Culbertson CONNECTION

Your Health. Your Hospital.



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Empowering Your Health and Healing

Expanding to Better Serve Our Community Culbertson Board of Directors unanimously approves Master Facility Plan.

n November, the Sarah D. Culbertson Memorial Hospital Board of Directors voted 9-0 to approve a \$15.4 million Master Facility Plan to renovate the interior of the hospital and authorized administration to move forward with Phase 1 of the plan.

"The Master Facility Plan represents a strategic investment in our hospital and our community," said Greg Snyder, Board President. "The facility improvements established in this plan allow us to expand services to the community and help ensure the long-term viability of Culbertson Memorial Hospital. The plan will be implemented in stages to provide flexibility of design and to maximize financial utilization. In the vastly changing world of healthcare this plan is a tremendous positive for Rushville and the surrounding communities."

Culbertson CEO John E. Kessler said the plan was more than a building renovation, but also a re-investment into the community the hospital serves.

"This investment is about more than simply new facilities. Over the past several months, in our response to the COVID-19 pandemic, we have learned where some of our vulnerabilities lie, and through this project, we can turn our vulnerabilities into opportunities to improve how healthcare is delivered in Schuyler County and the surrounding area," Kessler said. "This project will significantly improve the way we serve our patients, from how patients access our campus to how our clinicians can deliver care every day. Sarah D. Culbertson Memorial Hospital has been providing healthcare to our region for nearly 100 years, and as we approach our 100th Anniversary in February, this project is the next step in helping us care for you and your family over the next 100 years."

According to Kessler, Phase 1 of the plan will address one of the greatest areas of vulnerability identified by the hospital's administration and better prepare it to combat the ongoing COVID-19 pandemic as well as other airborne viruses.



"Phase 1 was the logical starting place, as the Master Facility Plan showed our Outpatient Specialty Clinics were one of our greatest vulnerabilities. We currently have a lack of space to bring in the additional Specialty Care Providers the community needs," Kessler said. "We will also be able to create negative pressure rooms which are vital to addressing airborne viruses. Additionally, Phase 1 will be completely funded by monies designated for renovations and pandemic response."

Specific plans include a significant expansion and renovation of the 42-year-old Emergency Department, centrally locating and expanding Laboratory Services, the creation of a Cancer Center, expansion of our Outpatient Specialty Clinics, privatization of our patient rooms and expansion of our Surgical Services.

The renovations will be broken into six phases. Construction is expected to begin in July 2021 and be completed in February 2027. The construction project will also help the hospital to become a 100% sprinkled facility for fire safety.

"The healthcare needs of our community have changed over the last decade, as more and more services have been pushed to the outpatient environment. While we are

decreasing the total inpatient beds to 12, we feel the other changes we are making are truly what this community needs from us going forward," Kessler said. "We also believe that by decreasing our number of beds we have the opportunity to upgrade our Med-Surg patient rooms to allow for private and semi-private patient rooms. These new patient rooms will be consistent with the accommodations you see in newer hospitals today and will be much more comfortable and create a healing environment for our patients." \mathfrak{P}

Renovation Project includes:

Phase 1: West Wing Renovation

- Five Outpatient Specialty Clinic care areas.
- Expansion of Cardiac-Rehab.
- Cancer Center with private and semi-private treatment rooms.
- Dedicated Patient Access Area and Waiting Room.

Phase 2: Laboratory Services, Main Entrance & Patient Access

- Centrally locates and expands Laboratory Services.
- Creates a new main entrance to the hospital.
- Renovates the main waiting room.
- Creates a new Patient Access Area.

Phase 3: Emergency Department Expansion

- Creates a dedicated Trauma Room that can handle isolation patients.
- Expands number of treatment rooms from three to five.
- Creates a centrally located nursing station.
- Gives hospital the capability of having negative pressure rooms.

Phase 4: Imaging Centralization

- Allow all testing for Imaging to be completed within the Imaging Department. Imaging currently has testing sites located throughout the hospital.

Phase 5: Patient Wing

- Renovates nine patient rooms, so each room has its own toilet, sink and shower.
- Decreases patient beds from 22 to 12 by creating six private patient rooms and three semi-private patient rooms.
- Establishes a dedicated staff lounge and staff training area.

