MD
Quantum Imaging & Therapeutic
Associates, Inc.
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Kathryn Irwin-Lentz
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Lewisburg Plastic Surgery Center
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Abigail Middleton
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Richfield United Methodist Church
Robbins Marine
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Donna Sees
Selinsgrove Field Hockey Association
Shaffer Landscapes
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Jennifer Sullivan
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Williams & Williams Jewelers
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Woodmen of the World Lewisburg
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Lynn & E. Charles Wunz
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Elam & Charlotte Beiler
Gwen Beiler
Bella Salon & Day Spa
Bella's Bliss Bakery
Jan Bender
Patricia A. Bender
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Timothy & Marcy Benner
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Mr. & Mrs. James Cannon
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Caribbean Connection
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Doris J. Carl
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Stephanie H. Carr
Carriage Corner Restaurant
Joseph & Barbara Carter
Bob & Susan Caryl
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Geneva T. Chambers & Family
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Larry & Theresa Clark
Randall W. Clark
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Phyllis E. Close*
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Clyde Peeling's Reptiland
Robert D. & Joan A. Cohen

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Cole's Hardware
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Daniel & Heidi Conklin
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John M. Cooper
Linda Lyons Cooper
Barbara L. Cornelius
Frederick N. Cotner
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Edward & Jacqueline Cotter
Sandy & David Cottrell
Nancy E. Coulmas
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Jane M. Courtade
Dick & Angela Covert & Family
Bill & Joan Crist
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Peggy L. Cromley
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Mr. & Mrs. Terrence Crouthamel
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Angelo Cutrone
CVS Pharmacy
Richard E. Dagle
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Michael & Susan Damiano
Mary Jo Daniels
Kathy F. D'Arpino
Mr. & Mrs. John Dauberman
Elizabeth I. Davailus
Alma J. Davis
Joyce L. Dawson
Karen A. Day

DINING ROOM RENOVATIONS

Construction of the renovated nutritional service area spanned two fiscal years, and the 12,674-square-foot space reopened to the public in November 2015 as the O'Keefe Dining Room in honor of Michael O'Keefe, who retired as President and CEO of the Hospital in June 2015. The project cost \$4.1 million and included a Café for quick-grab food items, an overhauled kitchen including modern equipment, a new serving line focused on efficient function, a comfortable and welcoming dining area, and new conference rooms and meeting spaces.





365

DAYS A YEAR THE DINING
ROOM IS OPEN

54,385

8 OZ. CUPS OF COFFEE
ARE SERVED IN A YEAR

Darwin F. Deamer
Jean D. Dean
David & Audrey Deckard
Mr. & Mrs. Daniel Decker
Mark & Tina Deford
Miriam M. Deibler
Calvin E. Deitrick
Dale & Leatha Delong
Delta Dental
Susan J. Demko
Ann Dennen
Mrs. Mary Ann DePietro
Cynthia & Donald Derr
Jean Derr
Yvonne M. Derr
Thomas L. Derrah
Evelyn V. Dewire
Ms. Cynthia A. DiAscro
Barbara D. Diehl
Dale & Sharon Diehl
Janet R. Dierks
Ms. Mary Alice Dietrich
Mr. & Mrs. Michael A. Dietrich
Beverly A. Dilley
Andrea L. Dillman
Lewis D. Dingler
Charles & Susan Dinsmore
James P. Dippery
Carole A. Ditty
Christal Dixon
Kathy A. Dlabik
Peggy A. Doak
Joseph Dobrzyn
Dockey Auction Services, LLC
Judith E. Dodgen
Dominick T. Adamo Funeral Home
Richard & Helen Donahoe
Mary Martha Donahue
Michael & Phyllis Donegan
Mrs. Leola Dornsife
Margaret J. Dove

