

*Shining Brightly*



2022 ANNUAL REPORT

# A Message from Our Board Chair and President

On July 1, 2022, we celebrated the one-year anniversary of joining St. Luke's University Health Network. This was a bold and historic move for Penn Foundation, but one that has proven to be beneficial for our clients, staff, and community. This affiliation has provided us with a tremendous opportunity and ensured that behavioral healthcare is accessible and available to the communities we serve.

Throughout the last 12 months, we have worked together to carry out our shared vision and maintain and develop a full continuum of high-quality, integrated, and cost-effective mental health and substance use disorder services. Together, we have taken the healthcare we provide to the next level by creatively leveraging our combined strengths to secure funding and expand programs, improve access to services, and recruit and retain staff vital to our ability to

keep pace with the increasing demand for treatment.

St. Luke's and Penn Foundation spent intentional time this year developing short-term and long-term strategic goals to ensure that our mission and traditions established over the past 67 years remain paramount as we work together to expand access to behavioral healthcare.

We are energized by the many accomplishments achieved by working together this past year and know we could not have done this alone. We recognize that this important work would not be possible without the generosity of our caring community and the exceptional care provided by our staff. Thank you for your support and trust during this past year of transition. Thank you for the passion you have for our mission. And thank you for being a member

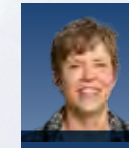
of the St. Luke's Penn Foundation family who is committed to working together to instill hope, inspire change, and build community so that we can serve the individuals and families who depend on our services.

In the pages ahead, you will learn more about the exciting things that we have accomplished together in our first year. The story reflected in these pages was made possible by you.

With the strength of the Network behind us, our strategic plan as our roadmap, and our mission as our guide, we are poised to continue to navigate the national mental health and addiction crises and the ongoing COVID pandemic. There is much for us to do in collaboration with our partners to meet the needs of our community and remain relevant in this rapidly changing healthcare environment.

As we move through 2022 and beyond, we are grateful to be well-positioned to overcome obstacles and seize opportunities for continued success.

Sincerely,



**Dorothy K. Weik-Hange, Esq.**  
Chair, Board of Directors



**Wayne A. Mugrauer**  
President

## Our Focus Is on Six Priority Areas:

- 1** Integrating cultures (St. Luke's Penn Foundation/St. Luke's University Health Network), promoting awareness of SLPF's mission, heritage, and programs.
- 2** Recruiting and retaining a high-quality workforce.
- 3** Adjusting structures and operations to align SLPF operations with St. Luke's University Health Network
- 4** Restoring and growing capacity and volumes (to pre-COVID levels).
- 5** Developing programs that meet our Network, community, and market needs.
- 6** Strengthening relationships with new and long-term stakeholders.



Greater Access to an

# Integrated System of Care

When Penn Foundation joined St. Luke’s University Health Network, one of our first areas of focus was addressing gaps in behavioral healthcare. We did this by working diligently to integrate care and increase access to mental health services and substance use treatment. Together, we procured a federal grant to implement the Certified Community Behavioral Health Clinic (CCBHC) model of care delivery and opened a St. Luke’s primary care office on the Penn Foundation campus.

**New Model of Care Delivery Introduced to Meet Growing Behavioral Health Needs**

In the summer of 2021, Penn Foundation was awarded a two-year, \$3.9 million grant from the U.S. Substance Abuse and Mental Health Services Administration (SAMHSA) to implement the Certified Community Behavioral Health Clinic (CCBHC) model of care delivery, which ensures access to 24/7/365 crisis care; care coordination with hospitals, law enforcement, and schools; and access to high-quality services, including medication-assisted treatment (MAT) to help stop the overdose crisis, among other capabilities.

