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DECEMBER 2022

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Building Fresh for the Future

Four Seasons Produce's Commitment to a More Sustainable & Relevant Future

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14

Building Fresh for the Future

With their mission of “Helping Others Succeed in Fresh”, Four Seasons Family of Companies’ commitment to sustainability creates a solid foundation for the future energizing the collective mindset of making a positive environmental impact on our Community and its future.

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COVER PHOTO

The Four Seasons Family of Companies headquarters and distribution center located at 400 Wabash Road in Ephrata, PA, the site of their distribution center expansion. Their Leadership Team pictured on Cover: (left to right) Randy Groff, Director of Facilities & Energy; Rob Kurtz, VP & General Manager of Sunrise Logistics; Nelson Longenecker, VP of Business Innovation; Jason Hollinger, President & CEO; Jonathan Steffy, VP & General Manager of Four Seasons Produce; Ralph Julius, VP of Talent & Culture; Greg Goss, VP & General Manager of Sunrise Transport; Loretta Radanovic, VP & Chief Financial Officer; Bharath Gollapalli, VP of Operations.

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A Letter from Heather Valudes

President & CEO of the Lancaster Chamber

2022 was a moment like no other for the Lancaster Chamber. We celebrated our 150th Anniversary with the community - highlighting the stories of individual businesses and celebrating the industries that have built Lancaster County. And we did it with one common theme: OUR history is YOUR history. We wouldn't be here today without the incredible visionaries who started and grew businesses, the support provided to organizations in our community, and the commitment to create a thriving community. Thank you!

Now, with the 150th year coming to a close, we are looking forward to the next 150!

As we look forward, there are many things to explore. What technologies and business trends will have the biggest

impact? What will most impact entrepreneurs and high-growth companies? How will we build bridges and make connections?

This edition of *Thriving!* is exploring those and more with a future forward lens. You'll read about sustainability in business, learn approaches to talent engagement today and into the future, gain insight on how Lancaster County companies are looking to the future, and get perspectives on the future of key industries - from healthcare to finance, tourism to agriculture.

As we enter 2023, the Chamber is continually monitoring trends to ensure we are meeting your needs. Demographic trends - the aging workforce, the rise of the Gen Z generation, and a more culturally diverse



population - will require businesses to look for ways to become more productive through operational efficiency, engage in a mentoring mindset, and lean into the advantages of human talent. And business trends - the growth of virtual marketplaces, automation of business activities, sustainable business operations, and the rise of the data economy - require businesses to involve their employees to adopt new practices and know their customers better.

We hope you enjoy this issue and look forward to engaging with you in 2023!

HERE'S TO THE NEXT 150!

Sincerely,

Heather Valudes
President & CEO, Lancaster Chamber

Lancaster Chamber
NEXT150

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EDITOR & CONTENT MANAGER:

Justin W. Johnson
Communications and Marketing Director,
Lancaster Chamber
jjohnson@lancasterchamber.com

ASSISTANT EDITOR:

Ashley Glensor
Programs & Marketing Specialist,
Lancaster Chamber
aglensor@lancasterchamber.com

COMMUNICATIONS & MARKETING INTERN:

Joslyn Yates
Kelly Phan



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Lancaster Thriving!
is published quarterly by
Hoffmann Publishing Group,
Reading, PA • 610.685.0914
HoffmannPublishing.com



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Lancaster Thriving!
Magazine Online
at LancasterChamber.com

Graphic Designer: Jeni Rathman
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ADVANCED EMERGENCY MEDICINE

NOW OPEN! Newly Renovated Lancaster General Hospital Emergency Department

Penn Medicine Lancaster General Hospital has completed the first section of our newly renovated Emergency Department (ED). We listened to your feedback and improved navigation, updated waiting areas and patient rooms, and the work continues as part of our multi-year expansion plan.

As Lancaster County's only Level 1 Trauma Center, Lancaster General Hospital meets the highest criteria for 24/7 emergency care — including direct access to top physicians and technology in every specialty. No matter where you visit us — whether through a primary care practice, Urgent Care, virtual visits, or our ED, you'll have access to advanced medicine right here in Lancaster.

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1931: High Welding Company was founded in Lancaster, Pa., by Sanford H. High.



1978: High acquired Lantz Builders which became High Construction Company.

From our humble start as a Depression-era welding shop whose technological leadership would revolutionize bridge building, to our status as a vibrant, diverse, and growing organization, the High® companies have always been committed to innovation, industry leadership, environmental stewardship, and helping meet the needs of our community.

