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Revised: February 1, 2021



MESSAGE TO OUR COMMUNITY

For Penn Medicine Lancaster General Health and the communities we serve, 2020 was a year unlike any we have ever experienced. We deeply appreciate the generous support and unwavering trust of our community, which sustained us throughout the most difficult days of the COVID-19 crisis.

Like health systems across the country and around the world, our primary focus in 2020 was caring for patients with COVID-19, all while prioritizing the health and safety of our staff and community. Our efforts included establishing a communitywide testing and contact-tracing program; providing comprehensive care for patients and their families; and supporting a safe reopening of our community.

While we faced many challenges in 2020, LG Health continued to grow and invest in our services, facilities and people. Our ongoing efforts to strengthen our clinical offerings throughout Lancaster County and the region included the opening of Penn Fertility Care – Lancaster General Health. Our new comprehensive fertility center specializes in diagnosis and treatment of a full range of reproductive conditions, offering personalized care and sophisticated technology, all close to home.

In late 2020, after a temporary pause because of pandemicrelated restrictions, we resumed work on a major expansion of the Lancaster General Hospital Emergency Department (ED). The \$182.5 million project, which will nearly double the size of the current ED, will help address increasingly high demand for emergency services throughout the region. It represents one of the most significant investments in facilities and technology in LG Health's history.

Construction also resumed on the new Proton Center at the Ann B. Barshinger Cancer Institute, which also was placed on hold during the early days of the pandemic. The future state-of-the-art Center marks a new chapter in Penn Medicine's global leadership in proton therapy clinical care and research, becoming Penn's second center to offer

the treatment. Proton therapy will be added to the Cancer Institute's broad array of radiation-therapy services uniquely offered in a single location by a community hospital.

Expected to be completed by summer 2022, it will be the first and only proton therapy center in Central Pennsylvania.

LG Health also continued our more than 125-year commitment to improving the health of our community. Much of our efforts in this area focused on the impact of lead on young children and families, and how we can protect our community from its devastatingly permanent, long-term effects. And in the wake of civil unrest in Lancaster County and nationwide, we strengthened our commitment to actively addressing all forms of racism and bias that may exist within our health system and our community.

Despite its many challenges, 2020 also brought us reasons to celebrate. LG Health is one of just a small number of health systems in the nation to consistently achieve several prestigious national recognitions for overall clinical excellence. These include a 5-Star Quality Rating from the federal Centers for Medicare & Medicaid Services, a Leapfrog Hospital Safety Grade of "A," and a ranking of the fourth best hospital in Pennsylvania by U.S. News & World Report.

Throughout this Annual Report, you will find stories that highlight LG Health's longstanding mission of advancing the health and well-being of the communities we serve. On behalf of our dedicated team of more than 9,300 health-care professionals, we thank you for your continued support, and for entrusting us with your care, particularly during this most difficult year.

It is our great privilege to serve everyone in our community during the best and most challenging of times.

D. Michael WegeChairpersonBoard of Trustees

Jan L. Bergen
President &
Chief Executive Officer

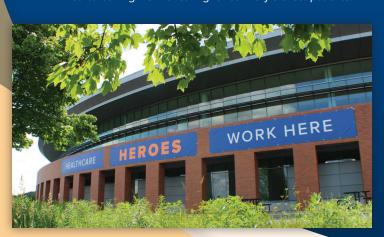
This printed publication is a summary of key events and achievements at LG Health in 2020. For more extensive information and video testimonies of our patients and providers, visit LGHealth.org/2020Report

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In 2020, employees throughout Penn Medicine Lancaster General Health demonstrated an unwavering commitment to giving their best to our patients, community and each other. Our talented, compassionate team worked together to provide essential care, all while facing the risk of potentially contracting COVID-19 or exposing their loved ones at home.

