

**AtlantiCare**

A MEMBER OF GEISINGER HEALTH SYSTEM

**HISTORY OF**

*Caring*



ATLANTICARE'S  
HISTORY OF

*caring*

*in memoriam*



## Carol Fragale Brill

Colleague. Friend. Author.

Regrettably, Carol did not survive to see the finished version of this book, but she was instrumental in making it happen. Within these pages, she has captured the evolution of AtlantiCare from a small-town hospital to a nationally recognized institution, and has given life to the stories and faces to the people who have been an integral part of the organization over the last hundred years.

We miss you, Carol.

Thank you for helping to shape the AtlantiCare that we have become.

“Like an echo, trust is persistent, repeating and reflecting between its source and the listener.”

— Stanley Grossman, AtlantiCare board leader and trustee for more than 40 years

## INTRODUCTION

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On November 30, 1898, in response to Atlantic City's growing need for medical services, Atlantic City Hospital opened in what had been a private residence at 26 South Ohio Avenue. From that humble beginning, Atlantic City Hospital grew into AtlantiCare, southeastern New Jersey's premier healthcare network, with more than 90 locations in five counties in New Jersey. Vital to that growth has been AtlantiCare's commitment to building trusting relationships and caring for its diverse and expanding community.

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CHAPTER ONE

*the early days*





**In 1819,** Jonathan Pitney, MD, moved to the bayside village of Absecon to care for the pioneers in this isolated southern New Jersey region. His practice at times took him across Absecon Bay to care for a few hardy settlers on the barrier island that would become known as Atlantic City.

Dr. Pitney was charmed by the seashore environment and envisioned a seaside health spa on the island's open countryside. But the lack of accessible transportation was a crucial stumbling block to the achievement of Dr. Pitney's dream. Finally, after many years of building allies and supporters, the Camden-Atlantic Railroad secured a charter. In early July 1854, the first train from Camden arrived in Atlantic City, opening the door to tourism and growth. The acquisition of this railroad line by the Pennsylvania Railroad in 1883 put Atlantic City on the national map.



*Jonathan Pitney, MD, was dubbed the father of Atlantic City.*

In these times, public healthcare services were fragmented. People often received care in their own homes. By the 1880s, local medical emergencies were treated in a designated room in the old City Hall. Infectious diseases were treated in a separate location outside of the city limits. As the turn of the century neared, these patchwork medical services no longer met the increasing healthcare needs of the community.

Around 1892, a group of enlightened members of the community recognized the need for community-based healthcare. They organized the Atlantic City Hospital Association, raising approximately \$1,200, which Mayor Franklin P. Stoy used to contract with J.J. Rochford, superintendent of Atlantic City Sanatorium, to fund a bed for patients unable to pay.

Five years later, on February 12, 1897, the Atlantic City morning papers published a notice:

*Hospital Meeting — All who are interested in the hospital movement in Atlantic City are invited to meet at the Atlantic City Sanatorium this evening at eight o'clock.*

— A.M. Heston



WHERE THE HOSPITAL STARTED—OPENING NOVEMBER 30, 1898

*When Atlantic City Hospital opened on November 30, 1898, the United States was several months into the Spanish-American war; Henry Ford had built only one car; X-rays had only recently been invented; vaccines for typhoid fever and plague were in their infancy; and aspirin was a year away from being discovered.*



# Women's Auxiliary

*The loyal community volunteerism that began with the Women's Auxiliary has continued over the years through the work of AtlantiCare Regional Medical Center's dedicated Mainland and City Campus auxiliaries.*

Only two men attended this meeting: John J. Rochford and Alfred M. Heston, city comptroller. At this meeting, Mr. Rochford and Mr. Heston organized the Hospital Association and nominated each other temporary president and temporary secretary, respectively. They also named a board of nine additional members. Thus began a relationship that planted the seeds for Atlantic City Hospital to take root.

At a subsequent meeting, the association named more members. The full board of governors comprised a solicitor and 15 members. On April 9 of the same year, the Atlantic City Hospital Association was incorporated, and the following permanent officers were elected: F.P. Stoy, president; A.M. Heston, secretary; and Lewis Evans, treasurer.

Atlantic City Hospital was incorporated by certificate on April 9, 1897. To house the new service, the board's Hospital Committee on Sites purchased Henry J. White's house at 26 South Ohio Avenue for \$16,000 on August 20, 1898.

The 10-bed hospital officially opened November 30, 1898, with basic medical equipment and supplies; a collection of tables, chairs and beds; and a horse-drawn ambulance. The design featured smaller, more private spaces rather than the customary open wards of the period.

But before a site for the new hospital had even been selected, members of the local community organized the Women's Auxiliary to support the hospital. They collected donated items, visited patients, managed a gift shop and organized fundraising events. These fundraisers ranged from charity balls to fashion shows to card games, and raised more than \$1,000 in the first year, a significant sum in 1898.

In its first year, the auxiliary grew from 40 to 60 members. These early volunteers established a tradition of community involvement and support that endures to this day.

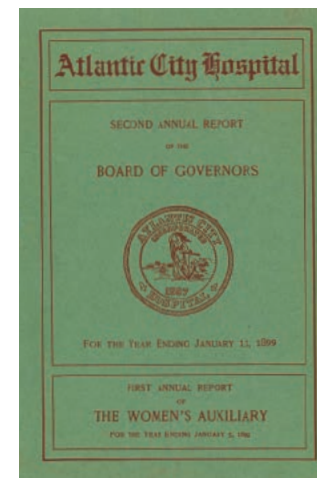




On December 4, 1898,  
the *Philadelphia Times* reported  
the hospital opening as “perhaps  
the most important event of the  
week in Atlantic City.”

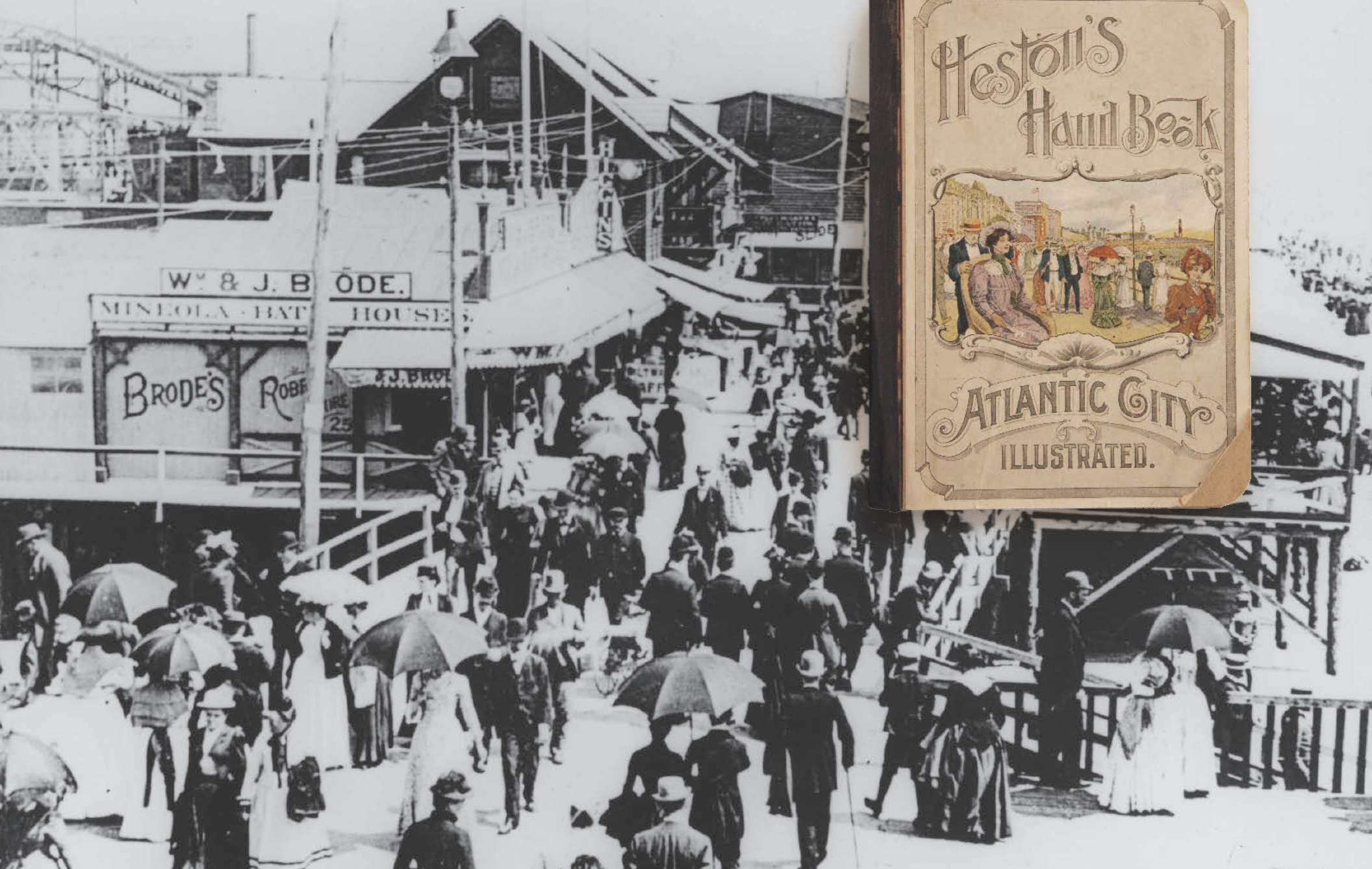
It described the dedicated members of the board of governors and the Women’s Auxiliary as being “untiring in their efforts to provide the city with an institution of which it need not be ashamed.”

The first resident physician, Clyde M. Fish, MD, of Jefferson Medical College, started work on December 15, 1898. His first hospital patient was 11-year-old Gussie Johan, who had broken his leg falling off a horse-drawn wagon after a goat butted the horse. Gussie recovered and went on to live a long life, dying at the age of 99 in February 1987.



With Mrs. Mary W. Kimmell at the helm as superintendent of the modest hospital, Atlantic City finally had a dedicated public health facility, and the community embraced its new healthcare services, using the hospital for births, emergency care and serious illness.

The board’s Second Annual Report mirrored the community’s enthusiasm: “The board feels that in all respects the hospital has met the expectations of its promoters. It is carefully and economically managed, and is proving itself worthy of the encouragement and support of every friend of humanity.”