While our headquarters and organizational roots are planted firmly in Lancaster County, Pennsylvania – a distinctively hardworking community that strongly influences the character of the High companies – our values-driven approach including hard work, trustworthy relationship-building, and innovative leadership, is shared by nearly 2,000 High coworkers all throughout the eastern United States.

The High companies are made up of two sectors: High Industries Inc. and High Real Estate Group LLC. High Industries consists of affiliated companies that serve construction and manufacturing markets with a wide range of products and services that can be found in some of America’s iconic structures. High Real Estate Group is a full-service real estate organization that develops and manages industrial, apartment, hotel, and retail properties and provides a full complement of services focused on customer intimacy. Please visit www.high.net to learn more.

Guided by **The High Philosophy**, our values-based principles include: building trustworthy relationships and being innovative leaders. With our dedication to investing in our business and community, we are strengthening our capabilities and deepening our roots for many years to come.

Our environmental commitment is a multi-faceted effort across all of the High companies to minimize our carbon footprint, conserve energy, and provide products and services to help customers achieve their sustainability and environmental objectives. Whether creating green-friendly properties, revitalizing historic structures, or carefully managing our own resources, the High companies continue our long history of responsible stewardship.

We also actively seek a strong role in the betterment of our community through the generous volunteer culture of our coworkers and the philanthropy of High Foundation – a nonprofit organization committed to addressing significant community needs including affordable housing, education, health and human services, environmental preservation, and culture and the arts.

The High companies and High Foundation have a long tradition of contributing to Central Pennsylvania and the communities in which we do business and are aligned with a common goal to support people on their path to personal stability—a Bridge to Opportunity.



2018: High Real Estate Group opened The Crossings at Conestoga Creek, a Main Street-oriented, mixed-use development project that includes retail, multifamily and hospitality components.



2018: High Hotels announced the company's Courtyard by Marriott, located in Greenfield, will be the first 100 percent solar-powered Marriott-branded hotel in the United States.

High Companies' strategic focus areas

- Increase capacity of career and technical education
- Promote rational career exploration for students, parents, and teachers
- Excite students early on about STEM career paths
- Develop viable, sustainable paths out of poverty via "good jobs"

Beyond these areas, we will continue to maintain a significant amount of broad support across many areas that connect with specific community needs and coworker interests.

Focus area of High Foundation

- Eliminate poverty by supporting organizations focused on systemic change
- Invest in projects and organizations that improve Lancaster City's aesthetics, culture, and art, and in projects that lead to economic vibrancy

- Contribute capital gifts to nonpolitical, nonprofit organizations: in
 - Education
 - Health and Human Services
 - Arts and Culture
 - Environment

As a "bridge builder," High Foundation provides the leadership, forums, and resources to connect community organizations to the people who will benefit from them. The Foundation seeks to affect collaborative, innovative, sustainable change in the community, operating on the core principle that all people are created equal and that we need to help shape a diverse and inclusive world for the next generation. Please visit www.highfoundation.org to learn more. **LT**

BELOW: 2022: High Real Estate Group broke ground on the Walnut Street Extension, a multimodal transportation project that will connect Greenfield Road with Route 30



Sustainability in Business

HOW IS SUSTAINABILITY GOING TO PLAY MORE OF AN IMPORTANT ROLE IN THE FUTURE?

When we look to the future of Lancaster County, we see a landscape dotted with vibrant businesses committed to the journey of sustainability. At ELUME, we believe wholeheartedly that sustainability is the future, but in order for it to be so, the sustainable business movement must be inclusive, equitable, and accessible.

We created ELUME to equip a diversity of entrepreneurs with tools to make sustainability simple and integral to their business. We envision a world in which all businesses play a role in building a regenerative economy. We launched ELUME with a sleek sustainable **stone paper** notebook, designed to inspire and encourage entrepreneurs to get all their world-changing ideas down on paper. To enhance the practice of journaling, we offer writing prompts to inspire a sustainable mindset and practice. But this is just

the beginning, we are also building our business to provide leadership development, sustainability strategy, and compelling narrative creation to advance businesses led by people who look like us and on a mission to transform our world.

Sustainability does not stand alone. In order to become inclusive, equitable, and accessible as we envision, we must enhance the ecosystem by strengthening the connection and commitment to social justice and advocacy.