Within a matter of days, LG Health's focus shifted from meeting our community's daily health-care needs, to safely and effectively caring for patients stricken with a virus never before encountered. As the pandemic worsened, thousands of employees saw their job responsibilities change significantly, and others took on new roles altogether. Those on the frontlines performed the difficult and at times heartbreaking work of caring for our very sickest patients.



Whatever their role, time and again, LG Health employees truly rose to the occasion and went above and beyond in service to our patients and community. We celebrate our dedicated team for living our mission every day throughout this most remarkable year, even as we continue to confront this historic crisis together.



THE COVID-19 PANDEMIC

Community Testing

Ensuring convenient access to COVID-19 testing proved critical to slowing the spread of the virus in our community. Just days after the first coronavirus case hit Lancaster County – and the same week that schools and businesses closed to protect public health and safety — Penn Medicine Lancaster General Health opened its first community testing site.

The drive-thru site at the Pennsylvania College of Health Sciences offered a centralized location easily accessible from Lancaster City and major highways. Within weeks, LG Health opened a second site outside Clipper Magazine Stadium, enhancing access to testing for city residents facing transportation challenges.

Employees redeployed from roles elsewhere at LG Health, as well as our Community Health & Wellness Department,

staffed both sites, each of which could accommodate more than 200 people per day. Patients with symptoms of COVID-19 were directed to a site only after receiving an assessment and testing order from their health-care provider.

To further enhance public safety, LG Health began providing fast-track testing to health-care personnel and first responders, including EMS, police and firefighters. These efforts were instrumental in maintaining the health of our essential workers and reducing the spread of coronavirus in the community.

As the pandemic continued, testing gradually expanded to our extensive network of primary-care practices and Urgent Care locations throughout Lancaster County and beyond. By the end of 2020, LG Health had performed NUMBER COVID-19 tests, a vital service to our community.



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THE COVID-19 PANDEMIC

Patient Support

Penn Medicine Lancaster General Health patients who test positive for COVID-19 do not have to navigate their illness alone.

In the early days of the pandemic, a dedicated team of nurses worked 12 hours a day, seven days a week, to counsel patients who were newly diagnosed with COVID-19. The nurses – who were redeployed from roles elsewhere at LG Health – called to offer personalized support to every patient who received a positive test result.

The nurses tailored each phone conversation to address the patient's unique situation. LG Health provided an interpreter for patients who do not speak English.

The nurses assessed each patient's duration and severity of COVID-19 symptoms and reviewed what to expect in the coming days, including home care and when to seek help for worsening symptoms. In addition, the nurse and patient discussed isolation protocols, how to protect family members and how to notify close contacts.

The nurses also ensured that patients have access to resources that can help with shelter, food and medicine,

Slowing the Spread: Contact Tracing

As the leading health-care provider in Lancaster County, Penn Medicine Lancaster General Health takes our responsibility of protecting the health and safety of our community very seriously.

Several months into the pandemic, as stay-at-home orders and other restrictions gradually began to lift, LG Health led efforts to expand access to testing and establish a comprehensive contact tracing program in Lancaster County.





as well as financial support for bills. They referred patients experiencing severe anxiety or depression to LG Health's Behavioral Health support line.

In many cases, the nurses developed relationships with their patients and helped the entire family through their COVID-19 journey. Patients were exceedingly grateful for the help and emotional support during this challenging time in their lives.

Contact tracing is a proven health strategy for successfully containing the spread of infectious diseases. Because COVID-19 can be transmitted before symptoms occur, early identification of positive cases, as well as people at high risk for exposure, is critical.

Through LG Health's contact tracing program, registered nurses contact patients newly diagnosed with COVID-19 as soon as possible after a positive test result. They help patients recall anyone they have had close contact with during the time when they may have been contagious, including before symptoms developed.

The tracing team quickly notifies contacts of their potential exposure and offers support and guidance on next steps, which include quarantining, monitoring for symptoms and limiting interactions with others.