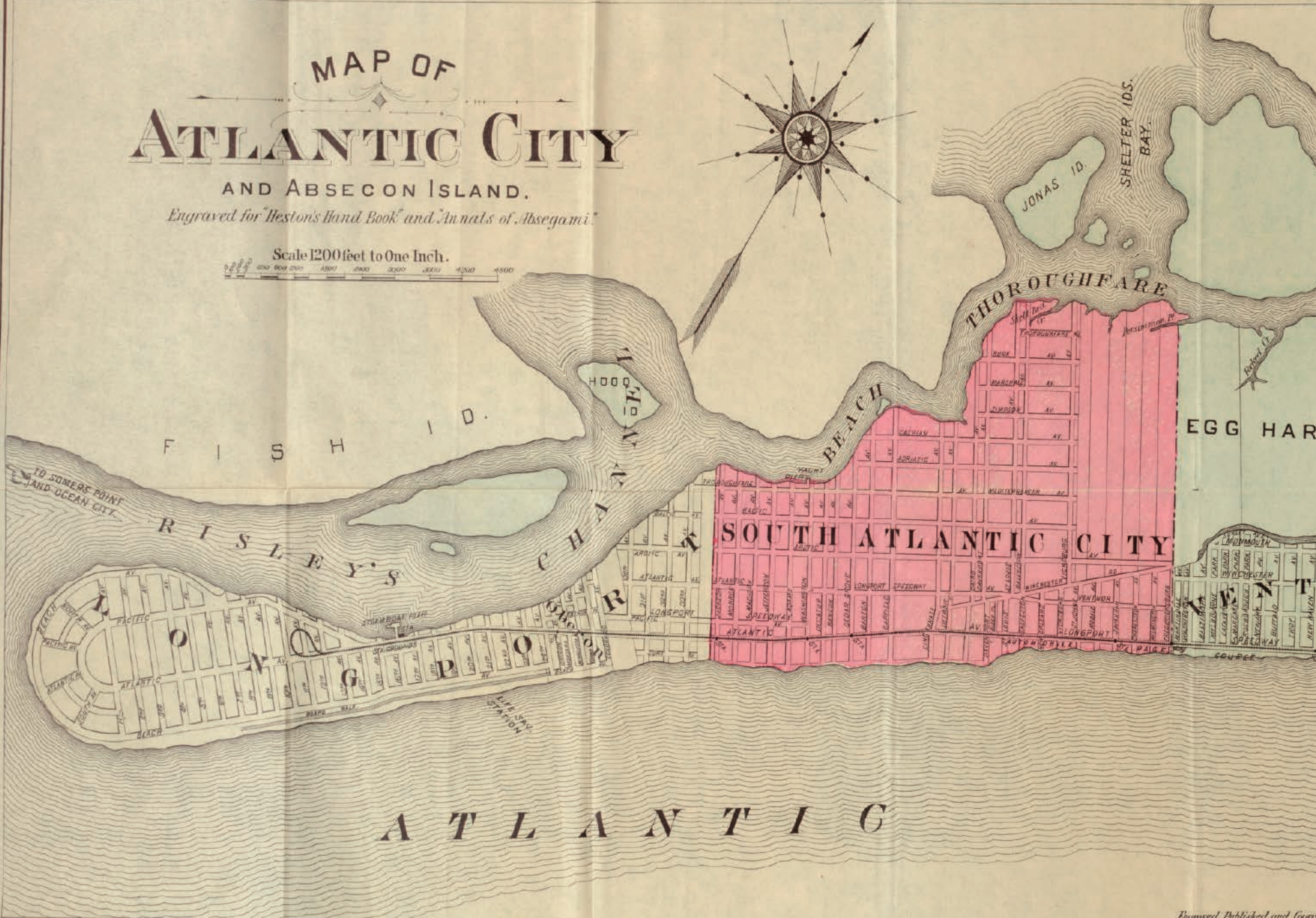
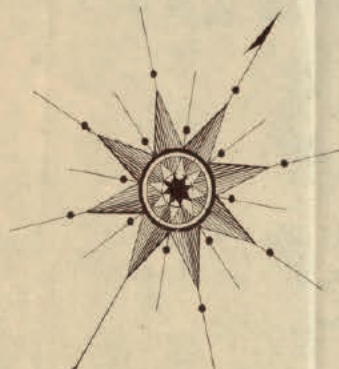
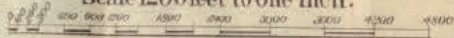


# MAP OF ATLANTIC CITY

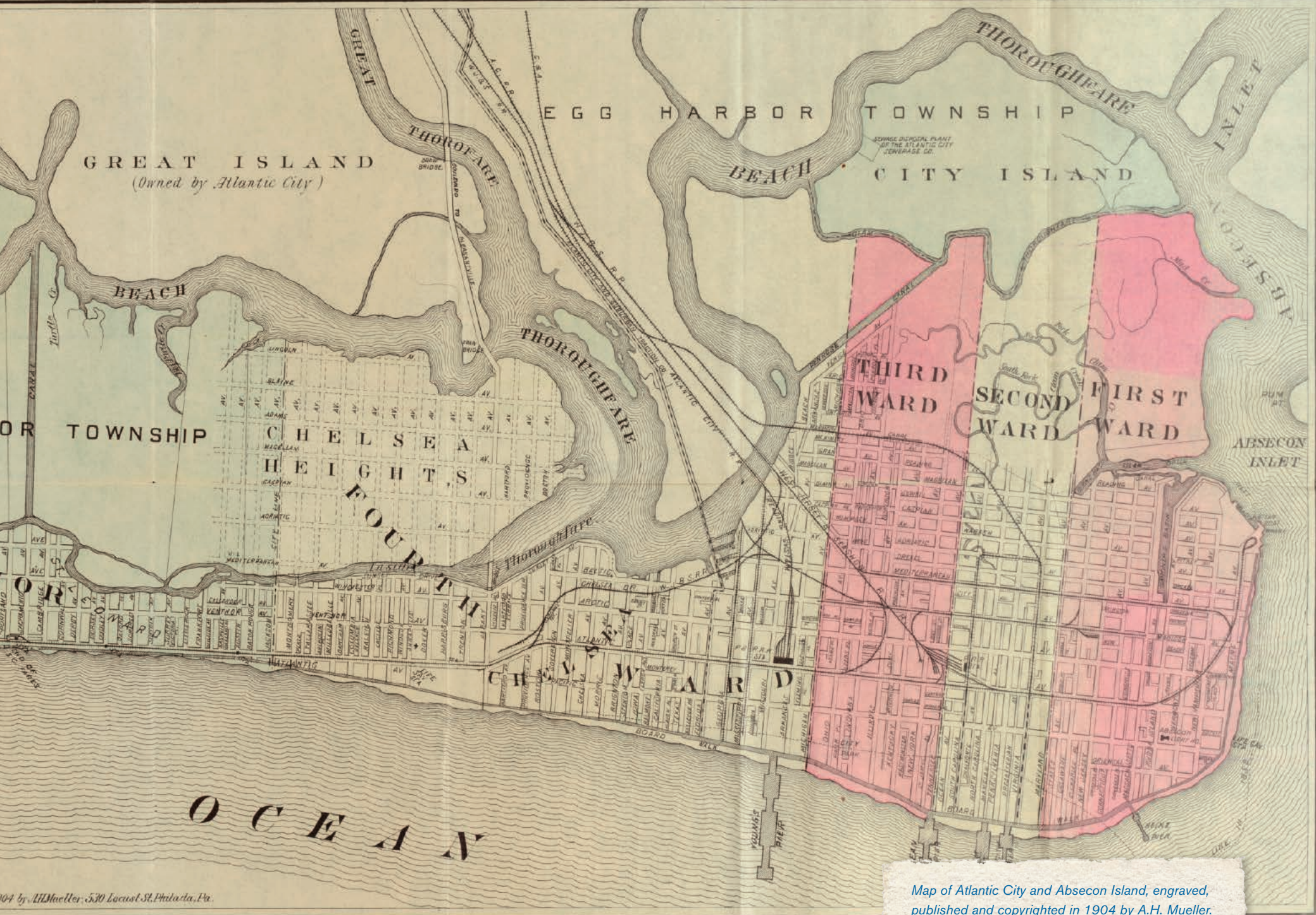
AND ABSECON ISLAND.

*Engraved for Weston's Hand Book and Annals of Absecon.*

Scale 1200 feet to One Inch.



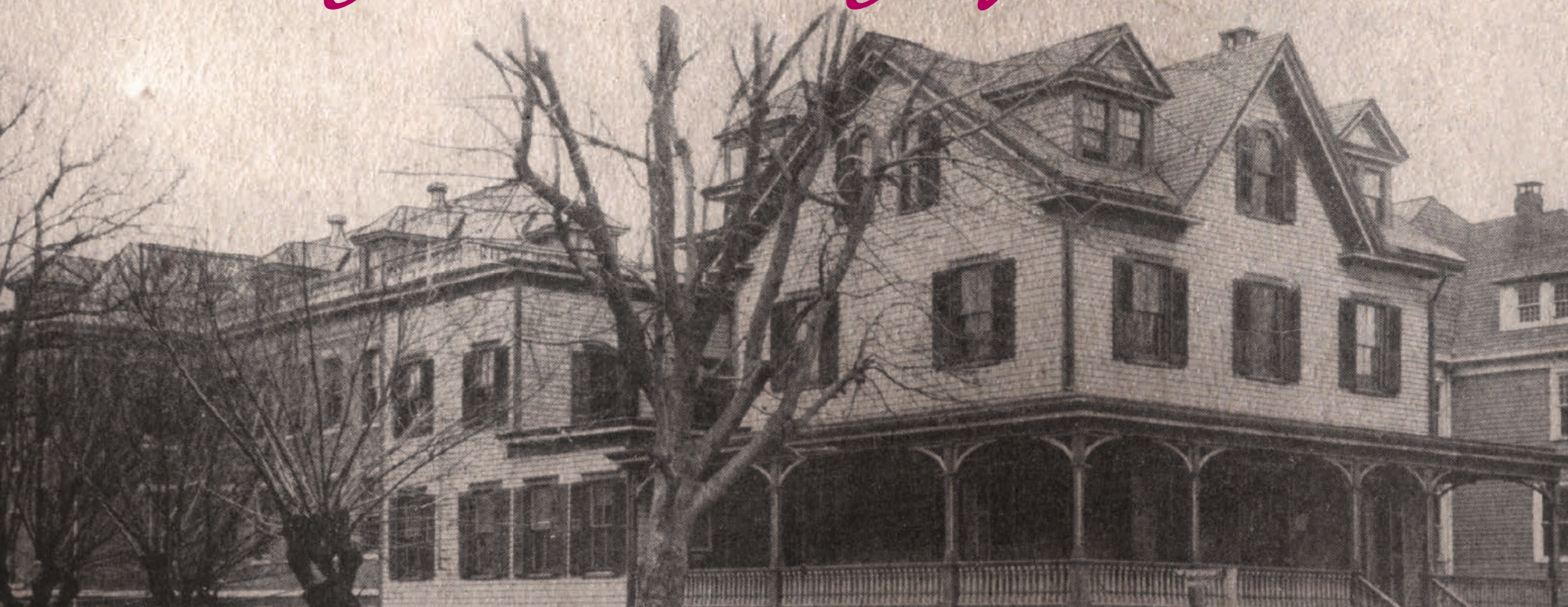
## ATLANTIC



Map of Atlantic City and Absecon Island, engraved, published and copyrighted in 1904 by A.H. Mueller.

CHAPTER TWO

*growing pains*





**The** hospital's reputation as a teaching and learning organization grew. The first physician intern, Dr. A. Burton Shimer, started in 1898. But the new hospital soon outgrew the original Ohio Avenue space. Since most care was delivered for free, there were no funds to expand.

Enter an appreciative community member who stepped in to make the first Atlantic City Hospital expansion possible. Elizabeth Boice Nourse donated \$10,000 to build an annex in memory of her father, the late Harry Boice.

The Boice Annex opened on Thanksgiving 1899.



In 1901, the Atlantic City Hospital Training School for Nurses, the only local facility for education beyond high school, was founded at the hospital. The hospital purchased another building from Henry J. White, a 14-bedroom building to serve as a nurses' residence.

Demand for medical care grew steadily. Many patients were poor, and revenue collection became an everyday challenge. Despite these difficulties, the board of governors remained committed to providing care to all. Records show that in the year 1900, the hospital treated 2,180 of its 2,384 patient visits for free.

In 1904, Miss Nannette L. Burkhard became superintendent. The hospital's two major needs were more ground and a new building. Once again, places of worship, local businesses and community members donated funds to support their hospital.