And we at ELUME are not alone in this vision. There are many examples of women- and BIPOC-owned enterprises whose very business models are designed to make sustainability something everyone can access. As one example, Lancaster's own Hawa Lassanah, launched multiple



Hawa Lassanah, founder of Discerning Eye Community Agriculture (DECA), identifies innovation as the key to future of the sustainable business movement in Lancaster County, seen here on a plot part of her urban agriculture venture to support local neighborhoods in growing their own food.

businesses under the nonprofit umbrella **Discerning Eye Community Agriculture** (DECA). DECA City Farms is an urban agriculture venture that exists to support local neighborhoods to grow their own food, and DECA City Provisions is Hawa's branded food line.

When Hawa looks to the future of the sustainable business movement in Lancaster County, she says, "the key is innovation. We've been dealing with these issues for a long time, and as a community, we've made a lot of gains to bridge the gap between sustainability and equity. Moving forward, part of the key is to continue to suspend our disbelief, to give a bit more leeway to brand new ideas, frameworks, and formulas because we're inviting new people to the table." Hawa emphasizes that for her business to succeed, access to opportunity and resources was essential. "There are so many folks who want to help and have great ideas, but it is about getting them to the table."

As a county, the potential to make Pennsylvania the most thriving sustainable economy is at our reach. We are living in an era in which the impacts of climate change, soaring inequity, and polarizing political climate are pushing us to embrace new innovative solutions to enhance our livelihood.

Change is possible if we continue to strengthen bridges between leaders, such as Hawa, and provide roadmaps for all entrepreneurs to have the opportunity and resources to launch sustainable businesses. This means social justice and equity must be centered in the sustainability movement. It also means that we must be willing to advocate for the future we want to create. **LT**



BY MELISA BAEZ,
CEO, Elume
Contact Melisa
at melisa@elumetheway.com



BY SARAH PAYNE,
CEO, Elume
Contact Melisa
at sarah@elumetheway.com



Melissa Wissler
Vice President,
Regional Relationship Manager
mwissler@peoplesbanknet.com
717.468.4967

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SPOTLIGHT

FOUR SEASONS



**“Our customers are growing, and so are we,” stated Jason Hollinger, CEO.
“As we help our associates and customers succeed, we are able to grow together.”**

The 2022 Four Seasons’ expansion was launched to better support our team and our customers, using designs and materials that reduce waste and energy use. It was carefully engineered to increase the company’s supply chain capabilities, flexibility, and capacity. A key design principle was to provide flex space and a variety of room conditions to complete the fresh product cold chain – and more fully support the company’s mission of “Helping Others Succeed in Fresh”. This will enable efficient and sustainable distribution of fresh produce and perishable food in the Northeast for many years to come.

David Hollinger founded Four Seasons Produce in 1976 to supply produce to local markets, and the family business is now under the second-generation leadership of Jason Hollinger. Today, it is a full-service wholesale distributor of organic, local, and conventional produce and other fresh foods, serving customers in more than a dozen states. The Family of Companies includes a growers’ representative, a refrigerated fleet, and a logistics provider. The combined companies employ almost 900 associates and will ship approximately 28 million cases in 2022.

The company has dramatically reduced its energy and water consumption over the past 15 years, and this addition builds on that successful record. An expanded rooftop solar

array planned for 2023 – combined with a 2018 array – will produce over 20% of the total building electrical needs.

The expansion was designed with sustainability in mind, including a more efficient refrigeration system, an enhanced building envelope with a white roof, energy-efficient lithium-ion electric material handling equipment and full LED lighting with motion sensors. According to Randy Groff, director of facilities and energy, “when we designed this facility, the engineers projected higher efficiencies. The early results have surpassed even those expectations.” Cooling costs per square foot are already trending 20% lower than the original building.

Beyond the design efficiencies already evident in the expansion, the company continues to pursue additional projects made possible by technology. This includes redesigning the original refrigeration piping, a project slated for completion soon with an expected payback of less than four years.

Four Seasons’ commitment to sustainability creates a solid foundation for the future. Doing business to ensure we are relevant and sustainable to future generations is very energizing – for our team and our customers. It raises the standard that we hold ourselves to – and attracts them to a



Building Fresh for the Future

LIGHTENING OUR FOOTPRINT

Here are key results of Four Season's efforts to reduce their energy and resource use:

- 56% decrease** in kWh/throughput case last 10 years
- 40% decrease** in electric costs in the last 5 years
- 43% decrease** in natural gas usage in the last 5 years
- 93% current waste** diversion rate through recycling
- 31% decrease** in water usage in the last 5 years
- 12 electric car charging stations** available for free to associates and visitors

company that benefits the community and the environment. Our people can be focused on the best way to serve our customers, knowing that we are also looking to reduce our footprint and use fewer resources in an energy intense business. Everyone wants to be part of something that is mindful of the impact on our children and grandchildren.

