2014 Annual Report
This year, we adopted a new vision and mission statement: Leading our Community to Health by providing high-quality, affordable, accessible healthcare for everyone.

At the center of this objective is patient safety. Why? Because the safety and well-being of our patients and their families has always been our #1 focus. We are here to make lives safer every day and in every way. We take that responsibility seriously.

There are many external forces placing stress on health systems across the country. Large-scale changes have already occurred in healthcare in the United States, and I believe they will continue to happen for years to come. Summit Health is not immune to those pressures. That said, Summit Health remains in a strong position to continue providing the compassionate, high quality care that our patients deserve. We remain solid and our workforce is highly skilled.

Summit Health is essential to the health of our friends and neighbors in Franklin County. You can count on our comprehensive, community-based healthcare network. Going forward, we know we must stay focused on providing high quality, affordable, accessible and safe services. We also must provide services that our community needs. And, our patient experiences must be second to none.

Simply put, we are working hard every day to give the best health care, in the most compassionate way, in an efficient manner, to everyone who needs it.

I assure you we will continue to make our patients our #1 focus as we move forward on our journey, and I am excited and confident about what the future holds for Summit Health and our community.

Kindest Regards,

Patrick O’Donnell
President & CEO  |  Summit Health
Franklin County’s leading healthcare provider

14,373 admissions to our hospitals

342,198 visits to our physician practices

1,753 babies delivered at Chambersburg & Waynesboro Hospitals

14,504 surgeries performed

77,640 Emergency Department visits

1.3 million lab tests performed

Summit Health Overview

- Non-profit organization
- Parent organization to Franklin County’s two hospitals
- Parent organization to Summit Physician Services
- 198 employed providers
- 32 providers added this year
  - 14 Physicians
  - 7 Nurse Practitioners
  - 6 Physician Assistants
  - 3 Certified Registered Nurse Anesthetists
  - 2 Midwives
- 29 practice sites
- 23 medical specialties
  - Aesthetic
  - Anesthesia
  - Cardiology
  - Dermatology
  - Endocrinology
  - ENT & Hearing Services
  - Family Medicine
  - Gastroenterology
  - General Surgery
  - Hematology
  - Hospitals
  - Internal Medicine
  - Interventional Cardiology
  - Obstetrics/Gynecology
  - Occupational Medicine
  - Oncology
  - Orthopedics
  - Palliative Medicine
  - Psychiatry
  - Pulmonology
  - Urology
  - Weight Management
- 1,204 volunteers and auxiliary members
- 2,976 employees (including more than 100 physicians)
- $436.8 million in revenue
- $405.4 million in expenses
- $715.1 million estimated regional economic impact
  (Source: Hospital & Healthsystem Association of Pennsylvania May 2014)
- $39.4 million in Community Outreach

Primary Service Area

- Franklin County, Pa., and surrounding communities
- 23 municipalities
- Nearly 800 square miles
- Population of about 170,000 people
- Median household income of approximately $52,000

Our Health System

- Chambersburg Hospital (248 beds)
- Waynesboro Hospital (56 beds)
- 2 Walk-in Care Centers
- Cancer Treatment Services
- Outpatient Surgery Center
- Fitness Center
- 5 Satellite Health Centers

Franklin County, Pa., and surrounding communities
- 23 municipalities
- Nearly 800 square miles
- Population of about 170,000 people
- Median household income of approximately $52,000
### FINANCIAL SUMMARY | FISCAL YEAR 2014

#### REVENUE

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
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<tbody>
<tr>
<td>2014</td>
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</tr>
<tr>
<td>2013</td>
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</table>

#### EXPENSES

- **Salaries & Wages**
  - 2014: $195,564,000
  - 2013: $190,916,000
- **Materials, Supplies, Services**
  - 2014: $106,416,000
  - 2013: $105,453,000
- **Employee Benefits**
  - 2014: $60,482,000
  - 2013: $60,333,000
- **Depreciation & Amortization**
  - 2014: $20,546,000
  - 2013: $17,798,000
- **Professional Services**
  - 2014: $15,574,000
  - 2013: $13,630,000
- **Interest Expense**
  - 2014: $6,860,000
  - 2013: $4,354,000

#### INVESTMENT IN THE COMMUNITY

- **Total Invested in the Community:** $39.4 million
- **5% Community Building & Health Improvement:**
  - Health fairs, grand openings, events, lauds, community education, research, volunteerism, grants, emergency preparedness, community organizations, capacity building workshops, and more.
- **5% Subsidized Health Services:**
  - Subsidized, reduced rates, and free medical services for underprivileged.
- **2% Education of Health Professionals:**
  - Scholarships, teaching, and internships for medical professionals.
- **61% Charity Care:**
  - Care provided to those who are not able to pay.
- **27% Technology:**
  - Medical equipment, devices, and software.