The first year of this grant initiative has been focused on strengthening the foundation of the CCBHC model of care. This has included:

- ✓ Formation of an Advisory Council to provide input and guidance on various aspects of the project
- ✓ Growth of our staff to serve more individuals and help them navigate care
- ✓ Training for staff members on care management, with a focus on improving the physical health of the individuals we serve
- ✓ Strengthening of relationships with existing partners and development of new partnerships to ensure that we can meet the unique needs of each individual
- ✓ Development and launch of an interdisciplinary Veterans Care Committee with specialized training and understanding of best practices of care for veterans and active-duty military personnel
- ✓ Initiation of quality improvement processes to demonstrate the impact of care integration and care coordination across our teams

**Primary Care Practice Now Accessible on Campus**

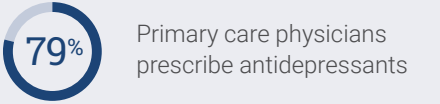
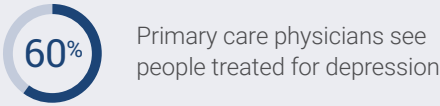
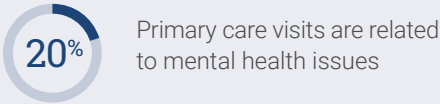
A growing body of evidence shows that integrating mental health into primary care services can increase mental healthcare access and coordination, improve patient outcomes, and reduce healthcare costs, particularly for those with co-occurring chronic conditions. That’s why, over the past few years as it began to invest in mental healthcare, St. Luke’s decided to embed behavioral health clinicians into its primary care offices.

This integrated approach has enabled families to access care that supports all aspects of their health, reduced stigma, and helped individuals to remain independent and active in their communities. In December 2021, this strategy came full circle when St. Luke’s opened its Sellersville primary care practice at Penn Foundation, the first such practice to be located on a behavioral health campus. Cynthia Martin, DO, has been a valuable addition to both the Penn Foundation and greater communities.



Access is a leading benefit of primary care and behavioral health provider partnerships because individuals with mental illness typically die 10 to 25 years earlier than the general population and face everyday challenges complicating their ability to implement healthy choices and seek care. By attending to the physical health needs of someone living with a behavioral health challenge or, alternatively, to the behavioral health needs of someone with a physical health issue, a primary care practitioner can provide holistic treatment and care that greatly increases the likelihood of a good health outcome. ↑

Pictured (left to right) are Wayne Mugrauer, Dr. Joseph O’Neill, Dennis Pfeiffer, Carolina Abreu, Dr. Cynthia Martin, Joan Holtman, and Mike Owsinski.



## Expanding Programs and Strengthening Our Robust Continuum of Mental Health Treatment

Penn Foundation joining the St. Luke's University Health Network was just one step in the Network's plan to expand mental health services. Over the past year, St. Luke's and Penn Foundation have continued to make significant investments to expand mental health services, open new facilities, and launch leading-edge programs throughout the region.

### **Assertive Community Treatment (ACT) Program Expands in Chester County**

In February, Penn Foundation's Chester County ACT team was approached by Community Care Behavioral Health and the Chester County Office of Mental Health and Intellectual Disabilities about expanding its services to a full ACT team. This meant almost doubling the number of individuals served by the team from 64 to 120, requiring additional staff and office space. Recognizing the critical need for this type of program in Chester County, Penn Foundation responded and is prepared to implement the expanded ACT team in late 2022.

### **Employee Assistance Program (EAP) Meets Increasing Demand with Expanded Hours and New Office**

According to the Centers for Disease Control and Prevention, more than 11 million workdays are lost to employee stress, whether that stress is a result of feelings of burnout or workload or a result of family, financial, or personal issues.

Aside from stress, mental health conditions such as depression and anxiety often lead an employee to miss work. Approximately 75% of full-time American workers report experiencing at least one symptom of a mental health condition in the past year, and 50% of workers report having left a job because of, at least in part, a mental health condition.

In 2019, employers were just starting to grasp the prevalence of these challenges and the need to address stigma in the workplace. Now, in 2022, mental health support has become a true business imperative. It is commanding an even more prominent role in employee health and wellness programs as employers shift their focus to whole-person health.

St. Luke's Employee Assistance Program has been collaborating closely with St. Luke's Occupational Medicine and Sports Medicine to cross-promote services to benefit the business community. As more companies choose to take advantage of our EAP offerings, the program is experiencing tremendous growth. As a result, the Sellersville office was renovated to accommodate the

growing staff and the North Wales office expanded its hours to accommodate the growing demand for services. Additionally, EAP opened a new office in Bethlehem, Northampton County, in September 2022.