"Our team is so committed to our customers and to each other. There's an energy and excitement about fresh produce and for serving produce growers and retailers - we thrive on it. It's very fulfilling to be involved in providing the healthiest, most flavorful, and beautiful food God gave us. Ultimately, our greater purpose as a family business is to be a blessing as we are blessed," Hollinger continues. "And as a locally owned business, we will keep investing in our associates and our community." **LT**



BY NELSON LONGENECKER,
*Vice President - Business Innovation,
Four Seasons Family of Companies*
Contact Nelson
at nelsonl@fsproduce.com



Tourism

A Current and Future Driver in Lancaster County

Tourism is one of the leading industries in Lancaster County, an important source of tax revenues, and a key economic development tool.

It produces more than \$3 billion in total economic impact annually, and we expect that to continue and increase in the coming years.

Industry investments in attractions and amenities serve the traveling public, enhance the quality of life of area residents, and produce growth in other sectors of our economy.

Hundreds of companies in Lancaster County benefit from travel and tourism through their direct interaction with visitors at places like attractions, restaurants, shops, gas stations and lodging properties. But these benefits also ripple outward to businesses in the industry's supply chain, such as farmers, printers, builders, cleaning suppliers, landscapers...the list goes on and on.

When people travel, they spend money, whether it's a family vacation, bus trip or annual convention. This spending directly translates into sales for Lancaster County businesses, jobs for Lancaster County residents and crucial tax revenue for our county and local governments.

Still, past success doesn't guarantee future results.

Our area features many aspects that dovetail with increasing visitor interest in intergenerational and multi-family travel and in getaways that allow folks to unplug a bit, slow down, and rejuvenate.

But this current advantage cannot be sustained, let alone grow, without continual product development – fresh attractions, experiences, tours, and more that bring both repeat business and new guests. We need to encourage and enable innovation in our local travel sector if we're to keep expanding the tourism pie.

Equally, if not more important, we need to invest in

workforce development for our industry. This issue remains an acute one for hospitality, with employee count still significantly down from pre-pandemic levels.

Tourism properties are doing their very best with this situation right now, trying to minimize guest impacts but also wanting to maintain operational standards.

And many area businesses have put employee incentives in place, including pay raises and signing bonuses, and are highlighting the schedule flexibility, HR benefits, and career advancement that hospitality jobs can offer.

The underlying economic and societal trends that have led to this moment in time, however, will take committed and long-term initiatives to build back the number of available workers in our sector.

Nevertheless, the business of fun and enjoyment has always attracted smart, energetic people, and we feel confident it will continue to do so into the future. **LT**



BY EDWARD HARRIS,
*President & CEO,
Discover Lancaster*
Contact Edward
at eharris@discoverlancaster.com

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Lancaster County Motors has been a family-owned business with roots in Lancaster County since 1935. That year, we became the Packard, Studebaker, and MG dealership for Lancaster. In the many years since that first car was sold in Lancaster County, we have been proud to offer sales and service of quality automobiles to our community.

Over the years, the Lancaster County Motors Family of Dealerships has expanded to meet the ever-changing needs of our customers in Lancaster. Currently, our dealership family includes these brands:

- Lancaster County Motors Subaru
- Lancaster Hyundai
- Lancaster Kia
- Mercedes-Benz of Lancaster
- Mercedes-Benz of Lancaster Van Center
- Providence Autos (Dodge, Chrysler, Jeep, and RAM)

We also own and operate Commercial Van Solutions, which is one of the leading commercial van upfitting companies in the mid-Atlantic region.

Our Philosophy

Our philosophy of doing business in Lancaster County starts with our employees. The credo for our organization guides us as "a service organization where our ladies and gentlemen are committed to providing an uncompromising, unparalleled service experience...providing the finest personal service, while exceeding expectations, in a warm, professional atmosphere."

We are committed to a culture for our customers and employees where diversity is welcomed, individual goals are achieved, and the quality of life is improved. This philosophy extends to our customers. We value our long-time relationships with our hard-working and honest customers in Lancaster County and surrounding areas.

Our ownership has been committed to continuing to be an employment hub for the central Pennsylvania area, with long term vision of growth and diversification. We are proud to lead the way in hiring quality team members to attain that goal.

