More recognition for our quality of care. And new ways to improve it.

Bill Sheron
President/CEO of Wooster Community Hospital Health System

Q&A

Question: So, in addition to the 2019 IBM/Watson Top 100 Hospitals Award, Wooster Community Hospital got some more good news in 2019, yes?

Bill: Yes indeed. We’ve been elevated to Medicare 5-Star Hospital status for 2019, one of only 407 such hospitals in the USA. As you know, Medicare looks at its own data and proprietary metrics, and awards one to five stars based on things like Cost Per Beneficiary, Length Of Stay and Patient Satisfaction. We’ve been using those results to improve our own quality for years, and getting that fifth star is certainly good news for our patients and families.

Question: And that’s on top of your Medicare Accreditation?

Bill: Yes again. The Hospital received its three-year full accreditation from Medicare in 2019, which includes ISO Certification. Passed with flying colors. So we know we’re delivering on both fronts: more efficient patient care and better patient outcomes.

Question: How is technology playing into that?

Bill: It was another record year in patient growth overall, in particular in Women’s Health, Oncology, Cardiology and Surgery. We expanded our Behavioral Health programs to respond to very specific community needs. And, added a full-time Amish Liaison to manage our expanded services to our Amish neighbors.

Question: So 2019 in perspective?

Bill: We expanded our Telemedicine activity into Neurology. As an Accredited Stroke Center, we can now connect patients presenting in the ER via real-time “TeleStroke” video with neurologists at The Ohio State University Wexner Medical Center. And using TeleNeurology, we can reach out to them for inpatient consultations. We’re seeing some very impressive results there.

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And Wooster Community Hospital is a worthy investment. Because a given gift includes ISO Certification. Passed with flying colors. So we know we’re delivering on both fronts: more efficient patient care and better patient outcomes.

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Oh, and we revamped our entire Food Service operation to focus on healthier, fresher “farm-to-table” foods with two full-time chefs supervising. I think everyone is noticing that.

Thank you to the following for their contributions to this publication.
Director of Development: Angela Rincon
Graphic Designer: Darren Haber
Writer: Mark H. Davis, markreativ
Photography: Clint Sprunger, C.W. Production + Design
HOW THE EMERGENCY DEPARTMENT AND INTERVENTIONAL CARDIOLOGY IDENTIFY AND TREAT SERIOUS HEART ATTACKS FASTER AT WCH

90 minutes or less is the national benchmark “door-to-balloon” time established by the American College of Cardiology. For serious heart attack victims, it’s the number to beat.

It’s the time from arrival at the Emergency Department with heart attack symptoms, to the time a tiny balloon is inflated to unblock a coronary artery in the Cardiac Catheterization Lab.

Faster is better. Allowing oxygenated blood to reach the heart muscle faster prevents more heart damage. Decrease damage and you decrease heart attack fatalities.

At WCH, faster isn’t simply better… it’s reality. In 2019, our “door-to-balloon” time averaged 50% faster than the national benchmark. In one case, it was just eight minutes. The Hospital’s Chest Pain Committee has spent years getting all the protocols in place to make sure WCH is among the best-of-the-best in heart attack response.

A serious heart attack – called a STEMI for ST-Elevation Myocardial Infarction – shows up on a 12-lead EKG as the key indicator of blockage in a major artery. Fortunately, EMS first responders can perform that test and begin treatment immediately. (Which is why you should never drive to the ER yourself, by the way.)

Because EMS is literally an extension of the Emergency Department, by the time the patient arrives, the STEMI team is “all hands on deck,” ready to begin critical balloon catheterization or other procedures. For patients who don’t arrive by ambulance, they’re triaged in the ER where the “door-to-EKG” time is just seven minutes on average.

Of the 1000+ cardiac cath procedures performed at WCH in 2019, over 50 were STEMI emergencies. It’s a lifesaving capability many hospitals in our region simply don’t have, and yet another reason why Wooster’s Emergency Department is so vital to our surrounding communities.
You might not think of fresh, locally grown fruits, herbs and veggies in the same sentence with “hospital food.” You should.

After all, since 2008, our Hospital’s own GreenPoint Garden has been providing thousands of pounds of super-fresh, sustainably grown produce – and more – to our dietary and kitchen staff each year. In fact, Ruth Gingerich, Garden Manager, and Stephanie McHenry, WCH Chef, work hand-in-glove to plan what’s planted come spring.