### **Partnering with Higher Education to Offer Mental Healthcare and Grow the Future of the Profession**

With the rising need for mental health services for teens and transition-age youth, St. Luke's and Moravian University partnered to open a mental health office on the University's campus in April 2022. This is a unique affiliation and one that led to the creation of a Master of Arts in Clinical Counseling degree program. First-year students in the Moravian graduate program will shadow the counselors in their day-to-day therapy work while second-year students will participate in a more formalized internship program. Ultimately, this partnership and teaching experience will produce more trained counselors who will hopefully stay in the region to help meet a growing need for psychological services.

Pictured (left to right) are Jody McCloud-Missmer, Dr. Bryon Grigsby, Dr. James James, and Amie Allanson-Dundon.







Pictured (left to right) are St. Luke's University Health Network staff Cindi Reade, Dr. Jennifer Janco, Christine Zelko-Bennick, Dr. Andrew Clark, Linda Grass, Valerie Kappes, and Dr. Joseph Faccio.

### Adolescent Behavioral Health Unit Now Open at Easton Campus

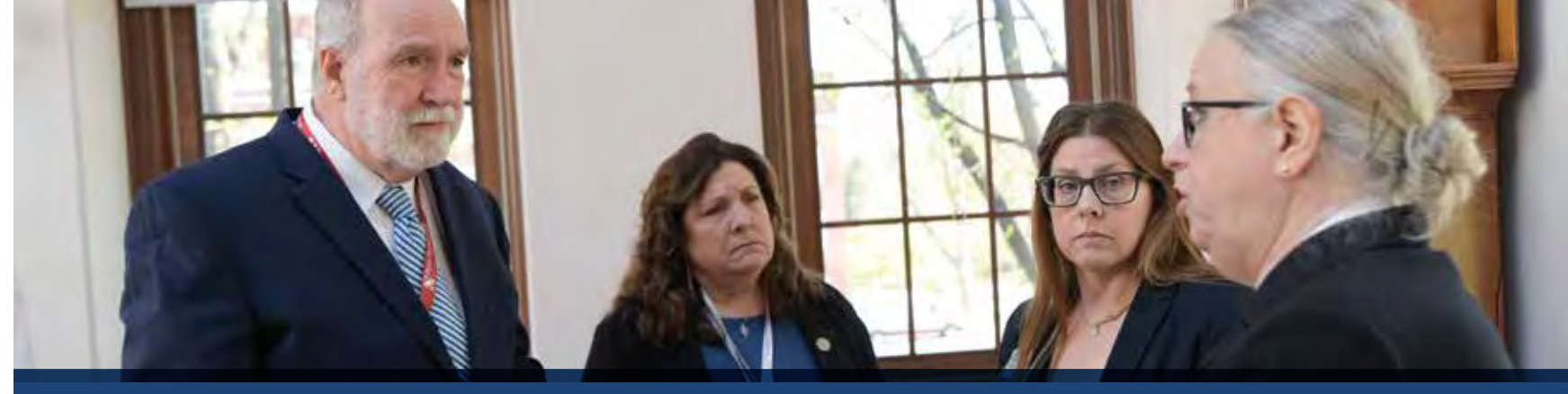
The need for adolescent behavioral healthcare has only increased during the COVID-19 pandemic. According to the Centers for Disease Control and Prevention, mental health-related emergency department visits increased 24% for children ages 5 to 11 and 17% for adolescents ages 12 to 17 in 2020. In 2021, children's hospitals across

the United States saw a 31% increase in mental health inpatient admissions for children and teens ages 3 to 18 and a 153% increase in emergency room visits for suicide attempts and self-injury for children and teens ages 5 to 18 compared to 2016. However, the number of available pediatric inpatient beds has not increased and access to services has remained limited.