*On Thanksgiving 1899, the four-story Boice Annex opened – the first brick facility in Atlantic City.*



*Providing care regardless of the patient's ability to pay is a foundational element of AtlantiCare's relationship with the community it serves. By its 100<sup>th</sup> anniversary, AtlantiCare was providing the majority of charity medical care in southern New Jersey. And by calendar year 2015, the cost of the charity care provided to patients had risen to nearly \$26 million.*

# Atlantic Review

PIONEER PAPER OF ATLANTIC CITY  
Atlantic City, New Jersey, Saturday, February 23, 1907

Phones No. 75

CHANNELL, TROLLEY VICTIM  
RUSHED TO DEATH BY EXPRESS

Purchased Ceme-  
t For Brother-in-  
and Walked  
Near Track

HOSPITAL CORNER STONE  
WILL BE LAID TODAY

Charles Evans Will Officiate  
at Public Ceremony at  
3 o'Clock

"DON'T CUT SCHOOL  
BUDGETS" --BAXTER

HANDSOME NEW BUILDING  
READY BY AUGUST 15TH

FOUR SIDED CONTE  
FOR HEALTH

First Ward Or  
Meets and P  
Actio

WOOTTON SEC  
TO HOLD U

HOSE WAGON S  
WHILE RUN

When the doors to the new hospital opened in 1907, William Taft was president, fountain pens were just becoming popular, the Ford Motor Company had introduced the Model T and research had delivered the first conclusive proof that polio was an infectious disease.

Increased Ex-  
gets

With appropriate ceremony the  
corner stone of the new City Hos-  
pital will be laid this afternoon in  
the presence of a large number of  
people.

The appointment  
Health in the F  
into a four sid  
when the Wa  
Beyer's Hotel  
J. Harper  
Brode, the  
ector.

the Review.

Supt. Charles

the ceremony, to which an invi-  
to the public and  
interested in

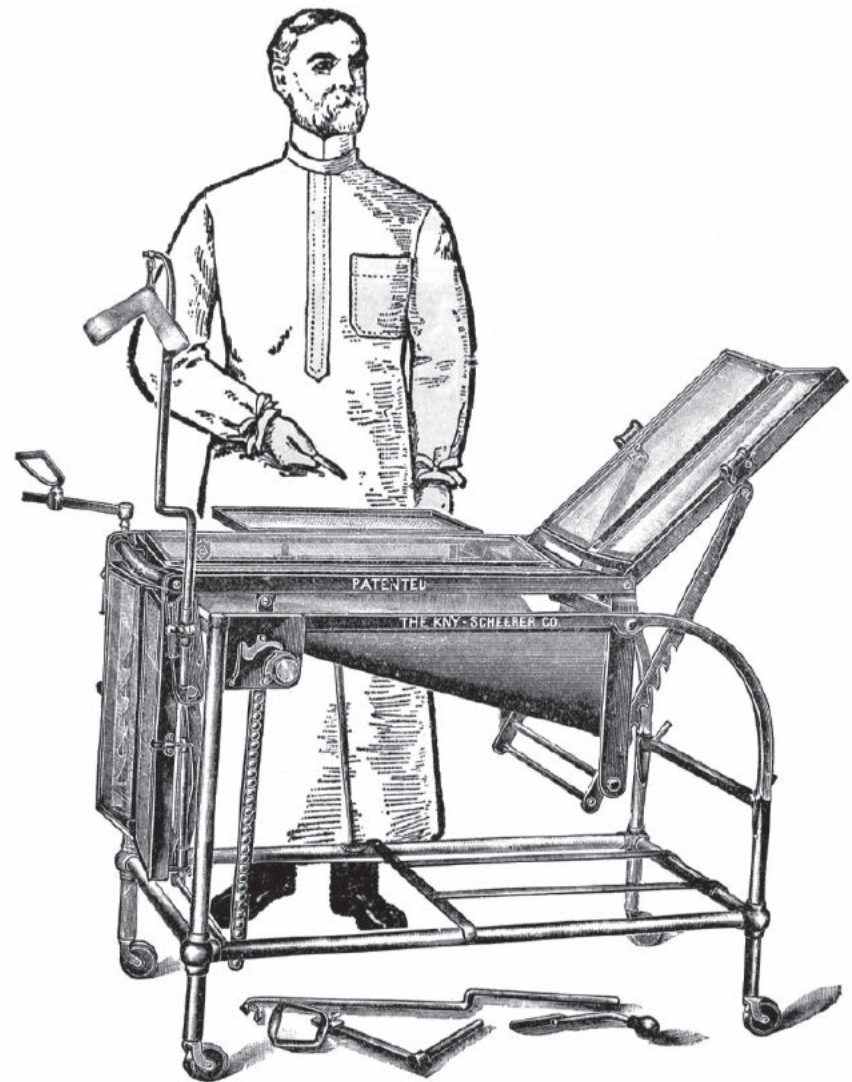
at 2



*A 1907 rendering of the new Atlantic City Hospital on Ohio Avenue.*

The cornerstone for the first “real” Atlantic City Hospital was laid on February 23, 1907. Financed by a \$100,000 bond offering, the new hospital building and renovated Boice Annex included more than 150 beds. There were separate medical and surgical wards for men and women, as well as a maternity ward, a children’s ward and a nursery. Plus, 33 beds were available for private-paying patients, and another 20 were used for patients able to pay half-rate. The remaining beds were for nonpaying patients.

In 1927, Atlantic City Hospital treated 67 percent of its 5,816 patients for free. Prudent economic management, donations and endowments from grateful community members ensured the hospital’s good work and consistent quality of care would continue. The American College of Physicians and Surgeons repeatedly rated the hospital as Class A.



*Surgical table and gown circa 1901.*

## More growth followed with the opening of the Michigan Avenue Annex on National Hospital Day, May 12, 1928.

This splendidly equipped \$600,000 addition housed new X-ray, sterilization and operating rooms; a dispensary, now known as the Emergency Department; and a kitchen and cafeteria. The new building also housed a branch of the Atlantic City Public Library, which contained approximately 3,500 medical volumes.

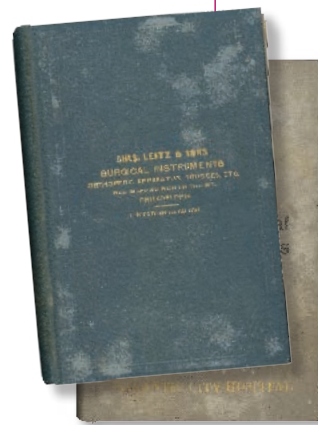
Though the hospital would not expand again until the opening of the South Wing in 1959 and the East Wing in 1964, significant changes continued to occur in physician and nursing staff levels.

As the nation slipped into the Great Depression, Nellie McGurran, hospital administrator, a 1913 graduate of the Atlantic City Hospital Training School for Nurses, ran the hospital with discipline and order. She ensured staff had what they needed to provide uninterrupted care, whether the patients were able to pay or not.

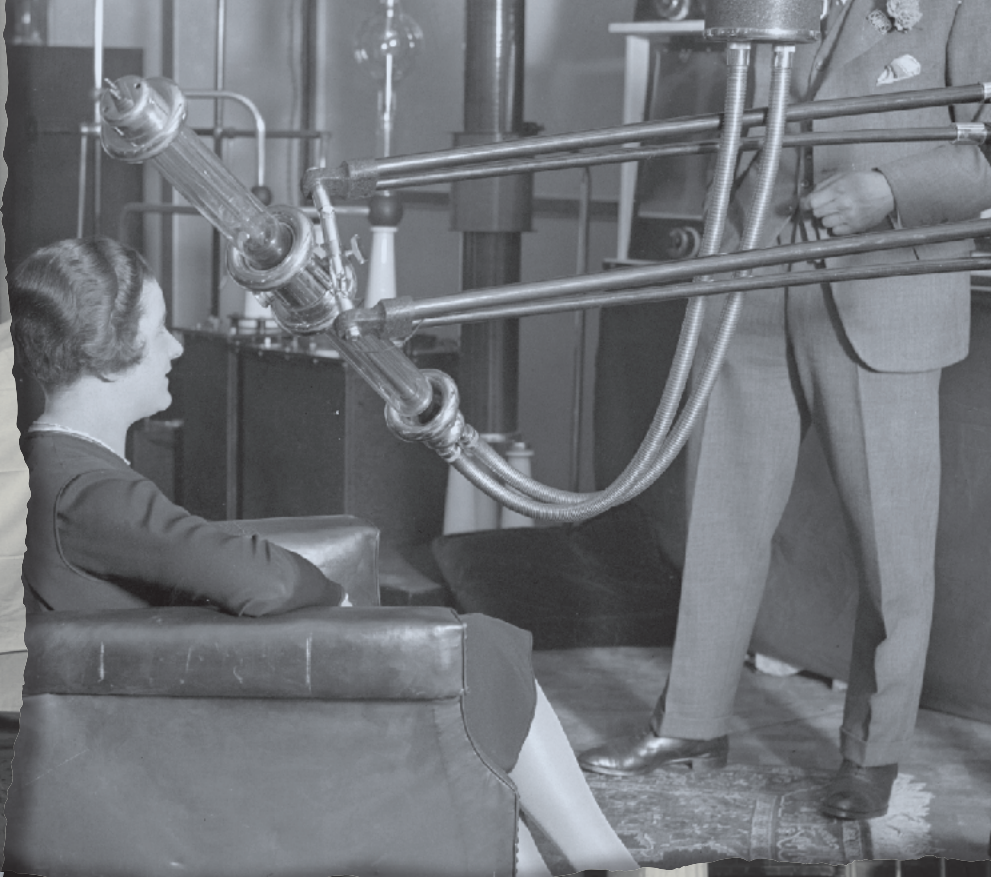
By 1937, the economy had improved. A growing staff of two chief resident physicians, eight interns, 15 supervisors and approximately 150 nurses cared for more than 7,000 inpatients. Additionally, the Emergency Department delivered 54,000 treatments. The hospital had the latest operating room equipment and one of the finest laboratories in the state. The American College of Hospital Administration awarded Ms. McGurran a fellowship for the institution's high standard of efficiency.



*Hospital administrator Nellie McGurran's bedroom at the hospital.*

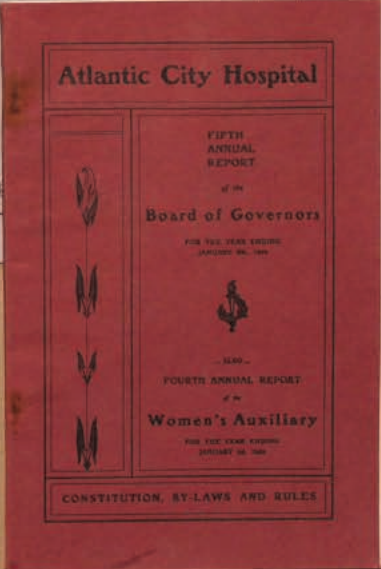
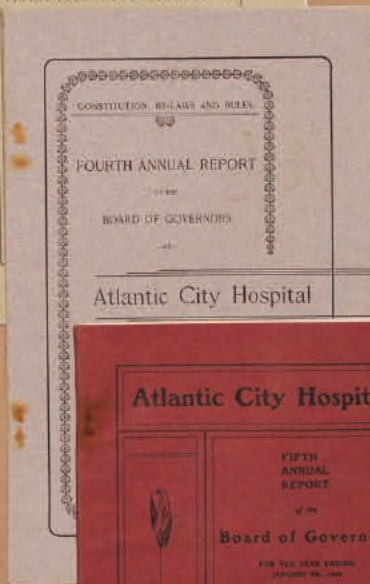
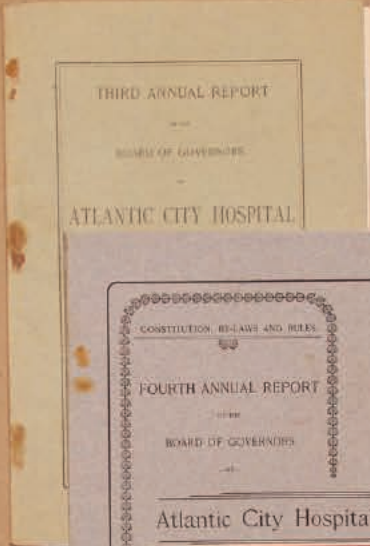
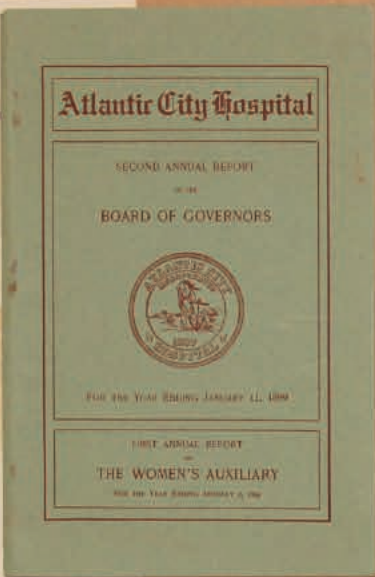


During World War II, doctors and nurses from across the nation enlisted to serve our country, leaving fewer caregivers to treat returning soldiers. Atlantic City Hospital's medical staff shrank to 14 doctors, four surgeons, four medical chiefs, two gynecologists, an eye doctor, a nose and throat doctor, a pathologist and an X-ray specialist. The United States military appropriated Chalfonte-Haddon Hall, renamed Thomas England General Hospital, to care for returning soldiers from across the nation. More than 40 other hotels were also used exclusively to care for wounded soldiers, allowing Atlantic City Hospital to continue to serve the healthcare needs of the local community.