Catharine A. Doyle
Darryl & Donna Dreese
Ms. Natalla M. Dreese
Debra L. Dressler
John & Barbara Dromazos
Torrey L. Drum
Albert & Duranne Drumheller
Nancy A. Drumm
Cheryl A. Dugan
Josephine & Roland Duke
Kandis S. Duncan
Mary O. Dunkerly
Gale & Manuel* Duque
Ronald & Bernice Duttry
Ann M. Dzwonchyk
Earl's Bicycle Store
Suzanne D. Eberhardt-Smith
John L. Ebright
Patricia L. Ebright
Sandra L. Eby
Guy C. Edinger
Helen M. Edling
Mr. & Mrs. Alan E. Edmiston
Edward Jones Investments
Jennifer Ehrlich
Linda S. Eichenlaub
Elite Nail
Elizabeth's - An American Bistro
Mr. & Mrs. Donald J. Ely
Carl A. Emery
Joy L. Emery
Zelda & Raymond Emery
Mrs. Carol C. Engle
Jacob & Zona Engle
Jeffry & Debra Engle
Donzella & Larry Engleman
The English Garden
Enterline's Flower Shoppe
Karen M. Erdley
Charles & Lisa Erickson
Tim & Kim Eshelman

ESI Employee Assistance Group
Mrs. Frances L. Ettinger
Mrs. Marlene R. Ettinger
Evangelical Community Hospital Med-Surg
Evangelical Community Hospital
Rehabilitation Services
Nancy & Walter Everett
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Kelly Everitt
Jeff Eyer
John & Melodie Eyster
Barry L. Fahnestock
Josephine Fanning
Mr. & Mrs. Anthony J. Fasano
Ms. Lucy A. Fasano
Mary M. Fasano
Mr. & Mrs. David Faust
Timothy & Tammy Faust
Rick & Patti Faux
George A. Fecker
Ruth A. Fetter
Lawson & Barbara Fetterman
Fetter's Meat Market
Jordan W. Fetzer
Ann M. Fey
Betty J. Ficks
Kerry & Jacqueline Ficks
Lori A. Ficks
John & Denise Fike
Eleanor P. Finan
Wanda E. Finck
First Baptist Church of Elimsport
Stacey Fish
Allen L. Fisher
Alvin Fisher Jr.
Butch & Peggy Fisher
Christ & Anna Mary Fisher
Edwin & Linda Fisher
Frederick L. Fisher
Mrs. Helen B. Fisher
Fisher's Meat Market, Inc.



LEGACY CIRCLE FISCAL YEAR 2016

In 1995, the Board of Directors established The Legacy Circle for friends who have included the Hospital in their estate plans or made other planned gifts such as a gift annuity or charitable trust. The Legacy Circle allows Evangelical to express its gratitude now to those who have made future provisions for the Hospital.

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 Ellen L. Wenner*

ESTATE GIFTS FISCAL YEAR 2016

Robert W. Donehower
 Joyce E. Fry
 Mary E. Seewald

* deceased

BUSINESS LEADERSHIP CIRCLE FISCAL YEAR 2016

Premier Leaders



Distinguished Leaders



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Cornerstone Advisors

The Daily Item

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Hoover's Bernina Sew, Inc.

Jersey Mike's Subs

Lamar Advertising

Members Choice Financial Credit Union

Mercedes Benz, Audi, Volvo of State College

Office Depot/Office Max

Sunbury Broadcasting Corp.

Swineford National Bank

T-Ross Brothers Construction, Inc.

Weis Markets, Inc.

West Milton State Bank

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Owen Floody
Jean Flournoy
Joan M. Fohringer
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Midge Foltzer
Alan K. Foor
Ruth A. Forbes
Mary Anne Forry
Patrick & Leslie Forsburg
Dawn M. Forster
Brent M. Foster
Stephen A. Foster
Linda Fox & Family
Rebecca Fox
Theresa J. Fox
Mary K. Franceschini
Earl & Virginia* Frantz
Kenneth & Donna Frederick
Laura Fritzlen
Betsy Frymoyer
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Kathleen A. Funk
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Theola W. Gaither
Jack L. Galer
Dr. Joseph & Karen Gallagher
Gallery 358...David Cooney Photography
Garfield's Restaurant & Pub
William P. Gaskin
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GE Foundation
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Chad & Tabitha Geise
William & Mollie Geise

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Geisinger Infection Prevention & Control
Department
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Lonnie E. Gelnett
Michael & Donna Gemberling
Linsley Gentile
Ethel M. George
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Emma J. Gessner
James & Christine Gessner
Ruth M. Gessner
Shonna N. Geyer
Ghezzi's
Gene L. Gilliom
Francis & Debra Gillott
Mr. Richard Gilroy
Ted & Cindy Gingrich
Charles H. Ginter
Kathryn M. Giorgini
Mrs. Martha A. Girvin
Angelo & JoAnn Giunta
Laura Glace
Donna L. Glass
Jim Gleason
Roy & Lois Glick
David G. & Anne R. Goehring
Carol & Gary Golbitz
Scott S. Gold
Golden Ladies, LLC dba Hideaway Latte Cafe
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Mr. & Mrs. Albert Golfieri
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David & Linda Goodhart
GoodShop
Alice & Richard Gora
Dorothy Gordner & Henry
Dr. & Mrs. Daniel S. Gordon
Ms. Betty J. Goss
Susan B. Gottschall
Rusty, Karen & Sarah Graber