Recognizing the need for services among this group, St. Luke's opened a brand-new 16-bed, 16,000-square-foot Adolescent Behavioral Health Unit at the Easton campus in January 2022. This unit keeps care close to home for adolescents ages 12 to 18 who are experiencing emotional and behavioral issues that interfere with their daily life, physical health, and family or school routine. From April to June 2022, the unit served 100 adolescents from 12 counties, eight of whom were from Bucks and Montgomery counties.

### Behavioral Health Walk-In Center Now Open at Lehighton Campus

In August 2022, the Network opened the region's first walk-in mental health clinic open 365 days a year. The new center – one of the first of its kind in Pennsylvania – serves individuals 14 years of age and older, providing short-term psychiatric services and connecting individuals to services appropriate for their needs. This new center is anticipated to reduce the number of individuals presenting with psychiatric issues in hospital emergency departments as well as reduce demands on the justice system. ✦



Wayne Mugrauer, Lori Ann Vargo Heffner, and Jody McCloud-Missmer engage in a conversation with U.S. Assistant Secretary of Health Rachel Levine.

## Roundtable Discussion with St. Luke's and U.S. Assistant Secretary of Health

In April 2022, mental health professionals from St. Luke's, including SLPF President Wayne Mugrauer, had the opportunity to participate in a behavioral health roundtable discussion with U.S. Assistant Secretary of Health Rachel Levine. Their discussion focused on the issues facing the mental health system and, in particular, the national emergency in children's mental health.

On October 19, 2021, the American Academy of Pediatrics, American Academy of Child and Adolescent Psychiatry, and Children's Hospital Association declared a national state of emergency in children's mental health due to rising rates of mental health problems among

children, adolescents, and their families. The magnitude of these issues requires a response unlike anything we or our profession has ever seen.

Our merger with St. Luke's offers us an opportunity to respond in a new way. As part of a large and extraordinarily capable academic health system, we now have all the resources to find new solutions to vexing issues. We are just beginning to experience how our work in bringing together physical medicine and a full continuum of behavioral health services could be a game-changer. ✦



Enhancing and Expanding Addiction Care

# Throughout the Network

The opioid epidemic continues to ravage our country and our state. According to the Centers for Disease Control and Prevention, 107,622 overdose deaths occurred in the United States in 2021, an increase of 15% from 2020. Overdose deaths also rose in Pennsylvania, reaching 5,438 deaths, a 6% increase from the previous year.

St. Luke's Penn Foundation is working across the Network to strategically address these staggering numbers and remains dedicated to providing high-quality care that combines the latest in modern addiction medicine with primary and secondary care. With our new partners across the Network, we have enhanced existing programming, initiated new inpatient and outpatient services, and worked assiduously to integrate substance use disorder (SUD) care throughout the Network. One of the significant benefits to the community that resulted from

Penn Foundation joining St. Luke's is access to a full continuum of substance use disorder treatment and recovery services, ranging from medical detox to community-based supports.

Enhanced Inpatient Treatment Options

With the opening of a Level IV Medical Detox Unit at the Sacred Heart Campus in Allentown, individuals have an inpatient care option, close to home, that can address their SUD as well as their complex medical needs. Level IV is the top designation from the American Society of Addiction Medicine, reserved for detoxification facilities that offer the most specialized care for people suffering from SUD.

Additionally, Penn Foundation's inpatient SUD program in Sellersville was approved by the Pennsylvania Department of Drug and Alcohol Programs to be classified as

a 3.7 level of care, meaning that it can serve individuals with more significant physical and mental health needs.

A "Whole-Patient" Approach to Substance Use Disorder Treatment

Medication-assisted treatment (MAT) is now available in the Lehigh Valley with the opening of SHARE (St. Luke's University Health Network Addiction Recovery Engagement), a new program at the Sacred Heart Campus to help individuals overcome addiction and enter recovery. One of the key features of this program is the availability of MAT, which is the use of medications, in combination with counseling and behavioral therapies, to provide a "whole-patient" approach to the treatment of substance use disorders. Research shows that a combination of medication and therapy can successfully treat SUD, and for some people struggling with addiction, MAT can help sustain recovery and prevent or reduce opioid overdose. †

St Luke's Penn Foundation is an Independence Blue Cross Blue Distinction Center, Opioid Treatment Center of Excellence, and an Aetna Institute of Quality®.