LIST OF MEMBERS TO THE ATLANTIC CITY HOSPITAL BUILDING FUND.

Frederick Hensley  
 Charles Evans  
 J. Haines Lippincott,  
 Isaac Baharouch,  
 Atlantic City National Bank,  
 C. J. Adams,  
 Henry W. Lewis,  
 Atl. Safe Dep. & Trust Co.,  
 S. H. McKee,  
 Louis Maczulis,  
 Second National Bank,  
 Joseph White & Sons,  
 David Fitzsimons,  
 Job. H. Norton,  
 D. S. White,  
 I. C. Adams,  
 Marine Trust Company,  
 J. S. Thompson,  
 S. Samsay,  
 Joseph Thompson,  
 H. H. Thakos,  
 Dr. Harry Harvey,  
 Dr. W. F. Higgins,  
 Max Hichensky,  
 Carlton Godfrey,  
 W. A. Farnor,  
 Joe. W. Selin,  
 Seymour Levin,  
 Dr. Thompson,  
 John L. Young,  
 Charles E. Myers,  
 Ramsey Crosson,  
 H. V. H. Sulliv,  
 Mrs. Joseph Thompson,  
 Royal Palace Hotel,  
 Sewlin Haines,  
 T. P. Cook & Sons,  
 Jas. A. McHanna,  
 Chas. Rosch, Jr.,  
 T. P. Day,  
 D. A. Thomas,  
 Burrows Godfrey,  
 William Stickle,  
 J. W. Haskensy,  
 John W. Yacovino,  
 John Cross,  
 Dr. W. Blair Stewart,  
 Dr. W. B. Darnall,  
 Dr. J. C. Marshall,  
 Dr. Theodore Demersman,  
 Dr. S. C. Cline,



ATLANTIC CITY, N. J. May 2, 1907

Max Long, P. Cashier

1906 - 1907 - 1908 - 1909 - 1910 - 1911 - 1912 - 1913 - 1914 - 1915 - 1916 - 1917 - 1918 - 1919 - 1920 - 1921 - 1922 - 1923 - 1924 - 1925 - 1926 - 1927 - 1928 - 1929 - 1930 - 1931 - 1932 - 1933 - 1934 - 1935 - 1936 - 1937 - 1938 - 1939 - 1940 - 1941 - 1942 - 1943 - 1944 - 1945 - 1946 - 1947 - 1948 - 1949 - 1950 - 1951 - 1952 - 1953 - 1954 - 1955 - 1956 - 1957 - 1958 - 1959 - 1960 - 1961 - 1962 - 1963 - 1964 - 1965 - 1966 - 1967 - 1968 - 1969 - 1970 - 1971 - 1972 - 1973 - 1974 - 1975 - 1976 - 1977 - 1978 - 1979 - 1980 - 1981 - 1982 - 1983 - 1984 - 1985 - 1986 - 1987 - 1988 - 1989 - 1990 - 1991 - 1992 - 1993 - 1994 - 1995 - 1996 - 1997 - 1998 - 1999 - 2000 - 2001 - 2002 - 2003 - 2004 - 2005 - 2006 - 2007 - 2008 - 2009 - 2010 - 2011 - 2012 - 2013 - 2014 - 2015 - 2016 - 2017 - 2018 - 2019 - 2020 - 2021 - 2022 - 2023 - 2024 - 2025 - 2026 - 2027 - 2028 - 2029 - 2030 - 2031 - 2032 - 2033 - 2034 - 2035 - 2036 - 2037 - 2038 - 2039 - 2040 - 2041 - 2042 - 2043 - 2044 - 2045 - 2046 - 2047 - 2048 - 2049 - 2050 - 2051 - 2052 - 2053 - 2054 - 2055 - 2056 - 2057 - 2058 - 2059 - 2060 - 2061 - 2062 - 2063 - 2064 - 2065 - 2066 - 2067 - 2068 - 2069 - 2070 - 2071 - 2072 - 2073 - 2074 - 2075 - 2076 - 2077 - 2078 - 2079 - 2080 - 2081 - 2082 - 2083 - 2084 - 2085 - 2086 - 2087 - 2088 - 2089 - 2090 - 2091 - 2092 - 2093 - 2094 - 2095 - 2096 - 2097 - 2098 - 2099 - 2100

ATLANTIC CITY HOSPITAL

Statement of Assets and Liabilities

ASSETS

Real Estate

Investments

Accounts Receivable

Prepaid Expenses

Other Assets

LIABILITIES

Accounts Payable

Accrued Expenses

Other Liabilities

TOTAL

STATEMENT

ATLANTIC CITY HOSPITAL

ATLANTIC CITY, NEW JERSEY

Date: 7/1/1907

ALL BILLS ARE PAYABLE WEEKLY IN ADVANCE

BALANCE - Account Received

From 7/1/06 to 7/1/07

Operating, Salaries, and General Expenses

Interest

Other

Balance

STATEMENT

ATLANTIC CITY HOSPITAL

ATLANTIC CITY, NEW JERSEY

Date: July 26, 1907

ALL BILLS ARE PAYABLE WEEKLY IN ADVANCE

BALANCE - Account Received

Operating Expenses	254.00
Salaries	35.00
Interest	30.00
Other	28.00
Phone	33.00
Post-Office	1.00
Telephone	8.00
Other	17.00
Total	406.00

Balance

406.00

THOMPSON & SIBLEY

CONTRACTORS & BUILDERS

Office: 19 N. Stanton Place, Atlantic City, N. J.

Chompsin & Sibles

Practical

Contractors and Builders

12 N. Stanton Place, Atlantic City, N. J.

HARRY F. BILLEY

Cut Stone Contractor

500E PACIFIC AVENUE

WILMINGTON, DEL.

Handwritten signature and text on a small card.

SILANNON & STEWART

PHOTOGRAPHERS

1000 N. BROADWAY

ATLANTIC CITY, N. J.

THOMPSON & BILLEY

CONTRACTORS AND BUILDERS

Office: 19 N. Stanton Place, Atlantic City, N. J.

Pieces from a time capsule that was first placed under the cornerstone of the Atlantic City Hospital - built in 1907.

PROGRAMME  
 For  
 LAYING OF CORNER STONE OF ATLANTIC CITY  
 SATURDAY, February 23, 1907

SPRING PHASE,.....Rev. W. W. Blandford,  
 DEMANDS BY PRESIDENT OF HOSPITAL BOARD,.....  
 DEFICIENCIES OF PAPERS AND OTHER ARTICLES IN BOX,.....  
 LAYING OF CORNER STONE,.....Charles  
 ADDRESS,.....Hon. W.  
 CLOSING ADDRESS AND PRONOUNCEMENT,.....Rev. D.  
 of St.

LIST OF ARTICLES IMPOSITED IN THE CORNER STONE OF ATLANTIC CITY HOSPITAL  
 FEBRUARY 23, 1907.

Annual reports of the hospital for the years 1907  
 to 1906 inclusive.  
 Copy of Keaton's Hand Book of Atlantic City for the  
 year 1906.  
 Atlantic City Review, Wednesday, February 20, also  
 Friday, February 23, 1907, the former containing a cut of the  
 new hospital.

Atlantic City Daily Press, February 23, 1907, contain-  
 ing a cut of the new hospital.

Atlantic City Evening Union, February 22, 1907.  
 Atlantic City Sunday Gazette, February 17, 1907.  
 Atlantic City Pyle Press, February 22, 1907.  
 Philadelphia North American, February 22, 1907.  
 Philadelphia Public Ledger, February 23, 1907.  
 Philadelphia Press, February 23, 1907.  
 Philadelphia Record, February 23, 1907.  
 Philadelphia Inquirer, February 23, 1907.

Copy of the last printed report of the City Controller.  
 Annual Report of the Water Department.  
 Annual Report of the Fire Department.  
 Annual Report of the Public Library.

Troop Medal of Atlantic City's Semi-Centennial, 1904.  
 List of subscribers to the Hospital Building Fund.  
 Book of Hospital Rules  
 Programme for Corner Stone Laying  
 Coins.

*W. H. Keaton  
 Secretary.*

- |                          |                |
|--------------------------|----------------|
| Wm. H. Keaton, Secy.     | Chas. J. Smith |
| Wm. W. Blandford, Pres.  | John A. Smith  |
| Wm. W. Blandford, Treas. | John A. Smith  |
| Wm. W. Blandford, Secy.  | John A. Smith  |
| Wm. W. Blandford, Secy.  | John A. Smith  |
| Wm. W. Blandford, Secy.  | John A. Smith  |
| Wm. W. Blandford, Secy.  | John A. Smith  |
| Wm. W. Blandford, Secy.  | John A. Smith  |
| Wm. W. Blandford, Secy.  | John A. Smith  |
| Wm. W. Blandford, Secy.  | John A. Smith  |

CHARTER  
 Constitution  
 and By-Laws  
 also Rules  
 of 1904  
 Atlantic City  
 Hospital  
 1906

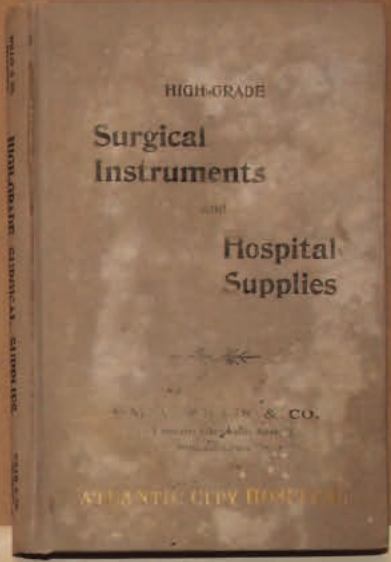
Laboratory Report - July 1908

I. Blood examinations:		
Hemoglobin estimation	285	
Erythrocyte count	2,850,000	
Leucocyte count	4,150	
Differential count	417	
Platelet count	7	
Etiology		
Diagnosis		
Prognosis		
Treatment		
Remarks		

ATLANTIC CITY HOSPITAL  
 104-4 BROAD AVENUE ATLANTIC CITY, N. J.

ATLANTIC CITY HOSPITAL  
 104-4 BROAD AVENUE ATLANTIC CITY, N. J.