LG Health performs this important work in partnership with the state Department of Health and state and local government authorities, community leaders and social-service agencies. Our efforts initially were supported with more than \$24 million in federal Coronavirus Aid, Relief, and Economic Security (CARES) Act funding.

Reopening Safely

For children and teenagers, schools are essential to overall well-being. Beyond the benefits of education, schools offer students a safe space to connect with adult mentors, interact with friends and eat healthy meals.

By serving as a trusted source of information and providing on-call support, Penn Medicine Lancaster General Health helped several Lancaster County school districts — and students — stay safe during the COVID-19 pandemic.

Even as the coronavirus spread throughout our community, LG Health's interdisciplinary support team helped school districts take the necessary steps to ensure students and teachers could safely return to in-person learning. Our team members offer expertise in infectious disease, family medicine, sports medicine, nursing, occupational medicine and public health, among other areas.

LG Health developed guidance documents to help school leaders learn how to manage situations when students or staff have symptoms, to set up school activities safely,

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and to perform contact tracing. A list of frequently asked questions, which is regularly updated, offers another valuable resource for local school districts.

Our team visited some schools in person to help assess physical spaces and offer advice about creating a safer environment and implementing precautions to prevent spread. LG Health also hosted COVID-19 educational webinars for parents, teachers and school leaders.

On weekly conference calls with school nurses, human resources staff and administrators, our team continues to give updates and answer questions relevant to each group. Providing this information and support to our school partners has helped to maintain a safe environment for children, school staff and our entire community.

Looking Ahead

Penn Medicine Lancaster General Health continuously maintains a state of readiness to manage disasters and public-health emergencies that may occur. Despite these preparations, we and health-care professionals around the world learned difficult but valuable lessons in 2020. These lessons undoubtedly will guide our preparations for future crises and further strengthen our ability to respond — both as a health system and as a community.

In the past year, health systems faced unprecedented challenges, as the COVID-19 crisis tested our surge capacity, stretched supply chains, battered bottom lines and compelled wholesale shifts to remote work and virtual care delivery. But along the way, we developed and implemented an array of innovations that helped us weather this storm.

As hospitals approached capacity during surge periods, we proactively created space for an anticipated influx of patients. While the traditional post-pandemic response might include adding patient rooms, instead we continually look to increase our flexibility and adaptability to meet the needs of the future.

The pandemic also accelerated the growth of telemedicine as a safe, convenient way to deliver health care. We expect that virtual care options will continue to expand for patients



with minor conditions, and perhaps even to monitor patients after major health events, possibly eliminating the need for some hospital visits in the future.

These and other innovations offer significant opportunity for lasting clinical, financial and operational improvements. After this difficult year, we look forward to what we hope is a better, stronger, more connected and resilient future for health systems everywhere.

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EXPANDING ACCESS WITH FERTILITY SERVICES

In October, Penn Fertility Care – Lancaster General Health opened its doors to help local women, men and couples grow their families by offering personalized fertility care close to home.



Both men and women can have conditions that cause infertility. Approximately one-third of infertility results from women's challenges, and another third from men's challenges. The remaining cases are a mix of issues or circumstances that may never be completely understood. Fertility specialist Vasiliki Moragianni, MD, MS, FACOG, who is board-certified in both Obstetrics & Gynecology and Reproductive Endocrinology & Infertility, and her staff work with patients to design a personalized plan to help meet their unique reproductive goals.

The comprehensive fertility center, located at the LG Health Suburban Pavilion, specializes in diagnosing and treating the full range of fertility and reproductive conditions for couples, individuals and the LGBTQ community in an environment of compassionate intervention, sophisticated technology and goal-oriented reproductive care.





ENHANCING EMERGENCY SERVICES

In late 2020, Penn Medicine Lancaster General Health resumed pursuit of a major expansion of Lancaster General Hospital's Emergency Department, which was temporarily on hold in the spring due to the COVID-19 pandemic.