Phase 6: Surgical Services Expansion

- Builds two new Surgical suites and one scope room.
- Establishes a four-bed PACU unit.
- Creates six pre-procedure patient bays.
- Centrally located nursing desk.



What You Need to Know About the COVID-19 Vaccines

n December, the FDA greenlighted the first COVID-19 vaccines from Pfizer and Moderna, bringing a sense of hope to a nation that's been gripped by the coronavirus pandemic since spring of 2020. Be that as it may, questions still remain regarding the newly approved vaccines, from perceptions on how they were quickly developed to their effectiveness and safety.

So, we've gathered some of the most common questions we've heard. While we don't have all the answers quite yet, we hope that your friends at Culbertson can help dispel any misinformation and provide some peace of mind for those with any concerns.

How were the vaccines developed?

According to Alexis Murk, DNP-FNP at Culbertson, SARS-CoV-1 and Middle East respiratory syndrome coronavirus (MERS-CoV) started the development of similar vaccines, which allowed for the speedy development of SARS-CoV-2 vaccines¹. Pre-clinical studies were completed with SARS-CoV-1 vaccines and two vaccines were studied in small human trials, but the research stopped there because that virus did not prove to be as widespread².

What does this vaccine mean for other vaccines?

"The new vaccine technology using mRNA is very effective and exciting for other vaccines — this could change MMR, DTAP and even influenza to boost efficacy. Because it uses mRNA, it does not have all of the preservatives and adjuvants, which allows for the quicker production," Murk said. "The target for the vaccine is a spike protein, and antibodies bind to this protein and essentially make the virus inactive and prevent its attachment to the host cell³."

What are some common concerns?

"The biggest concern from patients that we hear is, 'Will this alter/change my DNA?' Going way, way, way back to biology, mRNA does not change or edit our DNA," Murk said. "The DNA is inside the nucleus of the cell, where the mRNA never reaches⁴. Think of it like Snapchat — it's there temporarily until it deletes itself." Another common question we at Culbertson hear is, "So you're injecting me with the virus?" None of the vaccines slated for deployment were developed with the use of a live virus. Rather, the mRNA vaccines train your body's immune system to recognize the virus threat and produce antibodies against it. While some patients report flu-like symptoms after receiving the flu shot, these symptoms are not the same as actually contracting influenza; similarly, patients may experience a fever, sore arm and muscle aches after receiving the vaccine, but they will not contract COVID-19 from the vaccine.

What are the differences between the vaccines?

While both the Pfizer and Moderna vaccines use mRNA technology to combat COVID-19, there are nevertheless some differences between the two.

For example, the Pfizer vaccines must be stored in an ultra-cold freezer at temperatures between -112 degrees and -76 degrees Fahrenheit (-80 degrees and -60 degrees

1 Lin, J., Zhang, J., Su, N., Xu, J., Wang, N., Chen, J., Chen, X., Liu, Y., Gao, H., Jia, Y., Liu, Y., Sun, R., Wang, X., Yu, D., Hai, R., Gao, Q., Ning, Y., Wang, H., Li, M., Kan, B., Dong, G., An, Q., Wang, Y., Han, J., Qin, C., Yin, W., & Dongs, X. (2007). "Safety and immunogenicity from a phase I trial of inactivated severe acute respiratory syndrome coronavirus vaccine." Antivir Ther. 12(7):1107-1113.

2 Martin, J., Louder, M., Holman, L., Gordon, I., Enama, M., Larkin, B., Andrews, C., Vogel, L, Koup, R., Roederer, M., Bailer, R., Gomez, P., Nason, M., Mascola, J., Nabel, G., & Graham, B. (2008). "A SARS DNA vaccine induces neutralizing antibody and cellular immune responses in healthy adults in a phase I clinical trial." Vaccine. 26(50):6338-6343.

http://doi.org/10.1016/j.vaccine.2008.09.026.

Celsius), according to the Centers for Disease Control⁵. Before mixing, the Pfizer vaccine may be stored in a refrigerator in temperatures between 36-46 degrees Fahrenheit (2-8 degrees Celsius) for up to 120 hours.

Meanwhile, the Moderna vaccine can be stored in a relatively warmer environment, only requiring a freezer temperature of -13 and 5 degrees Fahrenheit (-25 to -15 degrees Celsius), according to the CDC⁶. Vials of the Moderna vaccine may be refrigerated between 36-46 degrees Fahrenheit (2-8 degrees Celsius) for up to 30 days before vials are punctured.