“We actually planted the herb garden last fall. The little sweet potatoes were already started before the snow melted,” explains Ruth. “We deliver produce May right through October. The Hospital uses the majority, some is donated, and we had such a good apple crop last year, we sold extra cider at flea markets.”

GreenPoint Garden, growing on an acre plot just past HealthPoint on Friendsville Road, was originally conceived by WCHHS President/CEO Bill Sheron, who shared the idea with Jim Anderson and Joe Kovach. They designed and created the garden to offer biodiversity, teach pesticide-free organic gardening and provide the Wooster community with healthier food along with volunteer opportunities in the fresh air.

Apples, raspberries, sweet potatoes, onions, peas, peppers, strawberries and lots of garlic are all part of the bounty. (142 lbs. of blueberries and 225 lbs. of asparagus came to WCH’s kitchen last year alone.)

“Those fresh cut flowers you see in the waiting areas of the hospital? We grow those,” observes Ruth. “Volunteers come from all around Wooster to help weed and cultivate; youth groups, church groups, students from the college. It’s truly a community garden.”

Want to join in? Contact Carla Redick, Coordinator of Volunteer Services at 330-263-8299.

At WCH, we believe providing better healthcare closer to home also means making that care easier for you to manage. Especially these days.

Say hello to the WCH eCare Patient Portal. Now you can make appointments, refill prescriptions, check medical test results and much more online, anytime, all in one place. Once you register, you can log in at any time to:

- Request an appointment with WCHHS providers including Bloomington Medical
- Complete patient forms, including pre-registration for tests or treatments
- Message your provider
- Request prescription refills
- Request and view medical records and test results
- Link family members
- Ask questions and get answers from WCH

To enroll online, we need your email address on file, and medical record number. If your email is not on file or you need your medical record number, please call (330) 263-8615 and we’ll enroll you by phone. Check it out at www.woosterhospital.org/patients-visitors/patient-portal.

Charitable estate planning creates an opportunity to make a meaningful commitment, leaving a legacy that can honestly change the lives of real people for the better; better care, better outcomes, new hope and new strength throughout our community.

The Sapphire Legacy Society celebrates those foresighted individuals and families who make endowed, estate or other planned gifts to The Wooster Community Hospital Foundation.

If you would like more information on how you can become a Legacy Society Member, please contact Angela Rincon at arincon@wchosp.org or call 330.263.8701.

THE GREAT USE OF LIFE IS TO SPEND IT FOR SOMETHING THAT WILL OUTLAST IT.
— WILLIAM JAMES
As Wooster Community Hospital completed its last strategic facility plan and geared up for new strategic and community initiatives in 2020, 2019 was a year of continued growth, advancement and celebration. Our Hospital was recognized for the second year in a row as an IBM/Watson Top 100 Hospital in recognition of continued quality improvement across a number of metrics. With five such awards, WCH can justly point to an extremely robust culture of quality care. We also celebrated the 25th anniversary of President/CEO Bill Sheron’s leadership, under which that culture has flourished.

More strong growth in services
Our overall volume as measured by “adjusted patient days” was the highest in Hospital history in 2019, which reflected strong outpatient growth and wider appeal throughout the communities we serve. Our Oncology Program saw 35%+ growth over the previous year. And, Greater Wayne Co. chose WCH for neonatal care and delivery in record numbers. Our Food Service operations were revamped to provide new emphasis on fresh, wholesome offerings for patients, families and employees.

Working for More Affordable Care
We continued to work in partnership with local employers, Wooster Area Chamber of Commerce, and the Bloomington Physicians Group to help make care more affordable. Joining Wayne Partners’ Direct Care will enable local businesses with 25 – 125 employees to enjoy WCH’s very low-cost structure and nationally recognized care closer to home in a self-insured model not typically available for smaller employers. We envision the Hospital’s Retail Pharmacy relocated to facilitate construction of a drive-up system to serve this initiative.

New Patient Access and Emergency Facility Planning
Looking to the future, our New Patient Access and Emergency Facility is a priority. Managing ambulances & walk-in traffic, addressing Behavioral Health needs and projected community needs such as infectious diseases, and adhering to best practices while providing outstanding emergency services will require a major renovation. Current planning envisions an entirely new space where the current Main Entrance now stands, to create a new “front door” for the hospital that accommodates both emergency visits and day-to-day visitors.

Community Service and Charity Care
WCHHS continued to fulfill the mission of “providing accessible, quality health care services to all people... delivering an average of $673,316 in unreimbursed care per month, over $300,000 in free transportation to and from medical appointments, and more in 2019. And, absorbing a Medicare and Medicaid payment “shortfall” of $25.6 million (up from $22.6 million in 2018).”