Wm. H. Keaton  
 Secretary  
 Atlantic City Hospital



ATLANTIC CITY HOSPITAL  
 SYNECDOCHICAL HISTORY SHEET

1. Name  
 2. Age  
 3. Sex  
 4. Occupation  
 5. Address  
 6. Date of admission  
 7. Date of discharge  
 8. Name of physician

ATLANTIC CITY HOSPITAL  
 TRAINING SCHOOL

Report of Work Done, Week

Name

1. Attendance
2. Work Done
3. Proficiency
4. General Remarks
5. Habits
6. Interests
7. Employment and Education
8. Working in Home
9. Working in Hospital
10. Well-Being
11. Well-Being
12. General Remarks
13. Remarks
14. Remarks

ATLANTIC CITY HOSPITAL

CHAPTER THREE

*winds of change*





**Atlantic City Hospital** made teaching history in June 1949, during the annual American Medical Association (AMA) meeting in Atlantic City. AMA members gathered in Atlantic City Convention Hall around 20 color television sets to watch the first surgery televised in color, performed live by a surgical team in the Atlantic City Hospital's operating room. Such innovative teaching opportunities attracted many long-term physicians.

In those post-World War II years, a new movement stirred the country. More than 1 million African Americans who served in the war to protect freedom, came home to continuing racial segregation and discrimination in housing, education, jobs and services — including healthcare services. This was before school desegregation, Rosa Parks or the Woolworth's lunch-counter sit-in. It was a time when most southern New Jersey hospitals had no African-American physicians. Atlantic City Hospital made the progressive decision to hire MDs Arthur A. Lee and Frank B. Doggett Jr.

Dr. Lee, the hospital's first African-American doctor, worked in the Emergency Department and delivered the hospital's first African-American baby. Dr. Doggett was the first African-American medical staff member in the hospital's Internal Medicine Department. These early actions began to bridge the wide racial healthcare gap. Over the years, the hospital would undertake many more efforts to earn trust and remove racial healthcare disparities in the communities it served.



*Atlantic City Hospital residents in 1940.*



**Victor Bressler, MD**, came to the hospital as an intern after graduating from Jefferson Medical College in Philadelphia in 1949. *His relationship with the hospital spanned more than 65 years, from student to physician and teacher in internal medicine to, ultimately, medical director of the residency program to “teach young doctors to be the best they could be.” In the mid-1990s, Dr. Bressler started an off-campus “Humanities in Medicine Retreat” for residents. His goal was to bring these caregivers closer and inspire them to think beyond a patient’s diagnosis and to see the patient as a person. He also founded and edited the magazine Findings “to give the residents an outlet to publish their research.” Like many physicians who maintained career-long relationships with the organization, Dr. Bressler said he stayed because people were always supportive of what he wanted to do.*

In the 1950s, Atlantic City was still a booming, popular middle-class resort. The half-century-old hospital was once again showing its age. Generous community members pledged \$1.3 million, and a federal grant awarded \$744,839 to support hospital expansion. Altogether, the new 180-bed wing, containing Maternity and Nursery, operating rooms with special procedure areas and state-of-the-art X-ray units, a nine-bed recovery room, central sterile processing, an admissions area, a chapel and dining services, cost more than \$3 million.

After years of planning and fundraising, the eight-story South Wing addition opened in 1959. The late state senator Frank S. Farley remarked, “It makes Atlantic City the health resort it really is.”

In his dedication remarks, Edward R. Knight, PhD, a longtime AtlantiCare fundraiser and board leader, thanked community benefactors, saying,

*“In the years to come, you will know your fellow human beings of every race, color and creed will be benefited by your generosity.”*







*The hospital had two major building expansions that included a cancer testing lab, hotel-like amenities and the nation's first pneumatic tube system in a hospital.*

More modernization followed, including the opening of a cancer testing lab with a cobalt unit donated by the Ruth Newman Shapiro Cancer and Heart Memorial Fund, and a self-care wing for ambulatory patients. Another major expansion occurred in 1964, with what a *Philadelphia Bulletin* reporter termed “the most modern facility of its size on the Eastern Seaboard.” The five-story East Wing offered plush hotel-like amenities, expanded laboratory and cardiac care facilities, and the nation’s first pneumatic tube system in a hospital. The community again contributed, raising more than \$1.5 million to make the East Wing a reality.

The new East Wing opened as Atlantic City’s luster as a resort dimmed. High unemployment and urban decay left impoverished residents of the city and its

neighboring communities unable to afford care. The dire situation compelled stringent admission guidelines. Hospital administrator J. Thomas Lindberg appealed to neighboring mayors in Ventnor, Margate, Brigantine and Pleasantville to help fund indigent care for their residents so that “the weight of the costs of caring for indigent patients does not threaten to make it impossible to continue to operate the institution.”

But the situation in the nearby offshore communities of Northfield, Linwood, Somers Point, Egg Harbor and Hamilton townships was different. Residential growth was thriving, and Atlantic City Hospital faced the challenge of meeting the increasing needs of a broader community.

“... the most modern facility of its size on the Eastern Seaboard.”





*From left to right, Dr. Knight, congressman William Hughes and Charles Broomall look over plans for the Mainland division building.*



Then-president of the Richard Stockton College of New Jersey (as it was named at the time), Richard Bjork, proposed a solution to Charles Taylor, the hospital's first executive vice president. Bjork's suggestion was to build a new Mainland hospital campus on acreage earmarked for community use at Stockton's Pomona campus.

Longtime AtlantiCare board trustee Stanley Grossman recalled, "It took remarkable vision to suggest developing the Pomona location at a time when the area was still pretty desolate." Some feared doctors and patients wouldn't travel to Pomona, or that the move signaled an abandonment of Atlantic City's less privileged residents. Others argued that replacing the financially strapped city hospital with the suggested location was a sound fiscal solution. A compromise was reached. The hospital would maintain its commitment to the city location, while taking advantage of the opportunity to expand its reach.

The hospital broke ground on the donated 40-acre site on Stockton's campus in November 1973. Earlier that year, the board voted to change the name of the organization to Atlantic City Medical Center (ACMC), to more accurately describe the wider-ranging services.

## The ACMC's 110-bed Mainland division opened in 1975.



*"I worked in the City division for the first two years of my history with Atlantic City Hospital. I jumped at the opportunity to transfer to the Mainland division because I lived and grew up in Galloway Township. I remember walking into the new, small 110-bed facility and thinking how great it was to have a hospital in my community, so new and so empty. Would it ever be totally filled with patients? Little did I know what the future held. I knew everyone who worked on the 4 p.m. to 12 a.m. shift. Eight-hour shifts, five days per week in a small facility allowed me to get to know everyone and feel like I had extended family. The Respiratory Department was a young crew of people mostly in their 20s. We would organize after-hours get-togethers where anyone from the hospital could attend. It was a special time, and I am grateful to have been a part of the team that opened the Mainland hospital."*

— Kathy Cahill





*Stanley Grossman (left) and Edward R. Knight, PhD, show a rendering of the new Frank Sinatra Wing to Frank Sinatra and James M. Crosby.*



Even with casino development, poverty plagued Atlantic City. The City division's aging physical plant and equipment were tired. Hospital revenue rarely exceeded expenses. Then, something amazing happened to rekindle hope in the medical center's ability to once again rebound.

Billy Weinberger, then-president of Bally's Park Place casino in Atlantic City, was one of ACMC's newer board members. Mr. Grossman recalled the day Mr. Weinberger called him about the hospital's grim financial situation and asked, "Do you think we could stage a benefit concert for the medical center and have Frank Sinatra as the featured performer?" In 1978, the Frank Sinatra Benefit Concert, co-chaired by Mr. Grossman and his wife, Marsha, with Joseph Stella, MD, and his wife, Lida, netted more than \$600,000.

More generosity from the community followed. After purchasing more than \$100,000 in concert tickets, James Crosby, founder and chairman of Resorts International, made a personal donation to ACMC, matching the amount raised at the concert.

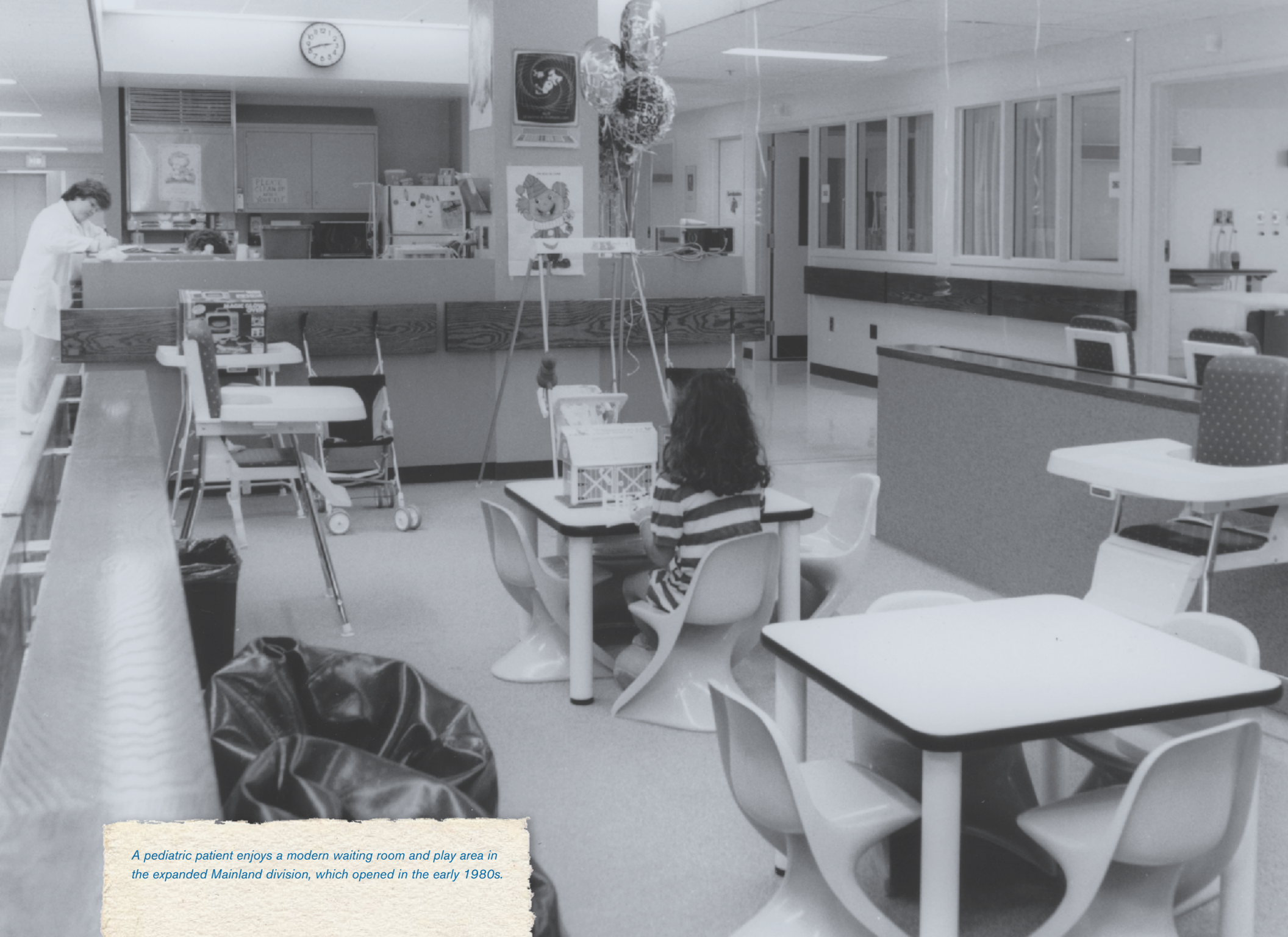
On Easter Sunday 1979, in gratitude for their remarkable contributions, the City hospital's South Wing was renamed the Frank Sinatra Wing at a ceremony attended by Mr. Sinatra and his wife, Barbara. In 1981, the city's East Wing was renamed the James M. Crosby Wing.