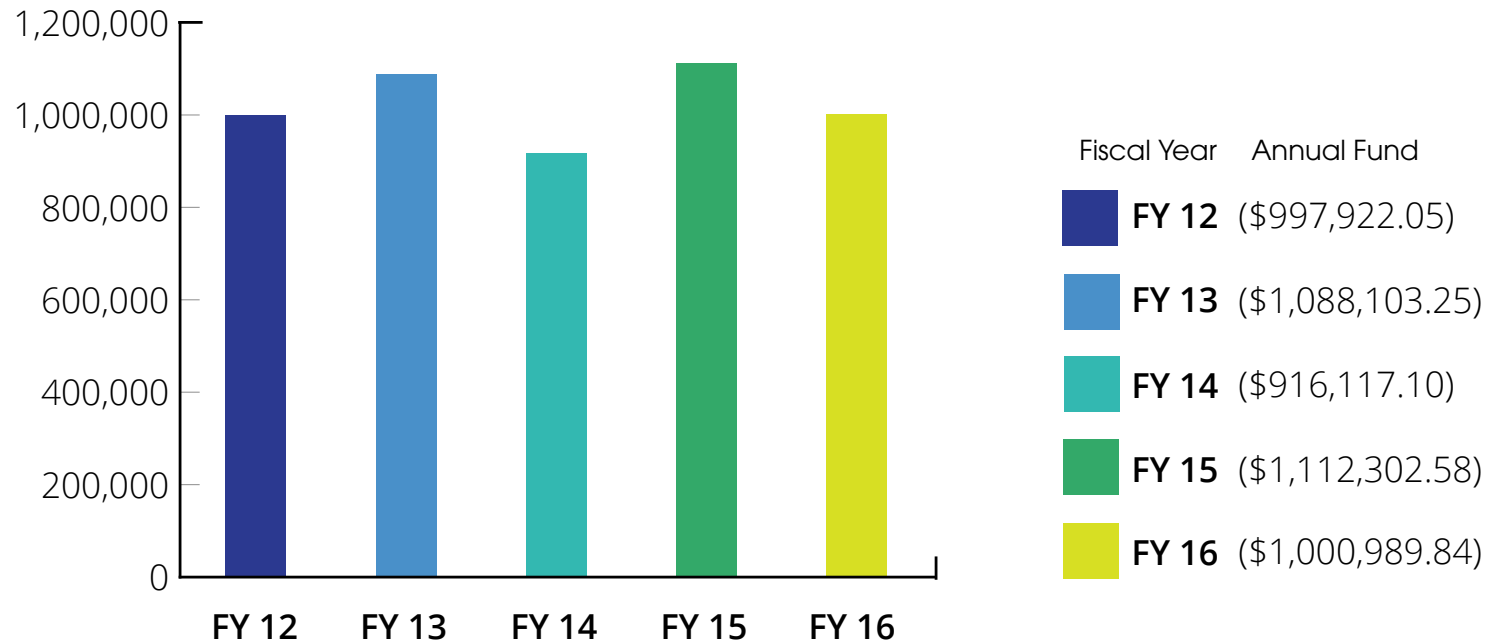
Carol & Bruce Graham
Nick Graham & Tim Kieffer
Roy G. Graham
Annelies E. Gray
Larry W. Gray Sr.
Mr.* & Mrs. Hubert P. Graybill
Greek Isles Salon
Howdy & Heather Greely
Bantle & Judith Green
Elizabeth P. Green
Sharon R. Green
Elizabeth A. Greenaway
Renate B. Greene
Katherine K. Grenoble
Duane & Anne Griffin
David & Lestia Grill
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Amanda Harding
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Pam & Jeff Harpster
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Charles Harvey
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Samuel & Roberta Haupt