The Pfizer vaccine will be available to patients ages 16 and older, but patients must be at least 18 years old to receive the Moderna vaccine.

How soon can I get the vaccine?

According to the Illinois Department of Public Health⁷, the first supply of the vaccine began to arrive in mid-December. However, the supply is limited and will consequently be allocated to health care workers and long-term care residents and staff first. The IDPH anticipates the supply should increase enough for all Illinois residents to be vaccinated in 2021.

Where will the vaccine be available?

The IDPH is reporting hospitals such as Culbertson — will provide the vaccine to healthcare workers first. Then, as the vaccine becomes more available to the general public and more widely distributed by the federal government, several thousand distribution centers will be established. These can include doctors' offices, pharmacies, hospitals, and "Federally Qualified Health Centers" across Illinois.

How many doses do I need?

Both the Pfizer and Moderna vaccines require two doses. The second dose of the Pfizer vaccine will be scheduled 21 days after the first dose, while the second dose of the Moderna vaccine will be scheduled 28 days after the first dose.

How effective are the vaccines?

According to the IDPH, both Pfizer and Moderna have indicated their vaccines are 95% effective.

What are the side effects?

For both vaccines, common side effects include pain and swelling at the site of the injection. Patients may also experience fever, fatigue, chills and a headache.

Is the vaccine safe for children, pregnant women or people with allergies?

At this time, a pediatric vaccine is not available. In fact, according to the IDPH, it could take some time to get a pediatric vaccine approved as clinical trials would need to be conducted with children in order to determine if existing vaccines are safe for children.

As of now, data regarding the safety and efficacy of the vaccine for pregnant women is limited, according to the CDC. Studies in people who are pregnant have been planned, and both Pfizer and Moderna are monitoring people who participated in clinical trials who became pregnant. Experts believe the vaccines are unlikely to pose a specific risk to pregnant women, according to the CDC, but any actual risks to the mother and fetus are unknown at this time. Pregnant women should consult their OB/GYN providers for more information. Similarly, while experts believe the vaccine should not pose a risk to breastfeeding infants, no data exists for this group, according to the CDC.

Healthcare providers will know more about contraindications such as allergies now that the vaccines have been approved and deployed. Anyone with any concerns should consult their primary care physicians.

Do I still need to wear a mask and socially distance?

Yes. Unfortunately, the vaccine does not begin working immediately after injection. According to the CDC, the human body needs time to build protection against a disease after any sort of vaccination. As such, you may not be protected until a week or two after your second dose. During this time, you should continue to wear a mask in public, keep a distance of 6 feet from strangers, wash your hands and avoid crowded areas.

If you feel you are experiencing COVID-19 symptoms and need to be evaluated, you can find one of qualified providers at cmhospital.com/providers or call the Registration Department at (217) 322-4321. ?

4 CDC, 2020. "Understanding mRNA COVID-19 vaccines." Retrieved from https://www.cdc.gov/coronavirus/2019-ncov/vaccines/different-vaccines/mrna.html.

6 Moderna COVID-19 Vaccine Information. (2020, December 22). Retrieved January 06, 2021, from https://www.cdc.gov/vaccines/covid-19/info-by-product/moderna/index.html

7 COVID-19 Vaccine. (n.d.). Retrieved December 11, 2020, from http://www.dph.illinois.gov/covid19/vaccine-faq.

⁵ Pfizer-BioNTech COVID-19 Vaccine Information. (2021, January 04).

Retrieved January 06, 2021, from https://www.cdc.gov/vaccines/covid-19/info-by-product/pfizer/index.html



Foundation Director Tim Ward Retiring After 20 Years of Service

he New Year will bring some changes to the Culbertson Memorial Hospital Foundation. Foundation Director Tim Ward, who has served since 2000, first as a board member and then as the Director, will be retiring after two decades of faithful service.

"I have been blessed to be the Foundation Director of Culbertson Memorial Hospital," Tim said. "It is rewarding to watch the Foundation purchase a piece of equipment and eventually watch patients benefit from it."