The Legacy of Lancaster County Motors

Our legacy in the Lancaster County community can be summed up in one word: trust. Over time, we work hard to build trust with our customers and employees. We aim to be our customers' preferred destination to purchase their next vehicle, to get service on their vehicle, or to find the parts they need to keep their vehicle moving forward.

Future Opportunities

At Lancaster County Motors, we are excited about the future of the motor vehicle industry. We are proud that our brands are leading the way in electric vehicle technology.

Lancaster Hyundai now offers a wide variety of electric vehicles, including four hybrid models and two models that are fully electric. This winter, Subaru will debut its first all-electric vehicle, the much-anticipated Solterra SUV. Lancaster Kia features seven vehicles with hybrid



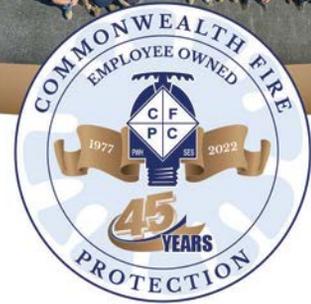
and electric technologies. Mercedes-Benz of Lancaster is featuring an ever-expanding array of electric vehicles from Mercedes-EQ, including the flagship EQS Sedan and innovative EQB SUV.

We continue to lead the way by providing our customers with the best technology in electric and gas vehicles.

Our Vision for the Future of Lancaster

We envision Lancaster County continuing to grow and prosper, with the ingenuity and forward-thinking mentality that our community embodies. We are excited about Lancaster’s future as a regional technology hub, and transformation of our own auto industry to vehicles powered by clean energy.

Since its founding in 1729, Lancaster County has met the challenge of the ever-evolving world. Lancaster County leads the Commonwealth in advances in agriculture and healthcare, while continuing our traditions as a popular tourist destination. We are excited to witness the technological innovations that will move Lancaster forward for the next 150 years and beyond. **LT**



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It's All About **the Ex**

We've all heard the numbers associated with poor employee engagement.

The financial cost to U.S. companies is estimated at \$500 billion per year and the associated turnover costs are estimated at \$1 trillion. According to Gallup, employee engagement in the U.S. has dropped from 36% in 2020 to 32% in 2022. The number of actively disengaged employees climbed to 17%, an increase of one percentage point from 2021.

What exactly does all this mean and how do companies ensure they are doing everything they can to not only have productive employees, but actively engaged ones as well? As we look to the future of employee engagement, it's all about creating an **exceptional employee experience**.

The pandemic has left us with an exhausted workforce. We've learned how to work remotely but haven't really found the ideal way to lead and engage our hybrid workers. Our employees are working differently and in doing so, now see their work (and their employer) in a different way. They have higher expectations and know that in a sense, they are able to call the shots in this highly competitive labor market. So what's an employer to do? There are key areas on which to focus in 2023 include:

Employee well-being

It's not enough to offer wellness initiatives; you've got to ensure your employees are using them. And your wellness initiatives need to include mental, physical and financial health.

Helping your employees balance all three will add huge benefits to the productivity and engagement of your workforce.

Diversity, Equity and Inclusion

With providing a safe environment for ALL employees to feel welcome is a crucial element of employee engagement. Mentoring and coaching programs, employee resource groups (ERGs), and knowledge and understanding of true inclusion will benefit all employees and employers. By creating an exceptional onboarding or "everboarding" experience, you will set your employees up for not only a great start but a continuous journey of participation and engagement.

Employee Benefits or "Moments That Matter"

By understanding your workforce and adjusting to their needs, you can create a sense of wellbeing and partnering. Find out what is most important to your employees at their respective life stages. Do they need help with aging parents, are they struggling with childcare, adoption, divorce? Are they looking for shorter work weeks or more flexible hours, volunteering opportunities, sponsorship and career networks, or sports and social networks? Finding the "Moments that Matter" to your employees will set you on a path of caring for the whole individual and ultimately creating loyalty and engagement. Recognizing those moments that matter are a crucial step in this process.