Kurt Hausamman
Barb Hause, Stacy, Ken, & Aiden
Florence J. Hayes
Sondra G. Hayhurst
Shirley Heasley
Dannie L. Heffner
Nancy L. Heggenstaller
Robyn E Heil
The Paul Heim Family
Marvin Heimbach
Bonnie & Roger Heintzelman
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Paul D. Heintzelman
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Mr. & Mrs. Terry Heintzelman & Family
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Lynn Henry
Jackson & Martha Hill
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Micki & Molly Kahler
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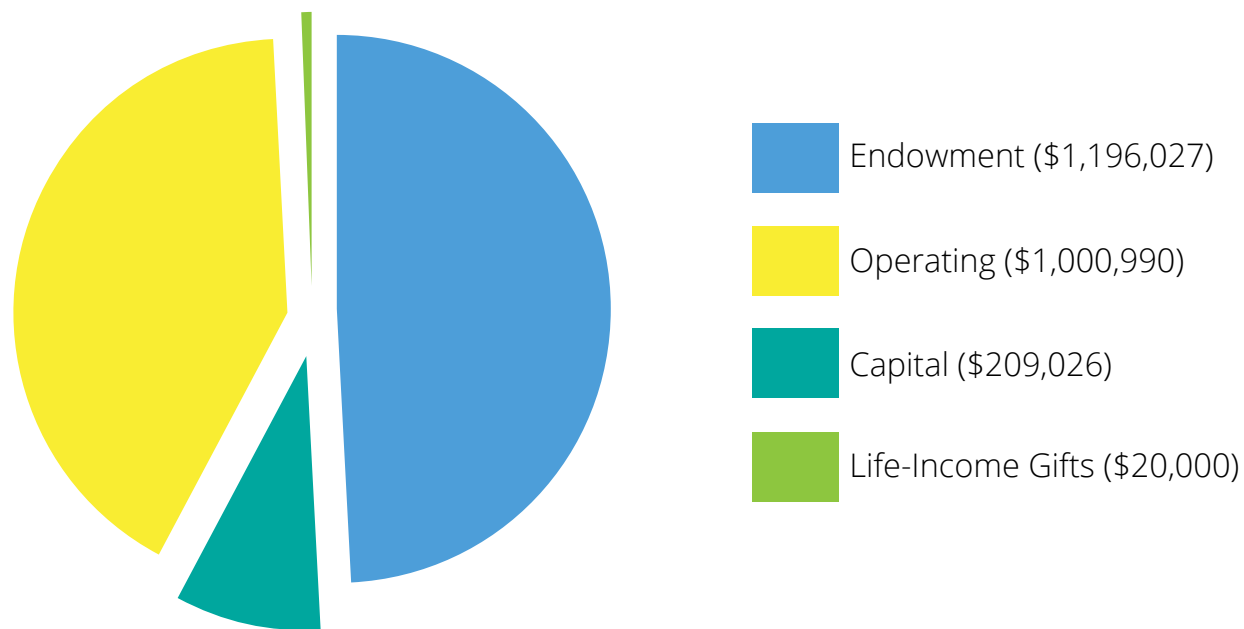