Tim first became involved with the Foundation in early 2000 when he was asked to join the board as a director. In 2005, he was hired as executive director by then-CEO Dave Sniff. Since then, Tim has helped grow many of the Foundation's annual charity drives, such as the annual golf outing, which grew from a goal of \$5,000 to \$45,000 per outing."It has become one of the premier golf outings in West Central Illinois," Tim said. "I have fond memories of Dr. Russell Dohner coming out for a meal always after a long day in his office and Slug Milby taking Doc around the golf course to look at the trees." Tim also oversaw the growth of the Culbertson Annual Appeal, which began as a small booklet in which department managers would write a wish list item. Today, the Annual Appeal raises funds to purchase state-of-the-art medical equipment for the hospital — which Tim points to as one of the most gratifying impacts of his tenure. He also oversaw the funding of the Elmer Hugh Taylor Clinic in Beardstown, and the establishment of the annual Donor Appreciation Event.

"This event gives us the opportunity every year to thank the community for the money we received over the year and share how we have spent it," Tim said. "Sometimes a simple thank you goes a long way." This Foundation's fundraising work, Tim said, is one of the greatest impacts the Foundation has on both the community and the hospital itself.

"Every dollar the Foundation can raise means less dollars of the general budget the hospital has to spend on items," Tim said. "While the Foundation is focusing on projects, money and equipment, Culbertson Memorial Hospital can focus on patient care."

For anyone looking to get involved in their community in any capacity, Tim says, commitment is key. "My advice to anyone wanting to serve their community is to get involved in a project or organization that you believe in, roll your sleeves up and get to work. You must be committed and stay committed to complete a project and overcome any obstacles," Tim said. "Here is my motto: 'I would rather attempt to do something great and fail, than succeed at doing nothing.'"



Thanks to Tim's hard work, Culbertson Memorial Hospital has grown to all-new heights of providing excellent, compassionate patient care for residents around Schuyler County. We at Culbertson Memorial Hospital are thankful for Tim's many years of service and the lasting impact he's had on the community. Happy retirement, Tim! ??

We at Culbertson Memorial Hospital are thankful for Tim's many years of service and the lasting impact he's had on the community. Happy Retirement, Tim!

A familiar face joins the board.

Joining the Foundation board is Molly Sorrell, who has worked at Culbertson Memorial Hospital since January 2010.

As the hospital's Director of Marketing and Community Relations, Molly is very familiar with the Foundation's work, its donors, the scholarship programs and the annual golf outing. Molly said she hopes to make an impact with the Foundation's donor stewardship, citing it as one of the Foundation's greatest strengths.

"We are very fortunate to have a strong donor base who are always willing to support Culbertson Memorial Hospital through the Foundation. I am excited to share my passion about Culbertson Memorial Hospital with them," Molly said. "I am driven, philanthropic and an outgoing individual and hope to bring new energy to our Foundation."

That community support, Molly said, is the single greatest impact the Foundation has on the hospital and the community, and one that she looks to build on in the years to come.

"Culbertson Memorial Hospital wouldn't be where it is at today without the support of the Foundation and outstanding legacy of financial support from our donors. The gifts we receive enable us to provide personalized, high-quality compassionate care to the communities we serve," Molly said. "Through the support of our donors, we have been able to build a new health clinic in Beardstown, expand services at the hospital and purchase state-of-the-art equipment for our patients."

To make a donation, visit cmhospital.com/givenow.

Memorial DONATIONS

In Memory of Anetta Scotta

Mr. & Mrs. James Blackburn Mr. & Mrs. Ronald Engelbrecht Mr. & Mrs. Tom Henninger Mrs. Norma Herbster Mrs. Linda Herche Mr. & Mrs. Sid Kettering Mr. & Mrs. Sid Kettering Mr. & Mrs. Lyle Sargent Mrs. Lydia Tolle Mr. & Mrs. Chris Trone