Employee development and in-person work experiences

Most employees are looking for development opportunities within their professions. This doesn't necessarily need to be an upward career move or promotion. Opportunities can be horizontal or lateral, as long as they create a sense of development and learning. Creating career paths and even transition paths for those looking to retire can be a win-win situation for all.

perience



Leadership

Your leadership is the backbone of your organization. And they are the ones who have the most influence to make or break your employee engagement. Invest in leadership development to ensure your leaders understand your culture and are able to communicate that to the workforce at large. Challenge your leadership to develop their teams and ensure they are providing opportunities and support to their employees. If they can provide an environment of personal fulfillment, workload management, recognition and inclusion, they are on the right track to drive employee engagement to higher levels, and ultimately business success. **LT**



BY KAREN SNYDER,
Owner and Senior HR Consultant,
Bloom Consultants LLC
Contact Karen
at karen@bloomconsultants.net

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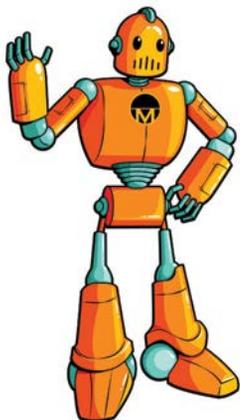
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Leveraging Technology

to Overcome the Labor Shortage

AS WE LOOK AHEAD TO THE NEXT DECADE OR TWO IN THE LANCASTER COUNTY ECONOMY, A CHALLENGE THAT IS LIKELY TO PERSIST IS ONE WE HAVE BEEN GRAPPLING WITH FOR A WHILE: **A SHORTAGE OF LABOR.**

While there are certainly other challenges that will require attention - such as rising interest rates, transportation infrastructure, and affordable housing - the labor shortage is not going away. Thanks to factors including demographic trends, there is a gap between the number of jobs required to fuel our local economy and available people seeking employment. So we need to think creatively about how to attract, educate, and leverage a qualified workforce.

There are several factors that can help mitigate the impact of the labor shortage. One is the use of automation and technology, which can serve as a "workforce multiplier." By leveraging robotics and artificial intelligence tools, we can optimize the productivity from the employees we have. In order for this to be successful, we need to make investments in education and skills development so that we have a workforce capable of leveraging technology.

Another element at play here is that our potential workforce is no longer defined or limited by geography. One of the lessons reinforced during the pandemic is that when local companies are seeking employees with specific skills and experience, they can consider applicants from anywhere in the country and even internationally, for roles that can be performed remotely. Here, too, it is technology that enables us to work and collaborate with colleagues around the world.

Of course, this trend cuts both ways. Employees who live here now have the ability to work for companies virtually anywhere. We're a community that offers a great quality of life within an easy commute to major metropolitan

areas. Lancaster County is an ideal spot for professionals seeking hybrid positions that can be performed remotely with occasional visits to offices in Philadelphia, Baltimore, Washington or New York City. Lancaster County employers may now be competing with a much broader range of companies when trying to recruit local talent. Ultimately, however, when our workforce is gainfully employed - either here at home or in remote roles - their spending helps to fuel the local economy.

Another factor contributing to Lancaster County's economy is our ranking as one of the nation's top retirement destinations. Growth in this demographic supports our tax base, promotes the development of high-quality healthcare systems (along with the related jobs), and also brings an influx of experienced professionals who may be interested in continuing their careers, at least in part-time or consulting capacities.

Lancaster County is blessed with a diversified economy that provides a buffer from a serious economic downturn. We have a great mix of light manufacturing, a vibrant services sector, agriculture and related industries, and tourism. Our community is not dependent on one company or industry that could devastate our economy if it closed or relocated.

Ultimately, Lancaster County faces challenges similar to those of many communities. However, we bring a lot of strengths to the table, including a diversified economy and attractive quality of life. Our focus should be on leveraging those strengths and making investments to ensure that our employers and our workforce can access and use technologies to augment the local labor pool. **LT**



BY DAVID B. HANSON, CPA CFA ,
*CEO, Fulton Financial Advisors /
 Fulton Private Bank*
 Contact David at
dahanson@fultonbank.com

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On *the Road* Again

2023 will mark five years of Bank of Bird-in-Hand's Mobile Branch fleet crisscrossing the country roads of Lancaster County and beyond.

When you hear "mobile banking", one typically thinks of an application accessed on your phone for on-the-go transactions. While Bank of Bird-in-Hand certainly has its own easy-to-use mobile app, it also operates a fleet of fully equipped, thirty-four-foot Mobile Banking RVs. Starting with one RV in 2018, Bank of Bird-in-Hand currently has four Mobile Branches, or "Gelt Buses" (as "gelt" is the Pennsylvania Dutch word for "money"), servicing Lancaster, Northern Dauphin, and Southern Chester Counties at eighteen locations, such as hardware stores, greenhouses, and open-air markets. Each bus has an ATM, teller window, and walk-in service area, where customers can open accounts with a Bank of Bird-in-Hand team member.