Perspective
Wooster Community Hospital billed over $317 million... or more than 1/4 billion dollars... in 2019.

We spend $381,000 per day, 365 days per year, to keep serving the community. But did you know Wooster Community Hospital Health System...

• Is the largest non-profit service provider in our area
• Receives NO TAX SUPPORT from the City or County
• Has absorbed $72 million of charity care and unpaid medical bills in the last 10 years
• Has NO DEBT
• Delivers care to all people regardless of ability to pay
• Has reinvested almost $199 million for direct patient care... $75 million in the last five years alone

## 2019 FINANCIAL HIGHLIGHTS

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The Hospital added another Endocrinologist, another Interventional Cardiologist and two OB/GYNs to staff in 2019 and made a substantial investment in a Stryker MAKO Orthopedic Surgical Robotic Arm to offer more precise knee and hip surgery and better outcomes.

Responding to strong demand, the Hospital’s Behavioral Health Unit was expanded in a move to the recently acquired Western Reserve Insurance building, now named The Beall Professional Center.

Our Food Service operations were revamped to provide new emphasis on fresh, wholesome offerings for patients, families and employees.

### Working for More Affordable Care

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### Perspective

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problems and nausea. We saw Dr. Lofgren on the days, " recounts Donna. "Dick was having balance... around together.

Lifelong Woosterites, Dick and Donna Smetzer have been married for 69 years now. Twin girls and a son were born at WCH. Smetzer Tire Center, the family business... still cruising around every day."

How Dick and Donna Smetzer Came to Support Wooster Community Hospital’s Emergency Department

You could say it all started in Wooster Community Hospital’s Emergency Department. But in truth, you have to go all the way back to 1948 and an old Plymouth. "Back then, the thing to do in Wooster on Saturday night was cruise down Liberty Street," recalls Donna Parcell Smetzer. "So there I was in the back seat of my girlfriendʼs boyfriendʼs Plymouth when she said, “Hey, thereʼs Dick Smetzer”. He climbed in and there you have it.”

Lifelong Woosterites, Dick and Donna Smetzer have been married for 69 years now. Twin girls and a son born at WCH, Smetzer Tire Center, the family business where they worked together all their lives, is now prospering in the hands of yet another generation. Which brings us to the Emergency Department...

"We had gone to the ER three times in just a few days," recounts Donna. "Dick was having balance problems and nausea. We saw Dr. Lofgren on the first visit, who diagnosed it as ‘normal pressure hydrocephalus’ and recommended a specialist. But he was leaving the area, so we went back and sure enough, Dr. Lofgren was there for us again and referred us to another specialist.”

Dick had a shunt placed in the spring of 2018 and recovered nicely. "We wanted to do some gifting, and this is what came to mind" he says. "It’s going to support the Emergency Department. We were just really impressed with that doctor, how we came in and there you have it.”

"Hey, there’s Dick Smetzer." He climbed in and there you have it.

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EMERGENCY PREPAREDNESS AT WOOSTER COMMUNITY HOSPITAL

Ambulances come and go. Babies are born. Tests and treatments occur. Patients, families, physicians, nurses and hundreds of dedicated staff come together 24/7/365 in the choreography of normal hospital operations that is WCH.

But there’s another entire hospital system behind the hospital you see every day... totally focused on “The Big What-If?”

“What if” there’s a power outage, a major fire or flood, a hazmat spill or transportation disaster? Or a pandemic. Any event that would impact normal operations, or result in a surge of patients, triggers an entire scripted response called Emergency Preparedness.

Emergency Preparedness encompasses every aspect of planning and preparing for, responding to and recovering from such an event. The WCH EP Committee – including nearly every hospital department – meets monthly to plan and coordinate with local government, other hospitals, first responders, health departments, nursing homes, industry, media, even The College of Wooster. That includes imagining all the bad things that might happen, ranking their likelihood and training for that.

It’s all based on National Incident Management System (NIMS) best practices, refined for our Hospital Incident Command System (HICS). So when something happens, Incident Command literally snaps into existence like a well-oiled machine: everyone knows who’s in charge, what their roles are, who needs to do what, when and where.

They know because they practice. An annual Regional Exercise challenges our Emergency Preparedness with a simulated disaster; Incident Command is evaluated and results used to improve response. Two more exercises each year also hone our ability to respond effectively and cooperate responsibly: (After all, disasters don’t respect borders and boundaries.) Live training, online training and practice drills assure our professionals know their roles.