In Memory of Rosie Taylor

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In Memory of David Weishaar

Mr. & Mrs. Mike Gadberry

2020-2021 Annual Appeal

A.C. Jones Trucking, Inc. Mr. and Mrs. Dan Adams Mr. Len Allen Mrs. Merc Allen Mr. & Mrs. Myrel Allen In memory of Marvin & Maxine Clayton Mrs. Judith Anderson In Memory of Lester & Muriel Skiles Mr. & Mrs. Steve Ashcraft In Memory of Brixtyn Cox Mr. & Mrs. Robert Baker Mr. Rick Bartlett In memory of Jeanne Bartlett Mr. & Mrs. Ron Bartlett Mrs. Jean Barron In memory of Richard Barron Beardstown Savings Bank Mr. & Mrs. Don Behymer In Memory of Kermit & Barbara Schramm Mr. Albert Bietsch In Memory of Lee Ann Bietsch Mrs. Alberta Billingsley Mr. & Mrs. Dick Boehm In Memory of Don & Elizabeth Boehm Mr. & Mrs. Steve Boehm Mr. & Mrs. Chris Boling Mrs. Nancy Bollinger In memory of loved ones Mr. & Mrs. DeWayne Bond In Memory of Jim & Carrie Paisley Mr. Dick Boyd In Memory of Patti Boyd Mrs. Lenore Boyd In Memory of John Kerska – MIA Mr. & Mrs. Matt Briney Charles Burton, Attorney at Law

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Culbertson Memorial Hospital Foundation Annual Appeal to raise funds for new hospital beds. Help improve patient care.

very winter from December to February, the Culbertson Memorial Hospital Foundation's Annual Appeal has raised funds for equipment and updates for the health and safety of the communities we serve. This year, the purchase of new hospital beds has been selected for the annual fundraiser. Last year, the mother of Becky Jones — wife of Culbertson Memorial Hospital Foundation board member Bob Jones — passed away, and the Jones family gave a generous memorial gift in her honor to kick off funding for the hospital beds project. A total goal of \$40,000 has been set.

"The addition of these state-of-the art beds will allow Culbertson Memorial Hospital patients to be comfortable during their stay, enhance patient safety and allow our staff to provide the highest level of patient care," said Molly Sorrell, Director of Marketing, Community Relations and Foundation.

Using state-of-theart technology, the VersaCare[™] Med Surg Bed reduces shear, friction, moisture and heat, reducing the probability of

complications to patients' skin such as pressure ulcers. In addition, the VersaCare[™] includes the FlexAfoot[™] patient positioning system and Boost[™] patient repositioning, as well as Point-of-Care[™] nurse controls, HandsFree[™] foot controls and Intellidrive[™] powered transport — in other words, moving patients has never been easier for nurses.

The VersaCare[™] has Smart Bed technology enabled, making it compatible with NaviCare[™] Nurse Call as well as other nurse call systems and EMRs.

To find out how you can make a donation, visit cmhospital.com/foundation or give us a call at 217-322-5269. \mathfrak{P}

Celebrating a Century of Service! Culbertson Memorial Hospital marks 100th anniversary.

A momentous occasion calls for a momentous celebration!

n February, Sarah D. Culbertson Memorial Hospital will mark 100 years of service to Rushville and Schuyler County, kicking off a yearlong celebration of our commitment to the great communities we serve.

Humble beginnings

Dr. Frederick Culbertson first came to Rushville to practice medicine in 1910, but after several years, became disheartened at the lack of a proper hospital. In those days, patients had to be driven by horseand-buggy through muddy, unpaved roads, often arriving at Dr. Culbertson's too late. Eventually, Dr. Culbertson became so frustrated that he told his wife, Sarah DeWitt Culbertson, he was ready to move back to Chicago if a proper hospital wasn't built.

Mrs. Culbertson responded,

"If it's a hospital you need, it's a hospital you'll have."

She convinced the bank to loan the money they needed to build the hospital, which opened on Feb. 15, 1921. More than 2,000 people lined up to tour the building, many of them bringing along donations of canned fruit, vegetables and blankets.



For nearly three decades, Dr. Culbertson graciously served the people of Schuyler County, while Mrs. Culbertson helped guide the hospital financially, including through the Great Depression.

When Dr. Culbertson passed away in 1949, he willed the hospital to the people of Schuyler County on the condition that it be renamed in honor of Mrs. Culbertson, without whom none of it would have been possible.

This year, we celebrate the will and determination of Dr. Culbertson and Sarah D. Culbertson, whose tireless work continues to serve the community they loved so dearly. We're proud to carry on their basic tenets of care and compassion that drive the Culbertson Memorial Hospital's mission into another century of service. \Im

Join in the fun!

Since its opening on Feb. 15, 1921, Culbertson Memorial Hospital and its staff have worked tirelessly to serve the residents of Schuyler County and the surrounding area. To celebrate a century of service, Culbertson will host numerous special events all year long for both Culbertson staff and members of the community.