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**SUMMIT HEALTH**

Doing great things
Drop 10 in 10 with Fitbit Technology
A 10-week lifestyle and weight management program that focuses on healthy eating habits, exercise, and behavior changes to promote a healthy body weight in combination with Fitbit technology.

RESULTS:
- **29%** decreased weight by 10 or more pounds
- **24%** were at healthy weight by end of 10 weeks
- **6%** decreased to 1 sugar and 1 high fat food per day and increased physical activity to 3 or more days per week
- **18%** increased vegetable consumption to 3 servings per day
- **24%** increased fruit consumption to 2 servings per day
- **17%** increased water consumption by 5 or more glasses

Grocery Store Tours
A free 2-hour tour led by a Registered Dietitian to help people make healthy choices and avoid common pitfalls that sabotage healthy intentions.

RESULTS:
- **100%** of participants had a better understanding of how to make healthy choices
- **100%** had a better understanding of how to increase whole grains, lean meats, and other heart-healthy options in their diets

Free Community Seminar on a Lifestyle Your Heart Will Love
More than 200 people joined cardiology and weight management experts from Summit Health to learn how changing behaviors such as increasing physical activity, not smoking, and maintaining a healthy weight can lower your risk for heart disease.

RESULTS:
- **96%** have a better understanding of how to lower risk of heart disease
- **94%** have a better understanding of the link between what they eat and how healthy their heart is likely to be

Free Speaker Series on Heart Disease: Know your Risk Factors
More than 60 seniors learned ways to reduce their risk of heart disease.

RESULTS:
- **86%** of participants had a better understanding of how to lower their risk of heart disease
- **88%** had a better understanding of how high blood pressure and high cholesterol relate to heart disease
How we helped!

**HEALTH FOCUS: STROKE AWARENESS**

Free Community Seminar on Stroke: Know Your Signs
More than 100 people joined stroke experts from Summit Health and WellSpan Neurology to learn the signs and reduce the risk of stroke.

**RESULTS:**
- 98% have a better understanding of signs and symptoms of stroke
- 97% have a better understanding of risk factors of stroke
- 97% have a better understanding of the importance of getting early EMS help right away and getting to the hospital
- 96% have a better understanding of telemedicine and stroke treatment options

**HEALTH FOCUS: PREVENTION & EARLY DETECTION**

Waynesboro Hospital Health Fair
More than 1,600 of our neighbors joined us for the 30th annual Waynesboro Hospital Health Fair for tips on healthy living and free health screenings.

**RESULTS:**
- 601 people received free blood work (glucose / lipid panel)
- 195 people had bone density screenings
- 85 people learned how well their lungs functioned
- 52 people tested their strength and range of motion
- 55 people with diabetes were checked for foot health
- 50 people had their blood oxygen levels checked
- 85 kids learned about nutrition, physical activity and sun safety in the kid’s corner

**HEALTH FOCUS: MENTAL HEALTH**

Autism Awareness Fair
Individuals with autism, their families, friends, loved ones, & care providers attended a fair that included education about autism, games, sensory activities, a discussion session and parent panel, and entertainment.

**RESULTS:**
- 384 people attended the fair

**HEALTH FOCUS: CHILDREN’S HEALTH**

Children’s Wellness Days
Area 3rd graders learned tips for long-term wellness.

**RESULT:**
- 1,670 local 3rd graders learned about nutrition, tobacco, exercise, sun safety, conflict resolution, positive self-identity, and fire safety

Handwashing Demonstrations
Local students in kindergarten through 6th grade learned how long to wash their hands, what to use for washing hands, and common mistakes to avoid.

**RESULT:**
- 923 students learned how to wash their hands properly

Just for Kids
An interactive program geared towards real-life nutrition and healthy lifestyle practices for 4th graders in 2 local elementary schools. Summit Health partnered with Wilson College on this program.