Emergency supplies, stockpiled and ready, live in the Emergency Preparedness Stockroom, along with the Emergency Operations Plan: the “bible” for Incident Command detailing the Hospital’s response to any eventuality.

Which brings us to recent events. While the novel coronavirus was still thought to be contained in Wuhan, China in January, the Hospital was already working up screening procedures and coordinating county-wide regarding possible event timelines “just in case." (Ironically, our January Incident Command exercise involved responding to a flu pandemic. Just a month before the coronavirus pandemic hit, the staff practiced erecting a decontamination tent in the parking lot.) The Covid-19 Incident Command was activated on March 13, meeting 8-10 hours a day, and stood down in late May. During that time they worked tirelessly to monitor the situation, obtained needed PPE, organize a “surge plan” for possible Covid-19 patients, manage communications among staff, physicians, patients and the community, and report out to state and federal authorities.

All this behind-the-scenes effort, planning and organization exists for a simple reason: because “ready or not” is simply not an option for Wooster Community Hospital… or the families we serve.

Ready for “The Big What-If.”
“If you build it, they will come.”

Ted Bogner and family have built just about everything there is to build around Wooster across four generations. Including the entire four-story addition of Wooster Community Hospital. Not to mention our recently renovated Cardiac Cath Labs. Ann Bogner, meanwhile, was building a healthier local populace, as a nursery and postpartum nurse at WCH.

So when Ted’s heart needed a bit of renovation, it was only fitting that Wooster Community Hospital got the contract. Diagnosed with an enlarged aorta, Ted was at WCH for an MRI to monitor the condition when he met Dr. Cyril Ofori, who wasted no time.

“After he examined me, Cyril said, ‘I’m going to make an immediate decision and get me to one of the world’s best surgeons for someone with my condition. Cyril’s been keeping an eye on me ever since. Just an excellent doctor and a neat-as-hell guy.’”

The Bogner’s gift names our Cardiac Rehabilitation Program, where Ted spent a lot of time post-op, as the Ted and Ann Bogner Cardiac Rehab Suite. It comprises a total health and fitness program designed to benefit patients recently hospitalized or undergoing treatment for coronary heart disease, valve disease and heart failure.

And Ted never misses riding every day, whether it’s 32 miles on his trail bike, or on a stationary bike in the basement.

Continuous quality improvement has been a mantra of American business for decades. But hospitals aren’t factories. And patients aren’t products. So how has WCH become one of America’s Best Hospitals?

“We look at everything we do and ask, ‘How can we do it better?’” explains Kathy Sifferlin, VP of Quality and Patient Safety. “And then we make that Standard Work. So, for example, every medication is given exactly the same way by every caregiver for every patient. We use evidence-based practices that assure optimum outcomes. And that gives patients confidence in the care they receive.”

This cycle of questioning everything, and conducting deep-dive reviews of events large and small, is one reason WCH care continues to improve over time. Another is increasing accountability, awareness and compliance by making safety everybody’s business.

“The goal is for every patient to leave the hospital better than when they arrived. We strive for zero infections, zero falls, zero serious complications,” says Kathy. “How do we create the best possible patient experience with the least risk?”

That attitude cuts across every aspect of hospital operations that has an impact on patient care, from an arrival in the ER to discharge paperwork. By empowering department heads and nursing staff to identify issues that offer opportunities for improvement, dozens more new improvements can be made.

It’s all about the questions: “Why is this a problem, what is the data, what process changes could make it better and, did the changes work?” It’s how WCH cut the average time it took to get patients from the ER to inpatient rooms by nearly two-thirds, for example.

“Of course we want to have our medical staff and this facility, and the number of specialists committed to this community, is simply stellar,” concludes Kathy. “Other hospitals send patients to our Emergency Department even though they are part of larger health systems because we don’t just offer faster care, we can offer appropriate care faster.”

That’s what you get when you’re one of the top 100 hospitals in America.

THE TED AND ANN BOGNER CARDIAC REHAB SUITE AT WOOSTER COMMUNITY HOSPITAL

Obtaining needed prescriptions more simply and safely is the goal of three popular Pharmacy services at WCH:

- **Meds To Beds** delivers discharge medications directly to you when here for treatment. Deliveries are available to inpatient rooms, outpatient surgery, Oncology treatment rooms and Infusion Suites, and to the Hyperbaric Medicine and Wound Healing Center. Simply ask your nurse. Hours are Monday - Friday 7:30AM to 6:30PM, and Saturday 9AM to 1PM.