Events planned for the year will include special snacks and meals for Culbertson staff, a movie in the park, free movies at the Princess Theater, a canned food and blanket drive to commemorate the hospital's opening day, and a special 100-tree donation in honor of Dr. Russell R. Dohner, who practiced at Culbertson Memorial Hospital from 1955-2013.

All events have been planned for in-person attendance but may be adjusted for virtual attendance pending state social distancing restrictions.

An Upgrade in Imaging Culbertson Imaging Department upgrades its ultrasound equipment.

A culbertson Memorial Hospital, we're committed to providing cutting edge technology close to home with you at the center of your healthcare. In order to provide the highest-quality standard of care you expect, the Culbertson Imaging Department recently upgraded its ultrasound equipment with the addition of a Philips EPIQ Elite ultrasound.

"In the ever-changing world of healthcare, it is extremely important to be able to provide your patients with quality diagnostic imaging," said Chad Downs, Director of Medical Imaging at Culbertson. "With the purchase of the Philips EPIQ Elite ultrasound system, we feel that we can accomplish that."

According to Downs, this technology will have an immediate impact for Culbertson patients by providing insight in a variety of medical applications, including:

- Liver
- Small Parts
- Breast
- Vascular
- Women's Healthcare

"This premium ultrasound performance can make a meaningful difference in clinical practice," Downs said.

The Philips EPIQ Elite features nSIGHT Imaging, which according to Philips, uses a "custom multi-stage precision beamformer along with massive parallel processing" to capture more acoustical data than ever before. Using a mathematically optimized focal processing system, the nSIGHT Imaging system can reconstruct digital beams to provide clearer images for providers and patients in real time.



What this means, according to Philips, is this system can process up to 10 DVDs worth of data per second.

The Philips EPIQ Elite also features a 24inch display — boasting more accurate color replication and an enhanced contrast — and topof-the-line xMATRIX inducers, which allow the provider to collect sliced 2D images and can also create two full-resolution image planes at the same time. These features will allow for clearer, more accurate imaging than ever before for both providers and patients.

Finally, the Philips EPIQ Elite uses adaptive machine intelligence called Anatomical Intelligence Ultrasound (AIUS), which allows the system to relay more information to providers and patients through more advanced capabilities such as organ modeling and image slicing.

Of course, vital upgrades such as this would not be possible without the generous contributions from our community members.

To learn more about how you can help the hospital continue its commitment of providing the very best care, contact the Culbertson Memorial Hospital Foundation at (217) 322-5269.

HERE FOR YOU 24/7

Did you know you can pay your medical bills with just the click of a mouse?

The Culbertson Memorial Hospital online bill pay allows you to instantly pay your bills from your computer or mobile device. Just enter your payment amount and your billing information — and you're all set!

Visit cmhospital.com today and learn more about getting your bills paid whenever, wherever.

A Wealth of Experience Culbertson Memorial Hospital welcomes Betsy Birdsley.



A Culbertson Memorial Hospital, one of our biggest goals is to constantly improve patient care by bringing in the best and brightest. To help us better accomplish that goal, we're extremely proud to welcome Nurse Practitioner Betsy Birdsley to the Culbertson team as a Hospitalist, dedicated to our hospitalized patients! "Betsy joining Culbertson is a sign of our continued commitment to the community and an investment in our service and our staff to provide the highest level of care possible," said Culbertson Memorial Hospital CEO John Kessler.

With more than 24 years of critical care experience at a Magnet-designated hospital, Betsy brings a hard-working, dedicated attitude that translates to compassionate patient care. "What this means for our inpatients is that they will have a dedicated resource on our team ready to provide more consistent care throughout their stay instead of seeing a new provider nearly every day," Kessler said.

Betsy began her nursing career in 1994 at St. John's Hospital in Springfield before beginning her tenure at Passavant Area Hospital in Jacksonville two years later. Throughout her career, Betsy has made her patients a priority and been a leader among her peers, training and mentoring other RNs and working closely with hospital administration officials to implement initiatives to improve retention and morale among the nursing staff.

Betsy's commitment to her patients is mirrored in the Culbertson mission to provide quality, compassionate care to the communities we serve. Providers like Betsy strengthen our dedication to the community and help us reach new heights of patient care. Welcome to the team, Betsy! \mathcal{P}



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