**RESULT:**
- 72 students learned how to decrease their junk food consumption and increase their knowledge of healthier options

Seminar for School Nurses
Day-long education session to update school nurses on advances in treatments for illnesses affecting school-age children.

**RESULTS:**
- 42 school nurses increased their knowledge of signs and symptoms of concussions, testing tools for screening, and how to develop a plan for inclusion in sport/school participation
- 97% had a better understanding about asthma, the role of peak flow monitoring, and use of an asthma management plan
- 95% had a better understanding of types and signs/symptoms of anxiety disorders and how to access local services and resources for behavioral health issues

**RESULTS:**
- 923 students learned how to wash their hands properly

Fitness Fun for Kids
A fitness program with fun physical activities and games, for children ages 7 - 11, who want to learn how to prevent injuries and proper movement mechanics.

**RESULT:**
- 26% increased the amount of time they spent exercising

**RESULTS:**
- 923 students learned how to wash their hands properly

Pediatric Asthma Project
Youth learned to manage their asthma through fun activities at their schools and summer camp.

**RESULTS:**
- 94% knew the steps needed to manage their asthma
- 58% knew their asthma triggers
- 97% knew when to take their medication
I feel very blessed to be able to work in an organization that recognizes the importance of mental health to a person’s overall health and well-being. Collaboration is the only way that we will be able to address and improve the various mental health needs of our community.

- Pat O’Donnell, CEO

Keynote Address | Mental Health Association Walk the Walk | May 2014
INVESTING IN OUR COMMUNITY

SUMMIT ENDOWMENT

The Summit Endowment addresses the community’s health needs by supporting the development of programs and activities of other non-profit organizations that will measurably improve the health of our neighbors. The Endowment also strives to better understand and address the social determinants of health and the distinct needs of vulnerable populations.

PRIORITIES

The Summit Endowment Committee prioritized grant making based upon findings from the 2012 Summit Health Community Health Needs Assessment. The key issues of Access to Care, Nutrition, Education and Mental Health were identified. Specific objectives that aligned with the Healthy People 2020 leading health indicators were utilized to categorize and better align grant making to address these unmet needs.

PROGRAM SPOTLIGHT

Summit Endowment provided a third year of funding to the Waynesboro Community and Human Services to help them expand their community nurse program from the Borough of Waynesboro into the Washington Township region. The program offers in-home nursing care including long and short term care, medication administration, diabetic monitoring, insulin syringe prep and or administration, wound care, and more.

CAPACITY BUILDING WORKSHOPS AND WEBCASTS

The Endowment offered education to help community organizations enhance skills to achieve success.

- Two Grant-making Workshops (Chambersburg and Waynesboro areas)
- Presentations – Healthy Eating Design Guidelines for School Architecture was presented to various community groups. Research is currently underway through a Centers for Disease Control and Prevention funded grant that will study the benefits of creating school food environments that facilitate healthy eating among children.

GREENCastle - anTRIM ENDOWMENT

Greencastle-Antrim Endowment, a component of the Summit Endowment, awarded 3, 1-year scholarships to graduating seniors at Greencastle-Antrim Senior High School who are pursuing a career in healthcare. They also awarded 6 renewal scholarships for students in their second and third year of college.

SOUTH CENTRAL COMMUNITY ACTION PROGRAMS, INC (SCCAP) – for The Gleaning Program to provide access to fresh fruits and vegetables from local farmers, orchards, etc. that are willing to donate their remaining crops to be gleaned so that they can be utilized at sites including the SCCAP food pantries throughout Franklin County, the Franklin County Homeless Shelter, soup kitchens, etc. for use by low-income community members.

KEYSTONE HEALTH’S BEHAVIORAL HEALTH – for a Behavioral Health Mentoring program. The grant will be used to develop a pilot project for 12 to 15 adults, identified by Keystone Family Medicine and referred to Keystone Behavioral Health. The project will provide those adults with a level of advocacy/mentoring that will decrease the percent of people with a mental health condition who do not attend their first scheduled behavioral health appointment thereby increasing the number of people who receive mental health care.

KEYSTONE HEALTH’S BEHAVIORAL HEALTH – for the Stress-Less for Healthy Living program. The grant is to be used to expand group therapy to help individuals with mental disorders deal with their illness and the stress it causes and develop positive life skills in the area of nutrition and fitness.