**Longtime trustee Roger Hansen recalled, "These generous contributions stabilized the medical center and made it viable."**

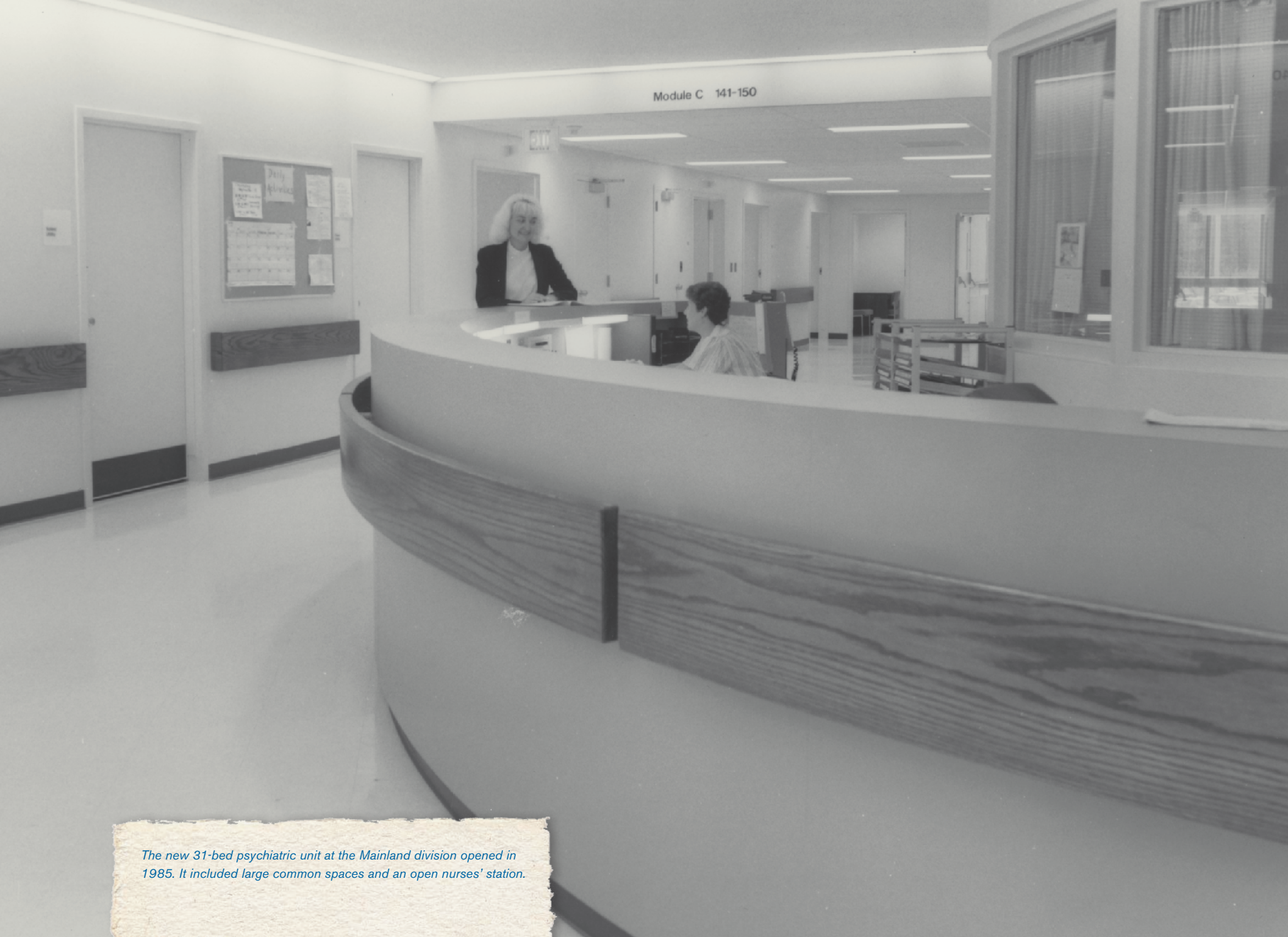
That viability led to a \$60 million expansion of both City and Mainland divisions in 1982, a City parking garage in 1983, and a 31-bed psychiatric unit at Mainland in 1985.



*The City hospital's South Wing was renamed the Frank Sinatra Wing at a ceremony in 1979.*



*A pediatric patient enjoys a modern waiting room and play area in the expanded Mainland division, which opened in the early 1980s.*



Module C 141-150

*The new 31-bed psychiatric unit at the Mainland division opened in 1985. It included large common spaces and an open nurses' station.*



*"Modern" is the only way to describe the nursery and birthing room on the maternity floor of the newly expanded Mainland division, which opened in 1982.*

## Steady expansion continued as the next era of leadership honed the organization's quality and trusting, relationship-centered culture.

From the start, dedicated board members worked together to guide the hospital and make the community a better place to live and work. Characteristic of the times, board leaders were primarily white Protestant males with autocratic styles. Mr. Grossman recalled, "The hospital wasn't out of step with the times in this regard, but also not ahead of the times. Exclusion and prejudice were common and accepted. Not just African Americans, but Jews and Catholics were often excluded."

All of that changed when Dr. Knight joined the hospital board in 1954. A United States magistrate judge among many other roles, he served as board president from 1973 to 1987 and chairman emeritus from 1987 until his death in 2014. His ethics and focus on excellence, along with the contributions of longstanding board trustees and leaders Grossman, Hansen and Dorothea Meltzer, empowered the hospital administration to run the business and serve the community.

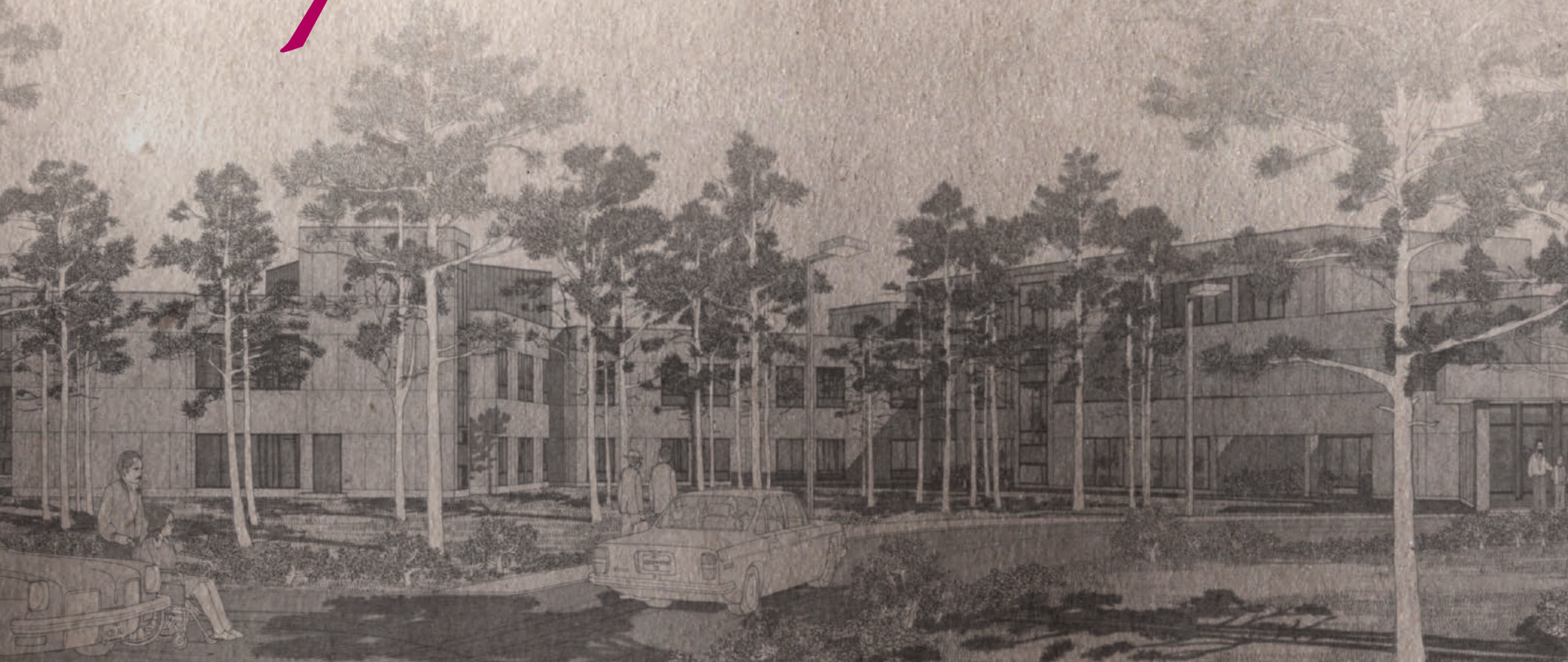
*David Tilton, former president and CEO of AtlantiCare, said of Dr. Knight's contributions, "His leadership at a crucial time in our history set us on a path toward success, ensuring that quality healthcare was accessible to all people in this community. Dr. Knight was intent on creating a better community for all. His legacy is carried out daily by the thousands of caregivers throughout our healthcare system."*



*AtlantiCare board members past and present have been truly dedicated to the vision of ensuring access to quality patient care and building healthy communities.*

CHAPTER FOUR

*quest  
for excellence*



**In 1986**, the board selected George F. Lynn as executive vice president of ACMC's City division. It was a critical step toward building a sustainable and committed leadership team that would lead the organization into the future.

Dr. Knight prized Mr. Lynn's "uncanny ability to select the right person for the right position, and for them to grow and develop," also noting, "George was the best thing that ever happened to ACMC. There would be no AtlantiCare if not for George Lynn."

Roger Hansen, too, admired Mr. Lynn's unique talent to make the people he managed successful. "George was a healthcare visionary ahead of his time," Hansen said. "He shared Ed Knight's passion for excellence. His vision to improve community health status significantly changed the hospital business."

Mr. Lynn hired Dominic Moffa to lead strategic planning. The following year, he hired David Tilton to lead the Mainland division. Over the next two decades, this triad, which Grossman fondly remembered as "young-up-and-comer-whipper-snappers," built a leadership team from the ground up.

Financial problems had kept people inwardly focused. Mr. Lynn described this initial leadership challenge as "a way to get people's chins off their chests so they could look outward at our customers and quality — the two most important aspects of our business — and see our opportunity."

Patients Are the Center of Everything (PACE) was the first attempt to organize systemwide customer service improvement. The initiative involved engaging every staff member in customer service innovation to effectively shift attention outward to the people ACMC served.



*George F. Lynn was president and CEO from 1986 to 2007.*



*Mr. Lynn's eye for talent did not stop with the two most senior executives. Over the first few years of his career at AtlantiCare, he mobilized the clinical side of the organization by moving nurses into critical operational and clinical leadership roles. Each of these individual's commitment to the organization has spanned more than 30 years. As part of the current senior leadership team, they actively participate in not only the design of strategic direction but also the maintenance of AtlantiCare's culture of caring, as well as the development of future leaders from within.*

Next, APMC tackled tertiary-care access. Too often, southeastern New Jersey residents had to travel to Philadelphia or northern New Jersey for complex procedures and treatment. In March 1988, APMC partnered with Deborah Heart and Lung Center in Browns Mills to open the first cardiac catheterization laboratory in southeastern New Jersey. The following year, the Ruth Newman Shapiro Cancer and Heart Memorial Fund pledged \$1 million to open the RNS Cancer Center at APMC. Filling subspecialty gaps by forming strategic alliances with prominent tertiary-care partners from outside the region continued over the following decades. These partners and affiliates included Thomas Jefferson University Hospital, New York University Medical Center, the Children’s Hospital of Philadelphia and other clinical partners.

In the early 1990s, leaders envisioned a trauma center that would care for the region’s most seriously ill and injured patients. Despite concerns that a trauma center could draw more uninsured patients and escalate financial risk, Mr. Hansen recalled that “the board moved ahead, deciding [that] doing nothing was riskier than doing something.”

In 1991, the New Jersey Casino Reinvestment Development Authority (CRDA) earmarked funds, and William “Bill” Weidner from the Sands casino contributed \$2 million to open the Regional Trauma Center in Atlantic City. The vision and courage to take the risk proved APMC could provide complex medical and surgical treatment, forever changing the tertiary-care landscape in southeastern New Jersey. The new trauma center also laid the groundwork for the opening of other high-level services the community needed, including the region’s first full-service cardiac surgery center at the Mainland division.