Inpatient Care



Outpatient Care



Out of Those Individuals



accessed more than one level of care



engaged in at least one community-based SUD program



of SUD clients came from counties surrounding Bucks County



Shared Vision Drives

# Quality and Strong Outcomes

Providing quality care has been at Penn Foundation's core since its founding in 1955. For 67 years, we have been committed to providing services for the community, in the community, and have continually lived up to our reputation as an expert provider of mental health and substance use disorder services. We are continuously looking for ways to improve our services to better meet the needs of our community. To that end, we use the Institute of Medicine's Six Domains of Healthcare Quality:



**Safety**

Avoiding harm to clients from the care that is intended to help them.



**Effectiveness**

Providing services based on scientific knowledge to all who could benefit and not providing services to those who are not likely to benefit.



**Patient-Centered**

Providing care that is respectful of and responsive to individual client preferences, needs, and values and ensuring that client values guide all clinical decisions.



**Timely**

Reducing waits and sometimes harmful delays for both those who receive and those who give care.



**Efficient**

Avoiding waste, including waste of equipment, supplies, ideas, and energy.



**Equitable**

Providing care that does not vary in quality because of personal characteristics such as gender, ethnicity, geographic location, and socioeconomic status.

These domains guide us as we strive to provide the most appropriate level of care at the moment an individual reaches out for help and to provide it in a setting best suited to meet their unique needs. Our programs are focused on supporting individuals in their communities with the goal of reducing hospitalizations and dependence on certain systems. We engage and involve clients in their treatment planning so that they take ownership in both their preventive care and in the treatment of diagnosed conditions.

Joining the St. Luke's Network has provided our clients with a full range of affordable, effective healthcare services unlike anything we could have provided on our own, thus enhancing their experience and improving outcomes. Our vision for providing the highest quality care also aligns with St. Luke's vision to be the regional leader in clinical quality and patient safety.

This year, while adopting best practices from the St. Luke's Network, we continued to provide quality, personalized care that drove strong outcomes for the benefit of our clients. Some of our most notable achievements are highlighted below.

- ✓ Through the STAR (Sepsis Treatment and Recovery) program, individuals in need of addiction treatment who are hospitalized and receiving antibiotics through a PICC line are given the option to come to Penn Foundation for inpatient care rather than remaining in the hospital for their six weeks of antibiotic treatment. We reduced the hospital stays for our first two STAR patients by 37 days, resulting in a significant cost savings for their insurance companies.

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- ✓ It is a revolutionary concept for safe, affordable housing to be provided by a health system, but it is one that aligns with the Network's mission to improve the overall health and well-being of the community. One of our residential programs, Penn Villa, which has 23 beds, served the most clients in a 12-month period in the history of the program.

Thirty-five clients benefited from programming, and many transitioned to alternative housing because they gained the life skills needed to live independently.

- ✓ St. Luke's Penn Foundation's Village of Hope provides transitional housing to individuals with co-occurring mental health and substance use issues in an environment that promotes independence and recovery. None of the 30 men and women who came to the Village of Hope this year entered the program employed. However, 47% of them obtained employment during their stay.
- ✓ Penn Foundation remains dedicated to partnering with the best health systems and colleges and universities to enhance our programming and ability to meet the behavioral health needs of our community. This past year, we welcomed a new partnership with Temple University. Occupational Therapy students contribute to small-group skill building, including medication management, cooking, cleaning, budgeting, healthy relationships, coping

skills, and how to be a good tenant within our residential programs.