SHIPPENSBURG PRODUCE & OUTREACH – to reduce food insecurity for low-income seniors who cannot access local resources by providing fresh fruits and vegetables in their neighborhoods; increasing residents’ access to fresh local produce with higher nutritional values as part of the Senior Housing Site Delivery Project.

CONTACT HELPLINE – to help expand the 2-1-1 information phone line program, which provides access to health and human services information and support to those with mental health challenges.

MERCERSBURG AREA COUNCIL FOR WELLNESS (MACWELL)’S HEALTHY EATING ADVENTURE – to provide three Healthy Eating Adventures throughout the county, and monitor biometric data for participants.

This year, Summit Endowment provided $133,707 in grant funds.

RICHARD ALSINA FULTON CENTER FOR SUSTAINABLE LIVING – WILSON COLLEGE

for Vegetable Literacy at Fulton Farm to expand curriculum specifically for children visiting Fulton Farm that addresses nutrition deficiencies, increases Vegetable Literacy and the daily intake of fresh fruits and vegetables, especially for our most vulnerable children.

WAYNESBORO COMMUNITY AND HUMAN SERVICES – to expand and merge free community nursing in Washington Township and the Borough of Waynesboro to help individuals – especially those who are low-income, uninsured or underinsured – manage their acute and chronic medical conditions in their homes.

SHIPPENSBURG COMMUNITY RESOURCE COALITION – for the Summer Lunch Program at Kate’s Place to expand quality social services and youth programs that are accessible and safe, including four health education field trips.

HOUSE OF GRACE – to expand a variety of approaches to nutrition and exercise. The proposed program will address the multiple health issues experienced by participants.

RENFREW MUSEUM AND PARK – for the Renfrew Walking Program to provide a safe and enjoyable environment for people with cardiovascular conditions to exercise via walking; several options on walking trails and paths will be offered; trails will be marked and mapped. Participants will measure distances and record progress.

Grants Awarded | FISCAL YEAR 2014

SUMMITHEALTH.ORG | 13
**SUMMIT LEAN SYSTEM**

**What is Lean?**

**ANSWER:** Lean is an attitude of continuous improvement that began in the early 1900s. The term “Lean” was coined during an MIT study of the auto industry in the 1980s. It changes how an organization thinks, sees, and manages their work by creating new habits, skill sets, and a new attitude throughout the entire organization.

With Lean, the patient is always first. The goal is to transform the healthcare experience and to create the perfect patient experience.

**Wait. What does the auto industry have to do with healthcare?**

**ANSWER:** Companies, such as Toyota, have a very rigorous system for involving frontline staff to streamline processes and eliminate wastes. The Toyota Production System seeks to identify and eliminate waste, waits, and barriers. Summit Health is adapting methods from the Toyota Production System to help improve safety and quality, giving our patients more value added time with their providers, and working on decreasing delays in care, while enhancing the timeliness of test results and treatments.

The “Summit Lean System” is our own brand of identifying Lean philosophies and tools, then adapting them to the way we do business.

**Why Lean and why now?**

**ANSWER:** Healthcare is complex. So finding ways to enhance the patient experience is important. After discovering how Lean helped the Virginia Mason Medical Center in Seattle, Wash., Summit Health began their own journey. For two years, we have worked with Virginia Mason’s physicians and Lean experts to implement the Summit Lean System.

**What is the Summit Lean System structure?**

**ANSWER:** Summit Health Senior Management and Summit’s healthcare is complex. So finding ways to enhance the patient experience is important. After discovering how Lean helped the Virginia Mason Medical Center in Seattle, Wash., Summit Health began their own journey. For two years, we have worked with Virginia Mason’s physicians and Lean experts to implement the Summit Lean System.

**How does process improvement actually occur with Lean?**

**ANSWER:** Process improvement occurs in a number of ways. First, in a Lean environment, the people who actually do the work are the ones to improve the process. Summit employees are trained in the “Opportunity for Improvement System,” which focuses on small and moderate improvement ideas, collaborating with coworkers and managers to test ideas, and then implementing them when feasible.