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Libby R. Loss
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Aleshia Luu
Petra Lynch
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Sandra M. Miller
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Tom & Ann Miller
Marcia L. Milne
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Rebecca & Jason Oliveri
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Aaron & Molly Roussell
Darlene M. Rowe & Robert Varney
Emily S. Rowley
Patrick & Susan Ruane
Suzan Ruch
Rug Outlet, Inc.

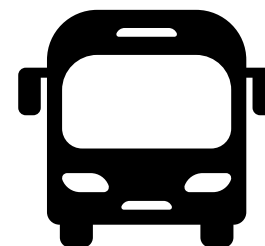
THROUGHPUT

A task force was formed in January to analyze and rethink patient throughput—efficiently and effectively triaging, admitting, diagnosing, treating, and discharging patients. The cross-departmental team launched into the effort, quickly making process and procedure changes to help ease bottlenecks. The group continues to explore more complex, long-term solutions to chronic patient-flow issues, including adding nurses and improving communication tools.



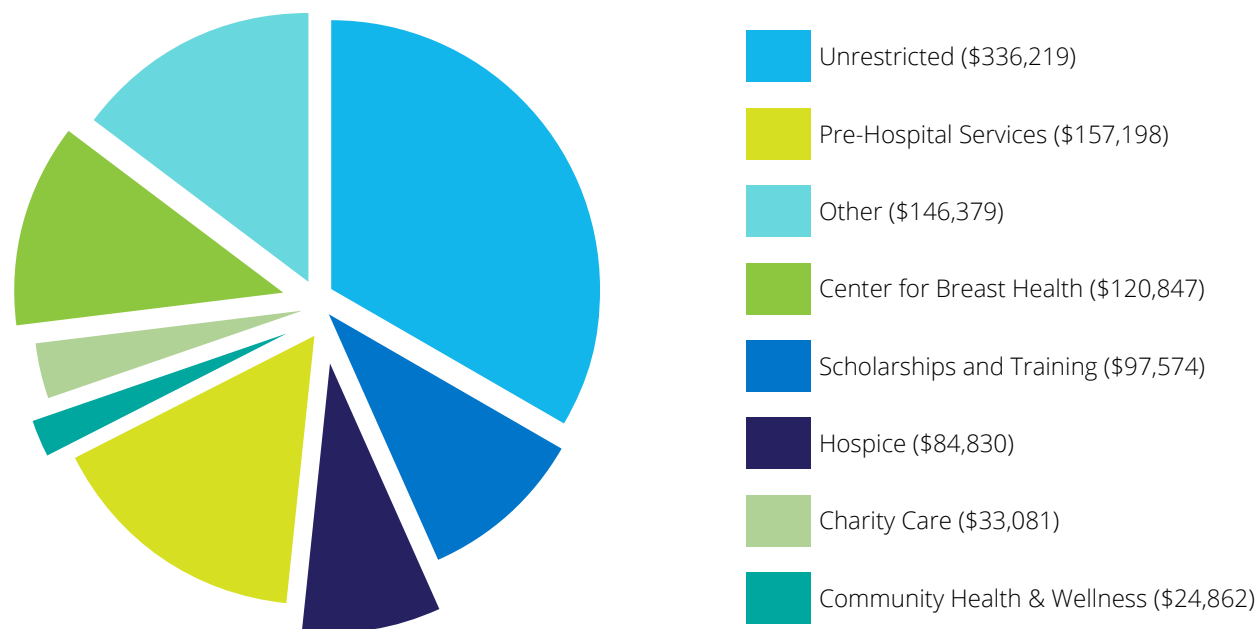


**EMERGENCY DEPARTMENT
PHYSICIANS ARE GIVING
NURSE SUPERVISORS AN
EARLY ALERT WHEN THEY SEE
A PATIENT WHO WILL LIKELY
NEED ADMITTED.**



**A POLICY HAS BEEN
APPROVED TO FACILITATE
TRANSPORTATION FOR
PATIENTS WHO ARE UNABLE TO
PROVIDE THEIR OWN AT THE
TIME OF DISCHARGE.**

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 Velma Ruhl
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Summer Breeze Stables
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SUN Area Technical Institute Resource
Room Staff
SUN Orthopaedics of Evangelical Staff
Sunbury Kiwanis Foundation
David & Susan Surgala

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Margaret A. Swinehart
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John & Susan Tonzetich
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Towne Tavern, Inc.
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ENDOWMENTS

Endowment funding ensures the Hospital will continue to advance its mission of providing exceptional patient care and outreach to the community—regardless of the ways in which healthcare delivery and reimbursement change in the future.

Capital Needs

- Robert L. Rooke Fund for Capital & Equipment Needs

Community Health & Wellness

- W. Gale Reish, MD Fund for Community Health Education

Evangelical Lifeline

- Velma Swope Fund for Evangelical Lifeline

Charles P. Fasano, DO Memorial Lecture

- Charles P. Fasano, DO Memorial Lecture Fund

Hospice of Evangelical

- Michael Daniloff Endowment for Evangelical Hospice
- Glass Endowment for Evangelical Hospice

Pre-Hospital Services

- Frederick Endowment for Pre-Hospital Services

Scholarships

- Mae F. Keefer Nursing Scholarship Fund
- Crystal Snyder Fund for Nursing Scholarships

The Family Place

- Hoyle Endowment for The Family Place

Unrestricted

- Unrestricted Endowment at Evangelical Community Hospital

AN A- RATING FROM STANDARD AND POORS

In fiscal year 2016, Standard & Poor's Rating Services ("S&P"), a leading provider of credit ratings, research, and analytics, raised its BBB+ rating on Union County Hospital Authority PA's hospital revenue debt issued for Evangelical Community Hospital to A- with a stable outlook.