The idea of a Mobile Banking fleet is not unique to Bank of Bird-in-Hand, as mobile branches are found in regions across America and around the world. At the heart of the concept is a need to serve an underserved market. Whether during an emergency or natural disaster, or locations referred to as a "bank desert" - areas

with inadequate banking services - a mobile branch brings an opportunity for banking services where a brick-and-mortar branch is not always feasible. For Bank of Bird-in-Hand, the mobile branch was a natural fit to serve the needs of the Plain Community, as the travel circumference of the Amish population is limited due to their means of travel. A prime retail location at the intersection of major highways may be convenient for the traditional consumer, but when traveling by horse and buggy, it can be cumbersome, or even dangerous.

One of the benefits of the Mobile Branch program is the ability to enter and test a geographic market quickly and economically, versus the time and capital investment of locating, constructing, or renovating a branch building. In late 2021, Bank of Bird-in-Hand was contacted by members of the Plain Community in Lykens Valley, Dauphin County, to explore the possibility of Bank of Bird-in-Hand to have a presence in their area, as there are very few banks accessible via the non-primary roads. Recent mergers in that market left the Amish communities unhappy with the remaining options to meet their



needs. Bank of Bird-in-Hand determined the fastest method of delivery of service would be a mobile branch. The original Gelt Bus was taken out of retirement, re-equipped, and put back into service in less than two months from the initial paperwork filing with the FDIC. Plans are now underway to explore construction of a branch building in the Lykens Valley area in 2023.

Maintaining a Mobile Branch fleet is not without its setbacks—severe weather, vehicle maintenance, or traffic jams can impact delivering banking services when your branch is on four wheels. Even in the most spacious of RVs, working in close quarters takes self-discipline and the right personalities to work together. “It’s an adventure every day,” shares Jess Turnowchyk, Bank of Bird-in-Hand’s Assistant Mobile Branch Manager. “There’s a lot of unique circumstances you don’t experience in a branch building, so there’s a lot of problem solving on the fly. But, I can sit outside and connect with my customers, or open their accounts while their pet dog snuggles in my lap. To me, that far outweighs the challenges.” **LT**

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BY LORI A. MALEY, CPA,
President and CEO,
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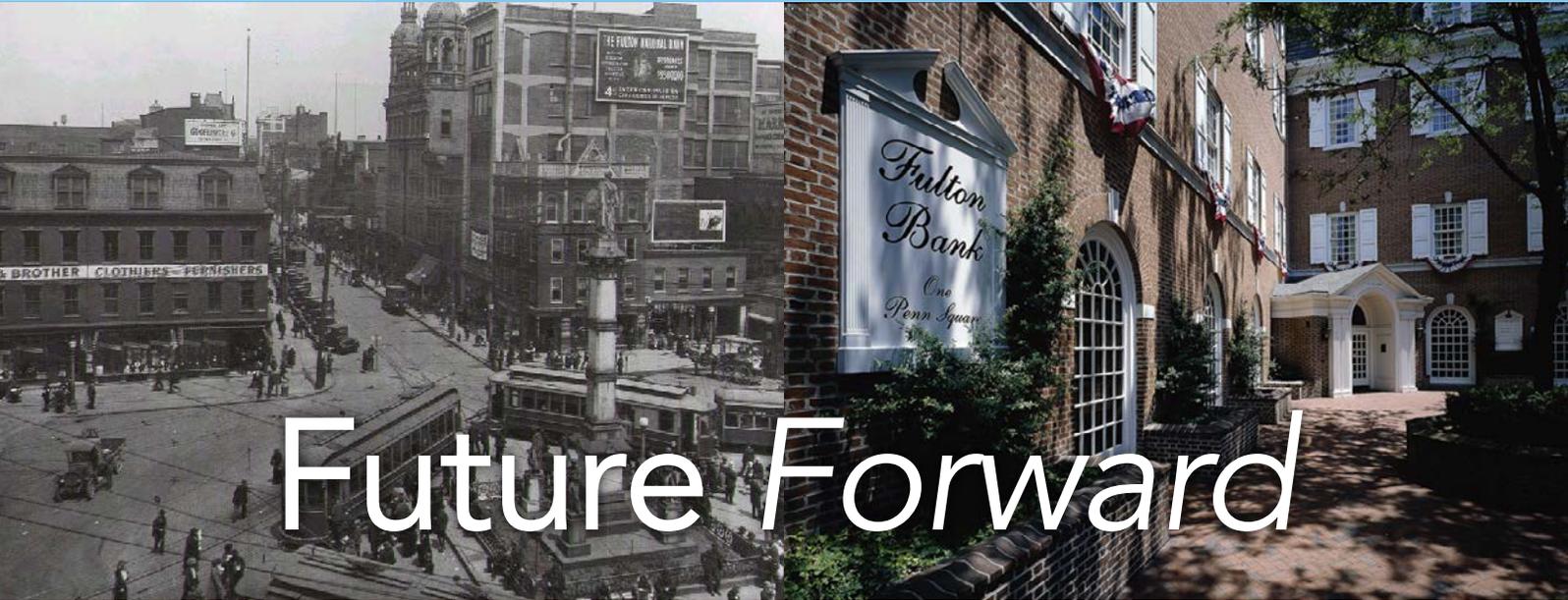
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Early view of Penn Square, Lancaster