- ✓ St. Luke's psychiatry residents are now completing rotations at the Penn Foundation campus. Four residents have come through the program, which is designed to provide physicians with experience in community mental health and addiction treatment. By contributing to the growth of the profession, St. Luke's is cultivating competent, compassionate psychiatrists with the intent of retaining them as part of its health system.
- ✓ Penn Foundation secured a two-year, \$461,000 grant from the American Rescue Plan Act to enhance its camp programming. As part of this grant, a Practice Administrator of Camp Programming was hired in May 2022 to relaunch Camp Crossroads, an overnight weekend camp for children who have been impacted by substance use in their families, and to expand camp programming for youth struggling with mental health issues. †

## Brenda's Story

Brenda, 65, didn't quite know what to do with herself once her youngest child went off to college. Her husband had decided to return to the workforce after having sold the family's Mexican restaurant business several years earlier. With no children at home and her husband now at work during the day, Brenda's house was empty, and she felt lonely.

To keep busy, Brenda decided to do a deep cleaning of her house, beginning with the kitchen. One day while she was sorting through a cabinet, she found a partially empty bottle of whiskey and decided to have a drink. "It made me feel not as anxious and calmed my racing thoughts," says Brenda. Little by little, she began to drink more until she was drinking every day. "It was something to do," she recalls.

Brenda's drinking became so heavy that she would experience dry heaving and shakiness if she didn't have a drink. "I needed a drink every four hours so that I wouldn't be sick," she remembers.

Eventually, her husband locked up the alcohol so Brenda could no longer access it. She became very sick again and went to St. Luke's Anderson campus in Easton. From there, she was transferred to the medical detox unit at Sacred Heart Hospital in Allentown. "The staff at Sacred Heart immediately made me feel comfortable," says Brenda. "They were so caring and communicated everything that was happening. My caseworker suggested I come to Penn Foundation for treatment."

Brenda came to Penn Foundation's inpatient rehab in January 2022 and immediately bonded with her counselor. "She always valued my opinion and taught me a lot," says Brenda. "I always thought I didn't have a problem, that it couldn't happen to me, but I learned that it can happen to anyone. Alcoholism is a lifelong journey. I learned ways to cope and that I don't need alcohol to get through the bad days."

Brenda also credits her counselor for involving her husband, daughters, and grandson in her treatment. Her counselor provided them with education about addiction and how they could support Brenda when she got home.

Brenda celebrated nine months of sobriety in October 2022. She continues to receive outpatient counseling every two weeks. She maintains her recovery by working part time three days a week, helping

her mom who lives next door, and cultivating the relationships she nearly lost because of her addiction. "I am choosing this life. The little things are more important now," says Brenda. †





# Community Impact

In 2021, with the ongoing COVID pandemic, we continued to pivot and adapt our services to the changing needs of our community. We also continued to break down barriers and connect more deeply with our clients and stakeholders.



15,609 CLIENTS SERVED



45 Outreach Opportunities



700+ Community Members Educated



1,331 Phone Calls/Visits



178,725 SERVICES DELIVERED In Person and Via Telehealth



331 Dedicated Staff



9 Office Locations



11 Counties Served



25 Unique Programs

# Statement of Activities

for the Year Ended June 30, 2022

## Revenue, Gains, and Other Support

Managed Medical Assistance	\$	14,157,204
Fees from Counties	\$	4,985,895
Health Choices – COVID-19 Relief Funding*	\$	3,265,895
Medical Assistance	\$	1,488,491
Client Billing and Commercial Insurance	\$	1,370,191
Other Income	\$	1,121,991
Contributions	\$	451,681
Medicare	\$	201,966
Grants	\$	93,329
<b>TOTAL</b>	<b>\$</b>	<b>27,136,643</b>

## Expenditures and Losses

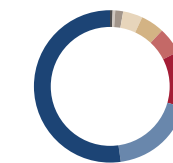
Operating Expenditures	\$	24,504,030
Non-Operating Expenditures	\$	2,520,705
<b>TOTAL</b>	<b>\$</b>	<b>27,024,734</b>
<b>Change in Net Assets</b>	<b>\$</b>	<b>111,908</b>

## \*Penn Foundation Received Pandemic Relief Funding from Health Choices due to COVID-19

Without the Relief Funding:

Change in Net Assets (as Shown Above)	\$	111,908
Health Choices – COVID-19 Relief Funding	\$	(3,265,895)
<b>Change in Net Assets</b>	<b>\$</b>	<b>(3,153,987)</b>

## Revenue, Gains, and Other Support



52.2% Managed Medical Assistance	5.0% Client Billing and Commercial Insurance
18.4% Fees from Counties	4.2% Other Income
12.0% Health Choices COVID-19 Relief Funding	1.7% Contributions
5.5% Medical Assistance	0.7% Medicare
	0.3% Grants

## Expenditures and Losses



90.7% Operating Expenditures
9.3% Non-Operating Expenditures

## Licensure

Pennsylvania Department of Human Services

## Accreditations

Association for Clinical Pastoral Education Inc.