The 40,000-square-foot ED expansion along Duke Street will help address increasingly high demand for emergency services throughout the region. After the expansion opens in summer 2022, the hospital's existing emergency department will be renovated and open roughly 18 months later.

In December, LGH's public entrance to the Emergency Department moved from Duke Street to Lime Street, one of the first steps enabling the multi-year expansion and renovation to begin.

When complete, the \$182.5 million expansion will nearly double the current Emergency Department to 95 beds, with the capacity to serve 140,000 patients annually. The hospital's Emergency Department, which was designed for 90,000 annual visits, saw 118,000 visits in 2019.

To make room for new Emergency Department construction, LGH's Food Service department and dining area will move to the hospital's first floor. Last renovated more than 30 years ago, the hospital's kitchen prepares 3,500 meals each day for patients, visitors and employees.

The project is one of the largest investments in facilities and technology in LG Health's history.

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The Ann B. Barshinger Cancer Institute remains at the forefront of modern oncology care, delivering innovative standard-of-care cancer therapies, as well as state-of-the art treatments currently available only as part of a clinical trial.

Our dedicated team cares for patients with all types of cancer, as well as their families, offering personalized, university-level care in our community setting. Our surgical and medical oncologists collaborate with our radiation oncologists to deliver highly specialized care, including the most advanced treatments available.

Additional patient-centered, holistic support services range from financial counseling to physical therapy and spiritual support, as well as cancer risk evaluation and genetic testing. And as part of Penn Medicine, we offer

patients access to immunotherapy, clinical trials and second-opinion consultations in conjunction with the Abramson Cancer Center.

Our state-of-the-art proton therapy facility, currently under construction, will enhance ABBCl's existing advanced radiation technologies. The new Proton Center will become just the second site in Pennsylvania to offer this innovative radiation therapy to cancer patients.

Proton therapy is perhaps the most advanced treatment for cancer tumors located close to critical organs and highly sensitive areas, such as the spinal cord, heart and brain. It also provides new options for patients whose cancers can't be completely removed by surgery, or who have previously received conventional radiation in the same area.

After a pause during the early days of the COVID-19 pandemic, construction on the new Proton Center is now nearly finished. Completion of the next phase — installation and calibration of the particle accelerator that delivers proton therapy — will take about one year.

Set to open in mid-2022, the Proton Center will continue to enhance the range of treatment services available for patients in our region, minimizing the need to travel outside Lancaster County for advanced oncology care.

DIVERSITY AND INCLUSION

In 2020, Penn Medicine Lancaster General Health strengthened our commitment to actively addressing all forms of racism and bias that may exist within our organization, as well as our community.

Achieving our mission of advancing our community's health and well-being would not be possible in a world of discrimination, racism and inequities. In the wake of civil unrest in Lancaster County and across the country, we began taking steps together to ensure meaningful change for our patients, colleagues and community.

LG Health initiated several key actions that will help guide our diversity and inclusion efforts in 2021 and beyond. Our work is closely aligned with ongoing initiatives across Penn Medicine to advance racial equality and address social injustices.

A Diversity and Inclusion Committee, comprised of members with diverse backgrounds, perspectives and experiences, will lead a broad approach to ensuring that LG Health is an inclusive and equitable organization.

Candid feedback from thousands of employees – shared in a Diversity & Inclusion Survey, as well as a series of focus groups – provided fresh insight and identified key areas of opportunity at LG Health. That feedback informed



the committee's Diversity & Inclusion strategy and recommendations, presented to our Board of Trustees at the end of the year.

Our future as a diverse community depends greatly on our actions today and in the months and years to come. While we made progress in 2020, much work remains to be done. LG Health is committed to doing our part to foster a supportive and inclusive community for all.



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A DECADE OF COMBATING LEAD POISONING IN LANCASTER

Elevated lead levels pose serious and irreversible health risks to children, affecting development in the brain and nervous system, delayed growth and issues related to learning, behavior and speech. The Centers for Disease Control and Prevention note that these effects can lead to a decreased ability to focus and poor performance in school.