**So what’s next in the Lean journey?**

**ANSWER:** We have just begun. Lean is not a quick fix, but a strategic initiative. With patient safety as our No. 1 focus, you’ll see more process improvement initiatives around this priority endeavor.

Summit Health President and Chief Executive Officer Pat O’Donnell said it best: “We believe there is no greater purpose for Summit Health than to ensure the safety of our patients and their families, as well as all the employees and physicians that serve each and every day.”

Creating the perfect patient experience – that’s our goal and we’re excited about our efforts to achieve it!

**Shari Stahl**
Senior Vice President of Hospital Services

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**What is an example of specific improvement activities within Summit Health?**

**ANSWER:** Through Kaizen and RPIW events, we have:

- Reduced the time it takes to get a new patient into Summit Cancer and Hematology Services
- Improved patient mobility after procedures or surgery at Chambersburg Hospital
- Improved flow, access, and safety in the Med Surg medication room at Waynesboro Hospital
- Initiated an option for patient self-rooming at Shippensburg Family and Walk-in Care

Additionally, a multidisciplinary group of Summit Associates spent a week working through ideas to improve Summit’s Culture of Safety. Outcomes included:

- Improved communication about safety efforts through huddles and safety boards
- Creation of a Summit Safety Alert notification process
- Good Catch awards for staff who identify safety issues

**Larger ideas are captured during a Kaizen (“continuous improvement”) event, which is a one or two-day workshop focused on a particular process in order to eliminate waste and improve the process. A Rapid Process Improvement Workshop (RPIW) is a 5-day event with rigorous commitment to exploring true transformation process change.**

The Lean Promotion Office is responsible for the deployment and application of the Summit Lean System including teaching, training, coaching improvement activities, and communicating Lean initiatives across the organizations.

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**QA**

**Patient Experience**
- Patient and Family Centered Care
- Patient Centered Medical Home
- Care Coordination

**Clinical Outcomes**
- Integrated Quality Structure
- Reducing Clinical Variation
- Culture of Safety

**Affordability**
- Elimination of Waste
- Reduce Operating Costs
- Increase Market Share

**SUMMIT HEALTH STRATEGIC PLAN**

**MISSION**
Leading our Community to Health by providing high-quality, affordable, accessible healthcare for everyone

**VISION**
To achieve excellence for a healthy community

**INTEGRITY**
Compassion 
Excellence 
Service

---

*The Lean philosophy has helped us with our mission of putting the patient first. It has revitalized our vision and our energy.*

Sherri Stahl
Senior Vice President of Hospital Services
EXPANDING SERVICES IN WAYNESBORO

Sleep Center services opened a third location at Waynesboro Hospital, 501 E. Main Street Waynesboro
www.SummitHealth.org/Sleep

Summit Orthopedic Group opened a second location at 500 E. Main St. Waynesboro
www.SummitHealth.org/Ortho

Summit Cardiology opened a second location at Waynesboro Hospital, 501 E. Main Street Waynesboro
www.SummitHealth.org/Heart

Summit Endocrinology opened a second location at Waynesboro Hospital, 501 E. Main Street Waynesboro
www.SummitHealth.org/Endocrinology

Summit Women’s Group – Waynesboro offered a new model of care for patients by offering care from physicians as well as midwives. The practice hired three midwives who began seeing patients in mid-2014.
www.SummitHealth.org/SWGW

URGENT CARE

Summit Health began construction on Shippensburg Urgent Care, located at 46 Walnut Bottom Road, Shippensburg. The Urgent Care center will provide treatment for common, non-life threatening conditions, while offering enhanced services and treatment for more severe issues.
Summit Health also announced plans open Chambersburg Urgent Care in 2015.
www.OnTheGoCare.com

TELEMEDICINE

Using high definition cameras, our hospitals can collaborate with specialists at other facilities to find the right treatment for our patients – close to home.

WAYNESBORO MEDICAL OFFICE BUILDING CONSTRUCTION

Construction began on March 3, 2014 for the $16 million medical office building project. The building, located across from Waynesboro Hospital’s Emergency Department along Enterprise Avenue, will be completed in Spring 2015. The three-story building will house multiple specialty practices, as well as a family medicine practice and walk-in care.
www.SummitHealth.org/WboroBldg
Chambersburg Hospital and Waynesboro Hospital have received American Heart Association/American Stroke Association/The Joint Commission PRIMARY STROKE CENTER CERTIFICATION. The Primary Stroke Center Certification is awarded to hospitals that follow the best practices for stroke care, according to Dr. Sanjay Dhar, Medical Director of the hospitals’ stroke program.