"An emphasis on using resources wisely to reinvest in the most current technology and our most valuable resource—expertly trained personnel—has allowed us as an organization to provide accessible, affordable care that is of the highest quality and delivered in a compassionate way," said Kendra Aucker, President and CEO. "That is the true definition of a community hospital."

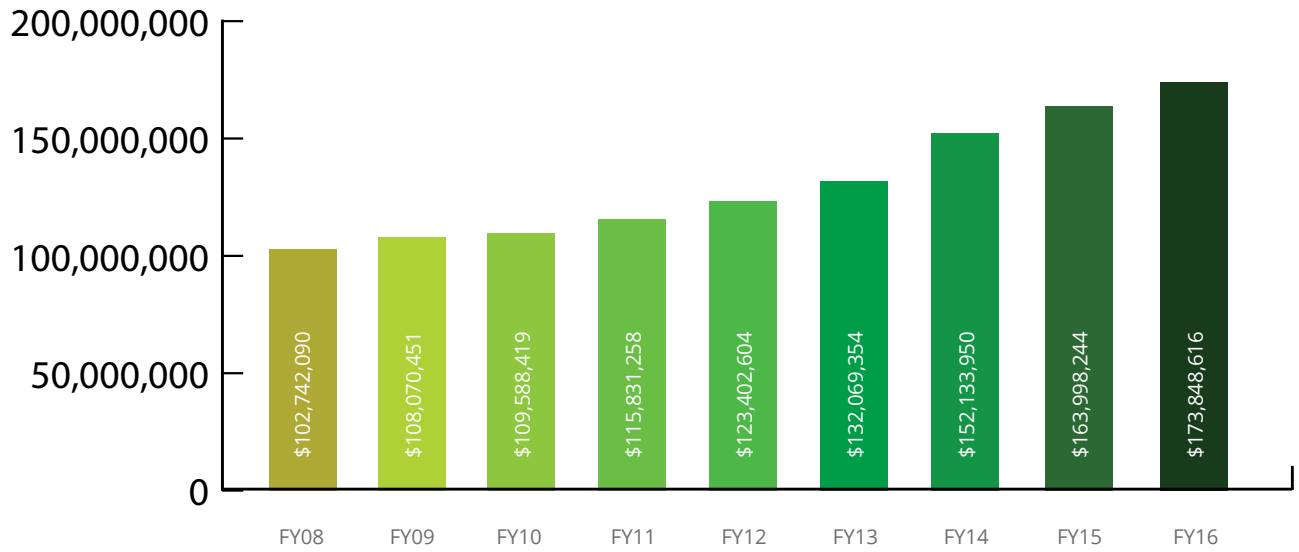
Evangelical earned the A- rating by reaching consistent, historically positive operating results, having ample unrestricted reserves, light leverage, and continued improvement in its liquidity.

"The rating by 'S&P' reflects Evangelical's efforts to make wise business decisions as the industry changes," said James Stopper, Vice President and Chief Financial Officer. "We've looked at the big picture and made bold decisions with regard to buying, contracting, and efficiency in operations that lead ultimately to a strong financial position."

"Over the history of Evangelical, the community set the stage for success," said Aucker. "The Hospital's existence came about because of financial support from the community. Under the direction of a dedicated Board of Directors, the Hospital continues to provide care and reinvest resources into the Hospital in part because of the support of individuals, both as donors and patients, and businesses throughout the areas we serve."