- **Curbside Pick-up** is now available, just outside the Outpatient Pavilion. Simply call 330.202.5570 and give the Pharmacy the number of prescriptions to be picked up, and a description of your vehicle. If someone is picking up for you, we’ll need their name, and they’ll need the patient’s name and date of birth to receive the prescriptions. Cash, check and credit cards are accepted, with credit cards preferred since payment information can be taken over the phone for faster service at curbside. Hours are Monday - Friday 6AM to 6PM, and Saturday 9AM to 12PM.

- **Compounding Pharmacy** allows our skilled pharmacists to individualize prescriptions, combining ingredients to create customized medications per physicians’ orders for hormone replacement therapy, women’s health issues and pain management.
“The Road to Recovery” for cancer patients includes free transportation.

Many cancer treatments can take several months, with sessions weekly or even more often. Which makes transportation one of the big barriers to cancer recovery; even the best treatment option can’t work if patients can’t make their appointments.

That’s why the American Cancer Society’s “Road to Recovery” initiative – which compliments WCH’s own transportation program – is so impactful. When family and friends can only do so much, or the financial burden is too great, the ACS program provides cancer patients free transportation to and from their treatment appointments. Drivers are volunteers who are carefully screened and trained.

For more information, or to volunteer, please contact the Hospital’s Program Liaison Polly Johnson at 330.202.5162.

Tucked back in a corner of Wooster Community Hospital’s Main Campus is another unique resource on the front lines of advanced medical treatment.

The Hyperbaric Medicine & Wound Healing Center, in partnership with Healogics, is WCHHS’s outpatient clinic specializing in acute or chronic wound care. “Chronic wounds are sores or ulcers that just won’t heal. They’re common on the legs and feet but can occur anywhere on or in the body,” explains Connie Rebane, the Center’s Director. “If it’s bigger than a paper cut, this is the place for patients to be.”

“Having a wound is miserable. Patients tend to be older, with contributing conditions such as diabetes, obesity, and vascular disease. One in four families has a member with a non-healing wound… almost 7 million people nationwide. And 30% of untreated chronic wounds result in amputation. We’re here to save limbs!”

While every patient presents differently, most heal in 10-12 weeks on average. Individualized treatment plans may include:

- Specialized dressings unique to wound care
- Debridement, which “tricks” the body into starting a new healing cycle
- Hyperbaric oxygen therapy (two chambers), that helps “kick start” healing
- The latest, advanced cellular products and topical growth factors
- Special shoes, orthotics and other means of reducing pressure on wounds

While Wayne Co. has high rates of diabetes and pre-diabetic risk factors, chronic wounds can and should be treated locally. As Wooster’s only standalone wound center, 10 specialists provide quality wound care from Monday - Friday 8AM – 4:30PM with same-day appointments, and patients can self-refer.

“It’s amazing what this team approach – with our staff, primary care physicians, home care and patients – can accomplish. We’re leveraging the most advanced products and specialized knowledge, and patients are healing faster.”

Small building, big impact.

THE WOOSTER COMMUNITY HOSPITAL HYPERBARIC MEDICINE & WOUND HEALING CENTER

WOUND CARE ON AN OUTPATIENT BASIS WOULD BE ENORMOUSLY BENEFICIAL FOR OSTOMY PATIENTS. HOWEVER, IT REQUIRES ADVANCED NURSE CERTIFICATION, WHICH WHILE GREATLY DESIRED IS CURRENTLY COST PROHIBITIVE AMONG OUR WOUND CENTER NURSES. FOR MORE INFORMATION ON HOW YOU MIGHT SUPPORT NURSE EDUCATION FOR THIS SPECIFIC OPPORTUNITY, PLEASE CONTACT ANGELA RINCON AT 330-263-8701.
“Our family caring for your family.” That has long been at the heart of our promise to you.

Today, the Wooster Community Hospital Health System family is being challenged in unprecedented ways to keep that promise. You’ve been seeing, reading and hearing about it since mid-winter. And we still have so far to go.

The COVID-19 Relief Fund was established to help provide our front-line caregivers with more of the essential medical equipment and personal support they need, as they face the day-to-day realities – and uncertainties – of this pandemic.

Nobody does it better. And they do it right here. Because your family, now and for generations to come, deserves it.

For more information or to discuss a gift, please contact Angela Rincon, Director of Development, at 330.263.8701.