Commission on Accreditation of Rehabilitation Facilities  
Clubhouse International

The information included in this statement is unaudited.

# Legacy Leaders

## **Dr. Ronald Souder to Succeed Dorothy K. Weik-Hange, Esq., as SLPF Board Chair as Longtime Board Member Set to Retire**

Ronald Souder, MD, has been appointed as the new chair of St. Luke's Penn Foundation's Board of Directors, effective January 1, 2023. Dr. Souder joined the Board in 1995 and recently retired from his career as a pediatrician. He succeeds Dorothy (Dot) K. Weik-Hange, Esq., who has served on the Board since 2014 and as Board Chair since 2020. Dot will continue to serve on the Board.

In addition, longtime Board member Dave Landis will retire from the Board effective December 31, 2022 after 34 years of faithful service. Dave served as Board secretary for many years, and in 2018, along with his wife, Carolyn, received Penn Foundation's Adventures in Excellence Award in recognition of their deep commitment to volunteerism and generous support of numerous community organizations.

"Penn Foundation is grateful for Dr. Souder's, Dot's, and Dave's servant leadership, incredible vision, and unwavering commitment to quality," says SLPF President Wayne Mugrauer. "Under their expert guidance and careful stewardship, Penn Foundation has navigated the ever-changing healthcare landscape amidst the unprecedented challenges of a global pandemic. Penn Foundation is very fortunate to have dynamic, loyal leaders who are passionate about our work and who are committed

to seizing new opportunities and adapting and evolving our services to remain relevant."

## **Behavioral Health Educator Celebrates 50 Years with Penn Foundation**

In September 2021, Karen Kern, MSW, LCSW, CAADC, behavioral health educator, celebrated 50 years of service with Penn Foundation. Throughout her remarkable five-decade career, Karen has held several positions, led the innovative expansion of programming, and experienced the significant evolution of behavioral healthcare.

"When I started working in behavioral healthcare in 1971, so many individuals from our community were sent away to be institutionalized," says Karen. "Today, with evidence-based practices, numerous community-based programs, and the advancement of medications, we are truly able to offer hope and healing while individuals recover and live meaningful lives right in their own communities."



"It's truly been a privilege to work for Penn Foundation over the past 50 years," adds Karen. "I continue to be inspired by the vision of our founding Medical Director Dr. [Norman] Loux. I feel blessed to have had Dr. Loux as my mentor and to have the opportunity to work with so many dedicated colleagues who are truly committed to helping others. The strong sense of community here at Penn Foundation has been a major source of support during my tenure. I'm still here because I love what I do." ✦

# Looking Ahead

In our first year as St. Luke's Penn Foundation, our achievements were a direct result of the unwavering support of the communities we serve and the expertise of our staff, which has now expanded beyond our walls and across the St. Luke's University Health Network. As we move forward, we are excited to build on the momentum of this past year to further enhance programming and overcome staffing challenges to meet the growing need for care.

As the fiscal year came to a close, we began working on a Network-wide Behavioral Health Strategic Plan to align structures and operations, grow programming, and implement new services and technology to provide more ways to connect to treatment. We anticipate completion of the plan in the fall of 2022, with implementation beginning early in 2023.

The demand for mental health and substance use treatment services is on the rise. We recognize that this level of demand will only continue to increase in the coming months and years, which is why we are poised to listen to our community's needs, align much-needed services, and continue to evolve our business to instill hope, inspire change, and build community for the tens of thousands of individuals we serve each year. ✦





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