Waynesboro Hospital received the "GUARDIAN OF EXCELLENCE" AWARD from Press Ganey Associates, Inc. The award recognizes top-performing facilities that consistently achieved the 95th percentile of performance in patient satisfaction.

Summit Health was named KAPLAN UNIVERSITY’S EMPLOYER OF THE YEAR.

Chambersburg Hospital received the PENNSYLVANIA EXCELLENCE AWARD FROM THE SMALL BUSINESS INSTITUTE for Excellence in Commerce.

Waynesboro Hospital received the "PATIENT CARE EXCELLENCE" AWARD from VHA Mid-Atlantic for extraordinary patient safety and clinical performance. The hospital was one of only three VHA hospitals in the mid-Atlantic region to receive VHA’s highest award.

Chambersburg Hospital received the "MISSION: LIFELINE GOLD QUALITY ACHIEVEMENT" AWARD from the American Heart Association for higher standards of care and better outcomes for heart attack patients.

Waynesboro Hospital received the "GET WITH THE GUIDELINES – STROKE SILVER QUALITY ACHIEVEMENT" AWARD from the American Heart/American Stroke Association for treatment of stroke patients.

Chambersburg Hospital received the "PLATINUM PERFORMANCE ACHIEVEMENT" AWARD from the American College of Cardiology Foundation for exceptional care for heart attack patients.
Picture a trumpeting elephant, a spotted giraffe, a smiling oak tree... and a white-bearded man with twinkly blue eyes. Behind them, an army of neatly rowed pines with brightly colored flip-flops on their boughs, fluttering gently in the breeze.

Nearby, a shop filled with any sweet you can imagine – from home-made fudge to the largest selection of Pez on the East Coast. Fresh roasted peanuts, too. After all, it is a home for the stars of the Greatest Show on Earth: a collection of over 12,000 elephants. Everywhere you look there is something whimsical. Even the music wafting in the air is reminiscent of a happy gentle time. It’s magical, this place… it’s Mister Ed’s Elephant Museum and Candy Emporium, founded by local entrepreneur and the “P.T. Barnum of Route 30,” Ed Gotwalt.

Recently, “Mister Ed” was literally knocked off his feet with a serious illness and was hospitalized for a week and then spent several months recuperating. “I started to have swelling in my leg. It came on fast. My leg grew four times its normal size. When it became severe, I went to the hospital,” Ed recalls. His condition turned out to be an infection. They admitted me and gave me massive doses of antibiotics to combat the infection,” he recalls.

Ed describes the care he received: “The people were always nice – the nurses, doctors, housekeeping – everyone. Even the woman who cleaned my room would ask me ‘Is there anything I can do to make you more comfortable?’” Ed says emphatically.

He was also impressed by the level of attention he received from his nurses and other staff. “I don’t think they knew me as ‘Mister Ed,’” he prefaces. “Every night a nurse woke me for a midnight pill. Then I was given a warm blanket. That was a neat thing… like a spoonful of sugar!”

“I got used to that warm blanket, but my wife wouldn’t do it when I came home,” he says laughing. Ed’s patient experience flowed over to his family. “When they visited, my nurses offered them something to drink,” Ed says. “That was nice. Like a hotel!

“It was all the little things that made it a great experience. When I tell my friends about my experience at the hospital they seem surprised. It makes me sad to think that negative impressions are out there,” Ed says.

“I’m happy to tell everyone that my hospital experience was just great. I know no one wants to be in a hospital, but if you have to be, Chambersburg Hospital is the place to go.”

During his stay he met the hospital’s Chief Executive Officer and Chief Operating Officer who were handing out pretzels they’d purchased at an employee fund-raiser for a new patient emergency fund. Ed was pleased to see hospital leaders visiting and talking with patients and their families.

“I know a little bit about customer satisfaction. I give talks to local business leaders and civic organizations about the 10 Commandments of Good Business,” he explains. “It’s the same thing with a hospital, and Chambersburg Hospital is doing it right.”
Thank you to our donors
The following pages recognize contributors who made gifts or pledge payments between July 1, 2013 and June 30, 2014.

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