*APMC opened the first cardiac catheterization laboratory in southeastern New Jersey.*



*The Regional Trauma Center in Atlantic City opened in 1992.*





*AtlantaCare helps teach the community how to stay healthy, with programs for all aspects of health.*

It was during this time that Mr. Lynn also realized the need to redefine the hospital's relationship with the community. Adopting the Healthy Cities process from the World Health Organization, ACMC organized a communitywide retreat to help its personnel understand the community's definition of personal health. The outcome of the retreat was expressed artistically in music, stories, poetry and a drawing.

Two important things came out of this retreat. First, the community definition of healthcare as ensuring the well-being of people rather than treating illness inspired ACMC to reimagine its role in helping the community achieve optimal health. Subsequent innovative community-centered programs included Turn Around Atlantic City, Parents as Teachers, Young Ladies at Peace and Safe Haven

for children, as well as a gun buy-back program, a communitywide immunization program and other programs aimed at keeping people healthy and treating them for illnesses and injuries.

Second, the retreat underscored the importance of alignment between the community and its healthcare provider. Helping the community achieve optimal health required expanding the scope of services ACMC offered. This led Lynn and the hospital board to create the AtlantaCare Health System (AHS), whose mission, vision and values captured its collaborative role in improving the health status of the community. Those values form the core of the culture that is AtlantaCare today.



## Mission

AtlantiCare builds healthy communities.

## Vision

We make a difference in health and healing, one person at a time, through trusting relationships.

## Values

### SAFETY

It is our top priority.

### TEAMWORK

We work together to achieve our goals.

### INTEGRITY

Our behaviors consistently reflect the highest ethical standards.

### RESPECT

We treat every individual with dignity and compassion.

### SERVICE

Kindness in the service of others is what drives us.

In support of this innovative approach to building healthy communities, AtlantiCare invited Peter Drucker, PhD, world-renowned leadership consultant and educator, and the author of the groundbreaking article, “The Age of Social Transformation,” to present his views onstage at Harrah’s casino.

*“We invited everybody we knew,” Mr. Lynn recalled. “Not [only] trustees and doctors, [but] all the leaders in our community — business people, judges, police, teachers, social workers, nurses. Dr. Drucker talked about the importance of missions like ours in institutions like ours to positively impact the quality of life. He validated our mission and vision. We never looked back after that moment.”*

## Growth became key to successfully managing health.

AtlantiCare developed a hub-and-spoke approach to growth that located needed primary and emergent services in the center of a market and added specialty services based on the needs of the community. The first of these hubs, the Health Park in Egg Harbor Township, broke ground in 1999. AtlantiCare has since opened Health Park campuses in Hammonton in Atlantic County, Cape May Court House in Cape May County, and Manahawkin in Ocean County.

...enough, another teen answered  
I made arrangements for him to buy  
worth of cocaine, police said.  
He answered the phone and asked me  
ew I was at, I said, 'I'm right around the  
net.' Actually I was a block away look-  
at him," Ruiz said of the Wednesday  
-down incident.  
The lieutenant then instructed one of

# HOSPITAL GROWS IN A.C.

## EXPANSION HIGHLIGHTS

- The expansion of the AtlantiCare Regional Medical Center, City Campus, includes:
- A seven-story patient tower.
- A new emergency department with its own diagnostic imaging suite.
- A new behavioral health area in the emergency department.
- A new radiology department.
- A new intensive care unit with 26 private rooms.
- Two new medical/surgical floors, each with 30 private inpatient suites.
- A new rooftop helipad with trauma stabilization rooms that connect directly to the emergency department by elevator.



The first view of the new helipad.



AtlantiCare’s reputation grew along with its geographic market. Once again, there was a need to renovate and expand, and this required an arduous process of securing federal, state and local government advocacy and funding, as well as community support. The planning process included public hearings, during which community members spoke about what AtlantiCare meant to them. Their strong message to AtlantiCare was this: “Listen to us, do what you say and keep your promises to provide for our needs.” Community trust helped make the new City division a reality. The City of Atlantic City gifted \$15 million for the expansion of the City division. AtlantiCare broke ground for the \$128 million investment in infrastructure in 2005, committing yet again to the health and well-being of the local community. During the groundbreaking, Mr. Lynn announced that the hospital was changing its name to AtlantiCare Regional Medical Center (ARMC).

In 2007, the ARMC City Campus George F. Lynn Harmony Pavilion opened. At the opening, board chairman Michael J. Neustadter heralded the world-class facility — a collaborative effort between civic and corporate leaders and the community, which took more than six years to complete and comprised a new emergency center, trauma center and patient tower — as “a majestic symbol to what can be accomplished by people working together to build a healthy community.”

In 2007, Mr. Lynn retired. David Tilton, who by then had served the organization for almost 20 years, was named AtlantiCare’s new CEO. Eugene Arnone, longtime trustee and board chairman, credited Mr. Tilton’s “seamless transition” into the CEO role to “AtlantiCare’s structured approach to talent development and a culture that values promotion from within the organization.” The deliberate succession plan, he added, allowed for continuity in delivering high-quality healthcare to the community and sustained AtlantiCare’s vibrant and productive culture.



*David Tilton was president and CEO from 2007 to 2016.*



*AtlantiCare board members at the City Campus expansion groundbreaking ceremony in 2005.*



*In 2007, AtlantiCare commissioned an artist to create mosaic tile murals at the newly expanded City Campus.*

Courtesy of The Press of Atlantic City

CHAPTER FIVE

*creating  
the future*



**Recognizing** that the U.S. healthcare system was among the costliest in the world, AtlantiCare set its sights on leading the industry in the redesign of healthcare. The organization searched for benchmarks that reflected best-in-class performance at the national level, and also adopted the Institute for Healthcare Improvement's (IHI) Triple Aim framework to excel in improving patient experience (quality and satisfaction), to improve the health of populations and to reduce the per-capita cost of healthcare. Finally — and most importantly — AtlantiCare engaged its entire workforce to deliver the highest level of service, quality and outcomes.

AtlantiCare's quest for excellence raised the bar on regional quality and service. On March 19, 2004, the organization received the American Nurses Credentialing Center's Magnet® Designation, its highest award for professional nursing practice. AtlantiCare was the first southeastern New Jersey organization, the 15<sup>th</sup> in the state and the 105<sup>th</sup> in the nation to receive this award, and earned redesignation in 2008 and 2013.



In recognition of AtlantiCare's systematic improvement processes and sustained level of excellence, 44<sup>th</sup> U.S. President Barack Obama and U.S. Secretary of Commerce Gary Locke awarded AtlantiCare a Malcolm Baldrige National Quality Award in 2009. The award is the nation's highest level of recognition for performance excellence.

Since then, AtlantiCare has received numerous quality recognitions and awards — a tribute to its thousands of workers. It understands that people are the driver of organizational success, and has shaped a workforce that is engaged, proud and loyal. Many employees spend their entire career with AtlantiCare and even encourage their family members to join the organization. As the largest non-casino employer in southeastern New Jersey, AtlantiCare is an important member of the economic community.



*AtlantiCare was presented with the 2009 Malcolm Baldrige National Quality Award at an awards ceremony in December 2010 by U.S. Vice President Joe Biden. (From left to right, Vice President Biden; David Tilton, AtlantiCare president, CEO; Joan Brennan, DNP, RN, vice president, Quality, Performance Excellence; Gary Locke, U.S. Commerce Secretary)*

In 2016, Lori Herndon, RN, MBA, became AtlantiCare's new president and CEO. Her career with the organization began more than 30 years prior, when she was hired as a staff nurse. Mrs. Herndon credits her tenure and success to AtlantiCare's investment in the professional growth and development of its people:

“AtlantiCare afforded me leadership advancement opportunities while fostering my loyalty, long-term commitment and pride in our organization's values, mission and vision.”

Employees throughout the organization share Mrs. Herndon's sense of loyalty and gratitude for AtlantiCare's investment in them.

Generous tuition programs, in-classroom and online training, a program that sharpens college readiness skills, tiered leadership development, and a variety of other formal and informal coaching opportunities are some of the ways in which AtlantiCare nurtures its employees' growth.

Roseann Kobialka, assistant vice president of organizational development, began her AtlantiCare career in 1976 as a staff nurse. Kobialka said she values how the organization “repeatedly demonstrates loyalty to staff by investing in them and their growth, even in lean times, enabling staff to meet the needs of the larger community we serve.”

AtlantiCare's open communication and commitment to learning fosters a culture of trust and inclusion in which every employee is encouraged to contribute his or her diverse ideas, background, talents and experiences. Staff loyalty and trust were validated in 2010 when AtlantiCare was included in *Modern Healthcare's* “Best Places to Work in Healthcare.” Today, that loyalty and engagement continues to be recognized by best-in-class ratings in employee engagement surveys and by the long tenure of its employees.

## AtlantiCare passing CEO reins to Herndon

MAXWELL REIL  
Staff Writer

David Tilton, president and CEO of AtlantiCare who led the health care system to merge with Geisinger Health System, announced Thursday that he will retire June 30.

Tilton has headed the system, which is one of South Jersey's largest employers, since 2007.



TILTON

He has been with the system about 30 years, AtlantiCare said.

The AtlantiCare board of trustees said Executive Vice President Lori Herndon will succeed Tilton.

“The whole desire here was to make sure we had

a smooth transition,” Tilton said. “I do believe it is a nice time in the evolution of the organization to allow someone else to lead at this time.”

Herndon, a Stockton University alumna who started as a nurse at AtlantiCare 30 years ago, is the perfect replacement, Tilton said.

“I think she's an exceptional leader, and they're

lucky to have her. She's focused on our people and performance improvement,” Tilton said.

Tilton's total compensation was \$2.6 million, according to AtlantiCare's Form 990 from 2013, the latest Guidestar.org has available. The health system's 2013 revenues were about \$741 million.

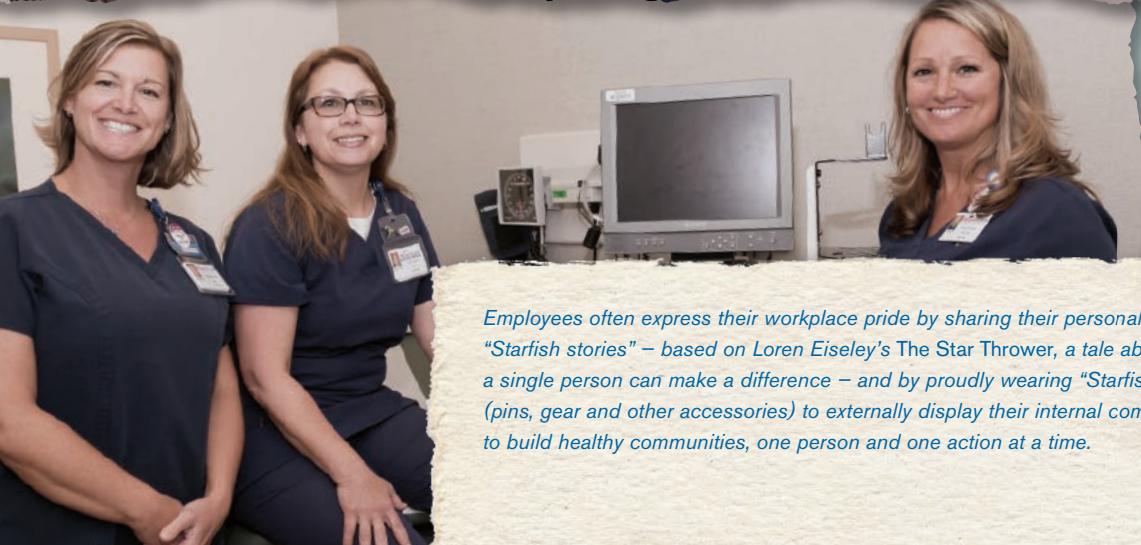
Tilton will continue to serve on the Board of

the Health Research & Educational Trust, an affiliate of the American Hospital Association.