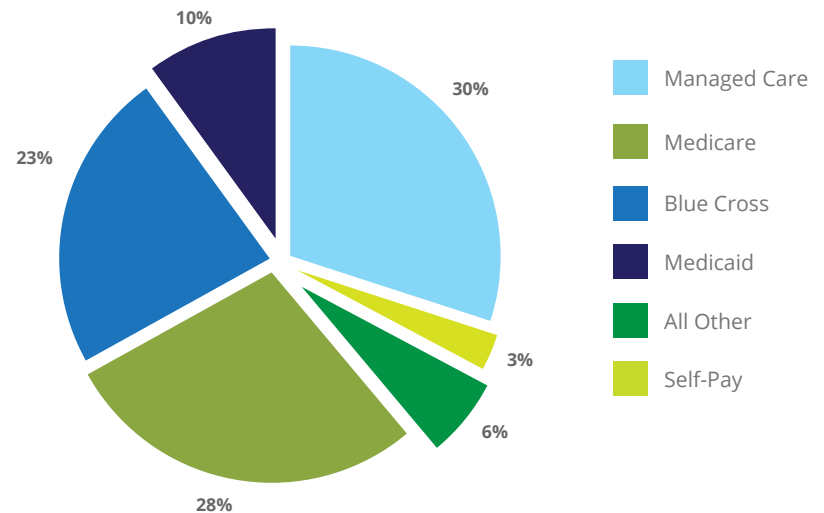
Evangelical Community Hospital	Audited	Audited
Balance Sheet	06/30/2016	06/30/2015
Assets		
Cash and Short-Term Investments	\$36,188,108	\$28,057,681
Accounts Receivable	20,211,321	19,285,572
Third-Party Payer Settlements	0	0
Inventories	3,852,504	3,649,365
Prepaid Expenses and Other	3,230,958	2,887,953
Total Current Assets	63,482,891	53,880,571
Pledges Receivable, Net	24,327	88,068
Funded Depreciation	79,554,573	77,882,771
Donor-Restricted Assets	6,149,814	6,351,723
Deferred Compensation Plans	2,214,815	1,989,564
Debt Service Funds	2,361,949	2,319,322
Notes Receivable	0	0
Property and Equipment, Net	123,261,411	121,579,743
Deferred Financing Costs, Net	862,011	903,342
Investment in Subsidiaries	4,203,948	3,670,701
Other Assets	3,964,442	3,894,085
Total Assets	\$286,080,181	\$272,559,890
Liabilities and Net Assets		
Current Liabilities:		
Current Portion of Long-Term Debt	\$2,962,920	\$3,158,536
Accounts Payable	6,329,497	8,270,215
Third-Party Payor Settlements	2,075,123	3,121,898
Accrued Expenses	8,816,615	9,425,199
Blue Cross Current Financing Advance	1,057,190	1,057,190
Accrued Payroll and Withholdings	4,839,463	3,632,882
Total Current Liabilities	26,080,808	28,665,920
Long-Term Debt	41,515,750	42,861,814
Accrued Health Insurance/Sick Benefits Expenses	5,870,473	6,468,746
Gift Annuities and Other Liabilities	262,132	248,127
Deferred Compensation	2,280,971	2,048,728
Estimated Medical Malpractice Claims Liability	1,130,246	1,088,008
Total Liabilities	77,140,380	81,381,343
Net Assets		
Unrestricted	202,416,280	184,476,062
Temporarily Restricted	1,096,453	995,668
Permanently Restricted	5,427,068	5,706,817
Total Net Assets	208,939,801	191,178,547
Total Liabilities and Net Assets	\$286,080,181	\$272,559,890

NET PATIENT REVENUE COMPARISON



EVANGELICAL COMMUNITY HOSPITAL STATEMENT OF REVENUE AND EXPENSES	Audited Fiscal Year 2016	Audited Fiscal Year 2015
Net Patient Revenue	\$173,848,616	\$163,998,244
Other Operating Revenue	6,020,447	6,118,722
Investment Income	1,331,321	2,577,165
Fundraising Revenue	2,363,277	2,079,993
Total Revenue	183,563,661	174,774,124
Operating Expenses		
Salaries and Wages	62,673,217	61,905,804
Employee Benefits	15,676,398	16,405,742
Purchased Services	21,649,486	20,204,773
Other Expenses	9,292,719	10,252,340
Depreciation and Interest	14,510,321	13,886,781
Supplies	27,907,489	26,051,726
Loss on Refinancing of Debt	0	0
Total Operating Expenses	151,709,630	148,707,166
Net Income Available for New Services and Facilities	\$31,854,031	\$26,066,958

SOURCE OF GROSS REVENUE



COMMUNITY BENEFIT REPORT 2016

Understanding What the Community Needs

At its core, Evangelical Community Hospital and all who support the organization are dedicated to improving the health and wellness of the people who call this region home.

To that end, the Hospital recently collaborated with other area healthcare providers to determine the most pressing health needs of the community. The study, conducted every three years, is known as the Community Health Needs Assessment.