Our region faces higher-than-average lead levels and below-average testing rates for lead exposure. According to the Pennsylvania Department of Health, just 14 percent of children in Lancaster County up to 23 months of age have been tested for elevated lead levels, versus 30 percent at the state level. Of those, 7 percent in Lancaster have elevated lead levels, versus less than 5 percent statewide.

In older children, the results were similar; in children 0-71 months old in Lancaster, 8 percent have elevated lead levels, versus just over 6 percent at the state level.

What's more, roughly 56 percent of houses in Lancaster County— nearly 91,000—were built before 1979, when lead-based paint was prohibited. That percentage jumps to 76 percent of homes—roughly 18,000—in the City of Lancaster. Nearly half of residents in Lancaster County spend a third of their income on housing, making it difficult to set aside funds for lead remediation.

Penn Medicine Lancaster General Health physicians and staff joined with Lancaster City, the Pennsylvania Department of Health and Pinnacle Health in 2010 to form the Lancaster County Lead Coalition. Since then, the group has worked to identify geographic areas of elevated blood lead levels in Lancaster County, increase screening locations, help develop municipal lead ordinances and connect children with high blood lead levels to essential resources.



LG Health joined with Lancaster City in 2019, after it received a significant grant from the federal Department of Housing and Urban Development. The funds will support a five-year effort to remediate lead paint in more than 700 homes in the city's southern neighborhoods.

Adding to that effort, LG Health will soon launch Lead Free Families, a 10-year multi-million-dollar initiative that will increase blood-lead screenings for at-risk populations and lead-remediation efforts to prevent child lead poisoning. See sidebar for more information about Lead Free Families.

LG Health's focus on lead is just one part of the health system's efforts to address social determinants of health. Our leadership and clinical staff on the front lines have been at the forefront of emphasizing these issues—including the harmful effects of lead exposure in children—to improve the health of Lancaster County.





Pursuing a Lead-Free Future for our Community

As part of its 2020-22 Community Health Improvement Plan, LG Health engaged The Green and Healthy Homes Initiative (GHHI) to develop a plan to reduce exposure to lead in residential properties in Lancaster County. The assessment uncovered low rates of lead exposure screenings and high levels of elevated blood lead in Lancaster's children.

As a result, LG Health will launch a comprehensive 10-year initiative to reduce and prevent lead poisoning in Lancaster County. Lead Free Families will increase the availability of lead screenings and fund lead-remediation work in thousands of homes throughout Lancaster County. The effort also includes an advocacy component, supporting change to, and enforcement of, local housing codes and standards to foster private investment in lead remediation.

Healthy-home education and development of data systems to support lead case management are also key components of this unprecedented endeavor.

"Families may not be able to address lead hazards in their homes due to a number of factors, such as language barrier, fear of retaliatory eviction or lack of funds to cover the cost," said Alice Yoder, executive director of Community Health. "Our prevention program will work to address these issues and more, ensuring that homes can be remediated quickly and safely."

LG Health and its public and private partners will announce more details regarding this important community-health effort in the coming months.



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LG HEALTH FOUNDATION CONTRIBUTIONS

As a not-for-profit health system, philanthropy plays a vital role in providing resources to benefit our patients, to advance research and to increase the margin of medical excellence at LG Health. Quite often, philanthropy comes in the form of gifts accompanied by notes of gratitude from patients or their family members.