AtlantiCare made the Geisinger Health System, of Pennsylvania, its sole corporate parent in October. Geisinger President and CEO David Feinberg said then that the goal

See ATLANTICARE, D2





*Employees often express their workplace pride by sharing their personal "Starfish stories" – based on Loren Eiseley's The Star Thrower, a tale about how a single person can make a difference – and by proudly wearing "Starfish bling" (pins, gear and other accessories) to externally display their internal commitment to build healthy communities, one person and one action at a time.*



Staff photo/Ben Merritt  
 William B. Kessler Memorial Hospital ceased its acute-care operations March 12. AtlantiCare took over the emergency room later that day. AtlantiCare, which also operates an urgent care center in town, will schedule public forums to better understand the community's health care needs.

# Kessler closes

Potential sale falls through after buyer fails to make down payment

By MARK LEISER and BEN MERITT  
 Staff Writers

**HAMMONTON** — Some residents wrote checks, others offered their prayers.

Town officials pledged an emergency loan and took a more active role in negotiations with potential

buyers. In the end, however, those efforts could not save William B. Kessler Memorial Hospital.

And in the wake of its closure last week, much of the public attention shifted toward Kessler's 400 employees, who — despite obstacles that ultimately proved

Please see **KESLER** on A1



Staff photo/Mex C. Leair  
 William B. Kessler Memorial Hospital's Board of Directors, which "exhausted every avenue" to keep the facility open, was forced in

AtlantiCare takes over operation of hospital's emergency room

By BEN MERITT  
 Staff Writer

**HAMMONTON** — Although William B. Kessler Memorial Hospital no longer treats inpatients, the emergency room remains open under the guidance of AtlantiCare.

The health care entity took over the emergency room operations

shortly after 7 p.m. March 12, just hours after Kessler's board of directors announced the hospital had closed its acute care operations.

It now is known as AtlantiCare Regional Medical Center Satellite Emergency Department Kessler Campus.

AtlantiCare is "hon-

Please see **ROOM** on A2



Staff photo/Ben Merritt  
 These signs were a common sight in town the past 18 months. But after a \$5 million fundraising campaign fell short and negotiations broke off with



Courtesy of The Hammontron News

*In 2009, when the William B. Kessler Memorial Hospital in Hammonton abruptly shuttered its doors, AtlantiCare stepped in by reopening the Satellite Emergency Department — overnight — to ensure continuity of emergency care to the Hammonton community. Two years later, the AtlantiCare Health Park — Hammonton Campus opened, consisting of the ARMC Satellite Emergency Department, ARMC Wound Healing Center, physician specialty offices and AMI/AtlantiCare Partners in Imaging.*

Despite widespread recognition and praise, AtlantiCare never lost sight of its commitment to the local communities. One requirement of the IHI's Triple Aim is to better address community needs by segmenting and tailoring services for various communities. To bridge a gap in access to primary care in Atlantic City, AtlantiCare opened the William L. Gormley AtlantiCare HealthPlex, offering primary, specialty, laboratory, radiology and pharmacy care. A new Special Care Center within the same facility was added to engage patients with chronic conditions in the management of their care. To serve Atlantic City's homeless, a chronically underserved population, AtlantiCare created Mission Healthcare. In addition, the organization also began to build what is now the largest network of urgent care centers in the state of New Jersey.

As New Jersey's changing economic landscape saw several Atlantic City casinos close in 2014, AtlantiCare helped the community in an extraordinary way by creating the AtlantiCare Community Healthcare Access Program (CHAP), which provided health insurance education, counseling, premium subsidy support and a resolution for outstanding AtlantiCare medical bills. New Jersey Health Commissioner Mary E. O'Dowd praised AtlantiCare as "a treasured asset in its community — caring not only for patients but also for the greater needs of its community."

As Mr. Tilton summarized,  
“Sometimes it takes more than  
medicine to help us reach our vision  
of building healthy communities.  
That is why we have initiated  
AtlantiCare CHAP.”

In 2015, the second phase of a \$62.5 million Mainland Campus modernization was completed. The Rothman Institute Pavilion was made possible by generous donors, including the institute's talented team, ICON Hospitality and the dedicated ARMC Mainland Auxiliary, as well as many other partners who invested in the organization's future.



**Jonathan Law** was hired by Joseph Stella, MD, in 1971 to work one day a week. Dr. Stella encouraged Mr. Law to complete a medical physics training program at Jefferson University Hospital in Philadelphia. Upon completion in July 1972, Mr. Law was hired full-time as a medical physicist. He worked for AtlantiCare for 42 years. Mr. Law counts the loyalty and long tenure of so many employees, as well as the stability of the senior leadership team, among the many things that make AtlantiCare a great place to work. “Good organizations are made up of good people, and good people stay with good organizations,” he said. “Leaders like Mr. Lynn, Mr. Tilton and Mrs. Herndon are passionate and compassionate about the community, always doing the right thing and what is best for the community. Every employee becomes part of that.”

# AtlantiCare set to join Geisinger Health System



And a bright future it is for AtlantiCare. Decades of visionary experience in building healthy communities has put AtlantiCare ahead of the change curve and uniquely qualified the organization to provide population-focused healthcare. So, what motivated southeastern New Jersey's largest, most trusted, most financially stable and highest-quality healthcare organization to make a bold, proactive move by considering a merger?

*Mr. Tilton explains, "We decided to explore a merger after studying the South Jersey market [and] concluded [that] there were financial risks to staying independent, including being based in a local economy dependent on an unpredictable casino industry."*

AtlantiCare's history proves that all people need healthcare, whether or not they are able to pay. "By being proactive instead of reactive," Tilton said, "AtlantiCare strengthens its ability to innovate healthcare and improve the quality, experience and value for patients and the communities we serve — ensuring access well into the future."

On October 1, 2015, AtlantiCare made national news when it officially became a member of Geisinger Health System, another nationally known, high-quality and progressive organization, located in Danville, Pennsylvania. This relationship allows both organizations to benefit from the strengths of the other, and lays the foundation for an even stronger focus on population health.

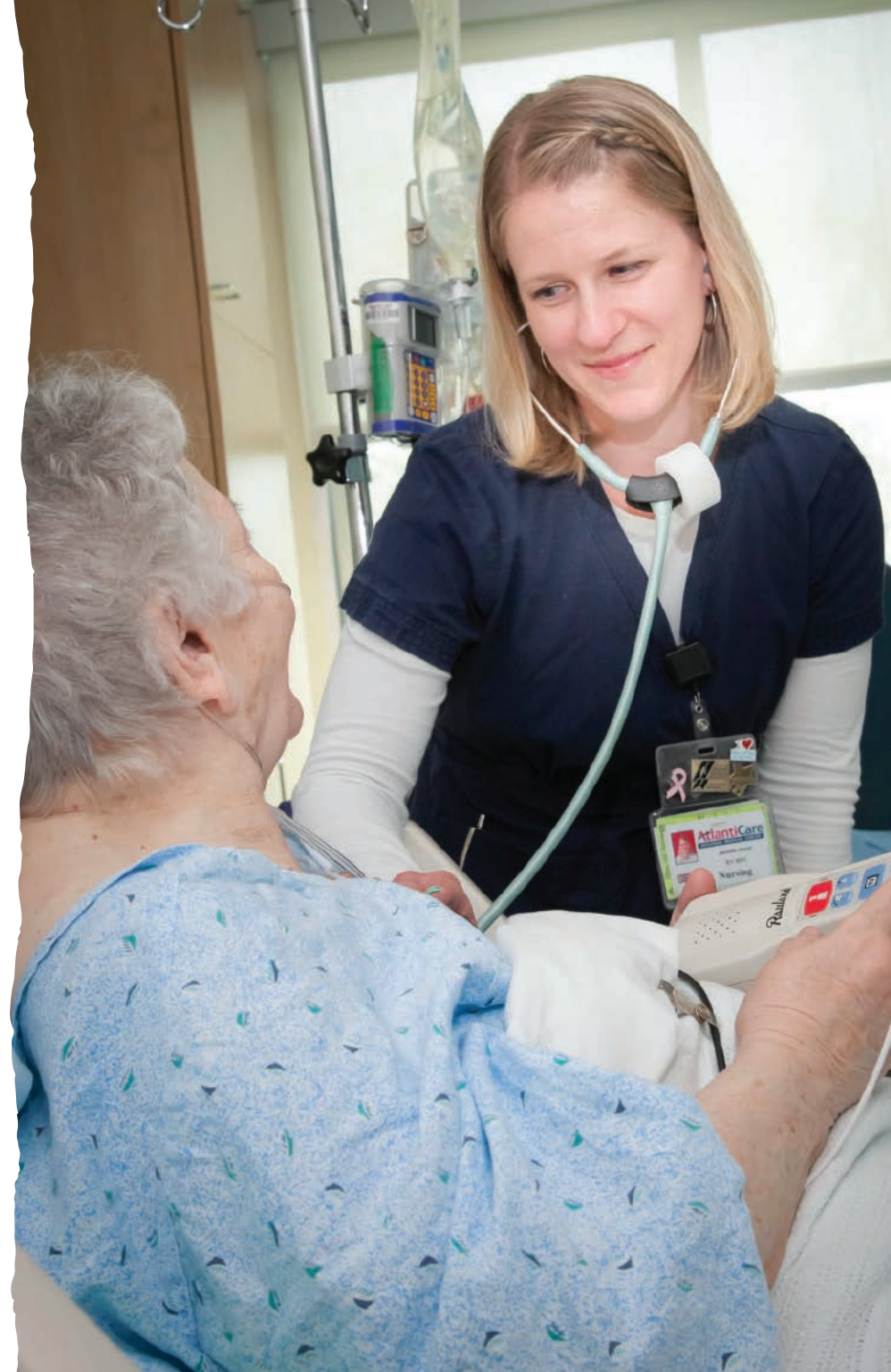


**AtlantiCare President and CEO Lori Herndon, RN,** *takes the responsibility of helping people achieve optimal health and avoid preventable hospitalization seriously. "As healthcare leaders, we see firsthand how advancements in quality, innovation, customer experience, technology and personal accountability have transformed and will continue to transform the healthcare landscape," she said. "We are focused on providing the right care, at the right time, in the right place to keep our patients healthy and to avoid hospitalization. Our affiliation with Geisinger is a blending of best practices, capabilities and expertise to advance and improve the health of our communities."*

Post-merger, AtlantiCare's foremost goal remains to provide the greatest value and achieve the best possible outcome for those it serves. In the hospital's early days, it treated the sick and injured. Today, the organization works to improve population health by also providing efficient, effective and accessible care programs and services in five counties in New Jersey. These include acute hospital, primary and specialty care; community- and school-based wellness initiatives; and even local fitness centers.

The AtlantiCare-Geisinger merger is emblematic of AtlantiCare's commitment to transform healthcare for the communities it serves. Margaret Belfield, chief operating officer, captures the future in these words: "AtlantiCare is proud of having achieved the trust of our communities, and through this merger we will be better able to raise the bar on the quality and value of our services, bringing new services and technologies to meet local healthcare needs."

From a simple beginning in a converted house on Ohio Avenue, AtlantiCare's legacy of building healthy communities will flourish well into the future — one community, one trusting relationship, one patient at a time.



The logo for AtlantiCare features the word "AtlantiCare" in a bold, sans-serif font. The "Atlan" portion is in a dark red color, and the "tiCare" portion is in a blue color. A blue swoosh underline starts under the "A" and extends under the "i".

**AtlantiCare**

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A MEMBER OF GEISINGER HEALTH SYSTEM