The following needs were identified in the 2015 assessment:

- Improving access to behavioral health and substance abuse programming
- Positively impacting health through lifestyle decisions
- Improving access to healthcare
- Reducing the impact of socio-economic status on health outcomes

Over the next three years, Evangelical will roll out screenings, programming, and initiatives designed to address these four areas of concern.

A full version of the 2015 Community Health Needs Assessment is available at evanhospital.com/communityneeds.

Reversing Overdoses

According to the Centers for Disease Control, the majority of drug overdoses—6 out of every 10—are opioid related and about 78 Americans die every day from an opioid overdose. The epidemic is not limited to the urban centers, it's here in the rural stretches of the country as well.

This fiscal year, Evangelical secured a \$10,000 grant through The Pennsylvania Commission on Crime and Delinquency to help local law enforcement counter opioid overdoses in the area. The grant supported the purchase of kits containing Narcan/ Naloxone, which when administered as a spray in the nose can reverse the effects of an opioid overdose if given in time.

John F. Devine, DO, FACP, administers the opioid reversal program at Evangelical and organized training to ensure local officers understood how and when to use the reversal kits.

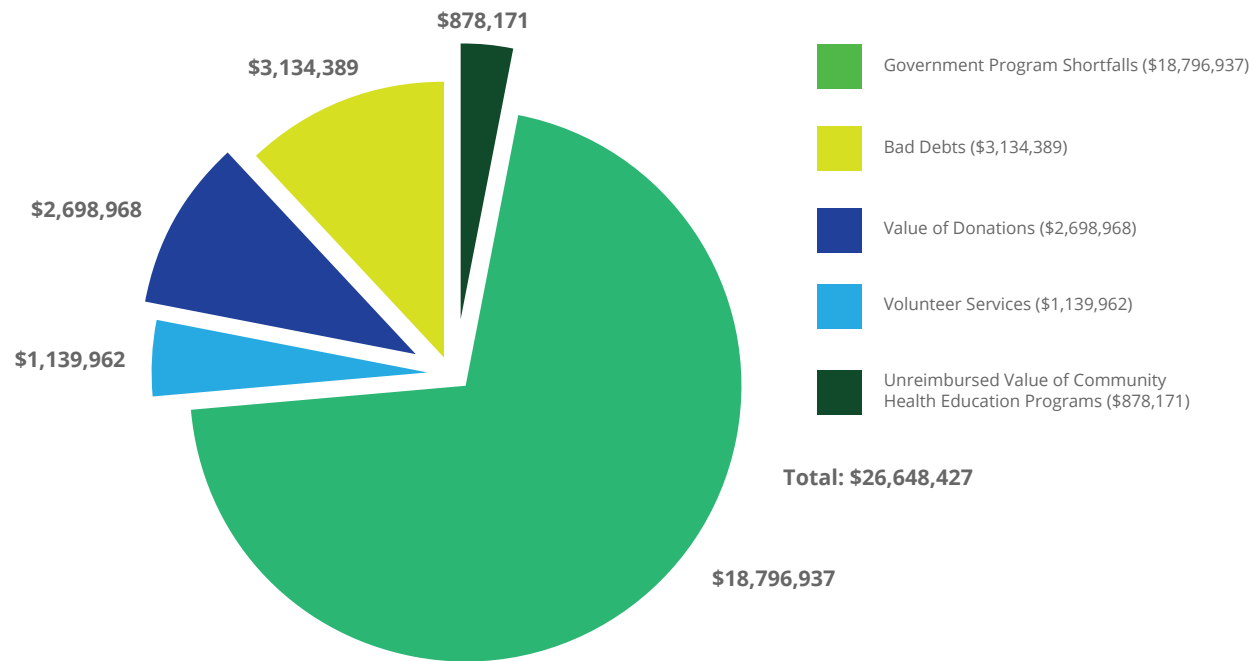
In fiscal year 2016, four lives were saved with the kits.

Wellness Starts at Home ... the Work Home

In its commitment to promoting a healthy community, Evangelical has started with those it knows best—its employees. Daily Choices, the Hospital’s employee wellness program, helps alleviate stress, foster a happy and fulfilling work environment, and reduce absenteeism.

Participating employees take part in fun challenges to drive healthy diet choices and more physical activity. There are also classes, exercise demonstrations, online resources, and one-on-one wellness coaching sessions.

ACT 55 UNCOMPENSATED SERVICES





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