Gifts made to the LG Health Foundation stay local to support the mission of LG Health and help meet our region's evolving health care needs. For more information, go to **LGHealth.org/Foundation**

Contributions by area

\$412,832

ANN B. BARSHINGER CANCER INSTITUTE

HEALTH

\$1,002,577

PA COLLEGE OF

HEALTH SCIENCES

\$58,061

BEHAVIORAL

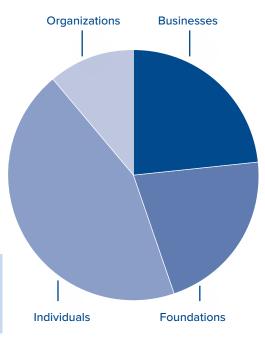
\$191,072 **HEART & VASCULAR** INSTITUTE

\$1,606,758 PEDIATRICS

\$1,949,816 OTHER INITIATIVES

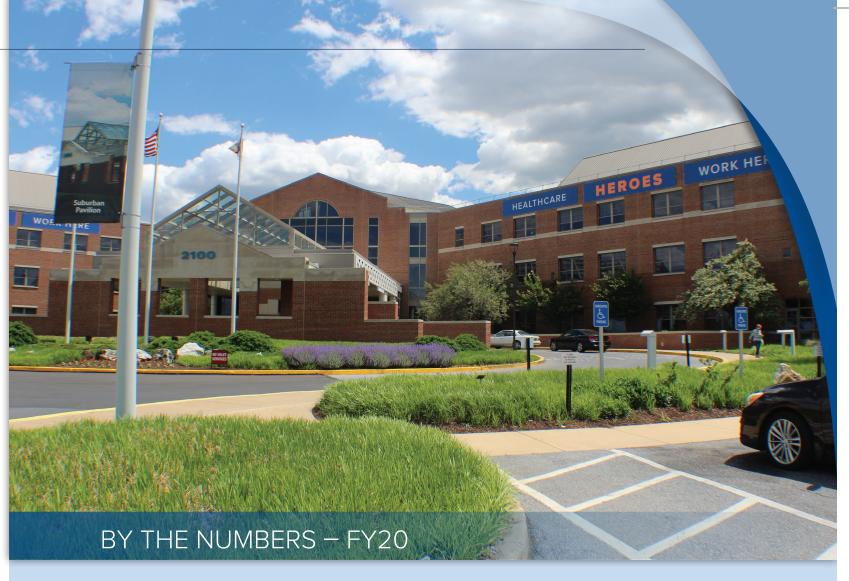
\$77,667 WOMEN'S HEALTH

\$263,418 **COVID-19 RESPONSE**



Total	\$5,562,20°
Organizations	\$616,144
Individuals	\$2,448,720
Foundations	\$1,197,928
Businesses	\$1,299,409

This report reflects gifts made to the LG Health Foundation from July 1, 2019 - June 30, 2020.





950+ PHYSICIANS









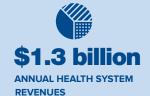


33,205 INPATIENT DISCHARGES



113,062 **EMERGENCY DEPARTMENT VISITS**











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Our Mission

To advance the health and well-being of the communities we serve.

Our Vision

Delivering on the promise of a healthier future.

Contacting Lancaster General Health

For more information on our programs to improve community health, visit LGHealth.org and click on About Us. There, you'll find additional details on our community commitment, as well as electronic versions of our monthly newsletter, Community Benefit Update.

Please contact us with any suggestions or questions about our community health programs.

This Annual Report to the Community is published by the Lancaster General Health Department of Public Relations & Corporate Communications.

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LGHealth.org

Visit our website for more stories, videos and additional information as part of this 2020 Annual Report.

U.S. NEWS BEST HOSPITALS 2020-21





Lancaster General Hospital was ranked fourth among Pennsylvania hospitals, #1 in the Lancaster PA Metro Area, and nationally ranked in Orthopedics.

FOSTER G. MCGAW PRIZE 2018



The award recognizes health care organizations that are committed to community service through programs that demonstrate a passion and continuous commitment to making communities healthier and more vital. One health care The Foster G. McGaw Prize organization from across the country is honored each year.

NATIONAL CERTIFICATIONS



Magnet Recognition

Lancaster General Hospital has been recognized four consecutive times by the American Nurses Credentialing Center's Magnet Recognition Program®, the highest honor an organization can receive for excellence in nursing practice.



The Joint Commission Reaccredited in 2018



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