Fulton Bank downtown Lancaster

A Growing Fulton Bank to Continue Changing Lives in the Future

There's been a lot of change in Lancaster over the past 140 years of Fulton Bank's history here. Since Fulton Bank opened its doors in 1882, we have strived to provide a great banking experience for our customers—from individuals and small businesses to commercial corporations. This dedication to customers and commitment to continually improve has helped us grow alongside our customers and communities.

In fact, since the Fulton Financial Corporation holding company was formed in 1982, we have acquired 25 community banks. These acquisitions -- in addition to everything our team members do to reach out to new customers and deepen our existing relationships -- has helped our company grow exponentially, to our current asset size of more than \$26 billion.

Today, we continue to provide the kind of service that you would expect from a community bank while providing a wide range of financial products and services throughout Pennsylvania, New Jersey, Maryland, Delaware, and Virginia. Through our network of over 200 financial centers, we are proud to provide convenience in neighborhoods throughout the region.

Our priority remains our customers, while also promoting diversity and inclusion and making a positive difference in people's lives. We're there for every life event for our customers - their first car, their first house, their first business. Whatever life brings, we're here to help by making banking personal.

We also change lives for the better by focusing on our Fulton Forward® initiative. This program is dedicated to building vibrant communities with products and services focused on four key pillars: affordable housing and home ownership, job training and workforce development, financial education and economic empowerment, and diversity, equity and inclusion.

In 2019, we also started the Fulton Forward Foundation, a 501(c)(3) non-profit organization dedicated to making impact grants in our communities that align with the four pillars of

Fulton Forward. So far, Fulton Bank has donated more than \$2 million to the Foundation to support our communities.

Additionally, our employees love to give back to the community with their time and talent. In Lancaster specifically, we are proud to sponsor and/or participate in many community events, including the American Heart Association's Heart Walk, the Race Against Racism, the Chamber of Commerce's Annual Economic Forecast Breakfast, the United Way's Volunteer Income Tax Assistance (VITA) program and a number of food drives and financial literacy events across the region. At Fulton Bank, we are proud to offer paid volunteer time off to all full-time employees to encourage community stewardship.

If we had to describe our legacy over the past 140 years, it would be that we've changed lives for the better in and

around Lancaster, and across our company's footprint in the Mid-Atlantic region. And, we're very proud of that.

As we celebrate The Lancaster Chamber's 150th Anniversary and embark on the next 140 years of Fulton's history, we look forward to continuing to change lives for the better in and around the communities we serve. **LT**



THRIVING

The future of Lancaster County agriculture begins with what we do today - to not only preserve our farms, but our farmers and the viability of their operations.

Where we find ourselves today is the result of the passion of many generations before us in this industry - growing it to a place of prominence in our local economy - and maintaining its rich heritage.

The future hinges on how well we steward the County's resources of land, water, and people. It hinges on how well we educate the public on the importance of this industry as part of the world food system - by protecting our ability to produce food, not only here, but on agricultural lands across this country - securing our food supply so that we maintain the blessing of having enough food on our tables.

Each generation is further removed from the farm; therefore, the future also hinges on how well we educate young children about the importance of agriculture and build our future workforce - igniting a passion for a career in agriculture and building bright minds that grow this industry for future generations.

Lancaster County's geographic location and beautiful rolling farmlands have made it a highly desirable place for people to work and live. This is clearly evidenced by population growth statistics and the sheer volume of traffic on a road system that hasn't kept up with that growth, making it difficult to travel across the county in any direction, and at times making it difficult to move equipment from one farm to another.

Lancaster County has become one of the nation's top places to retire, and as past visitors have become residents, retirement communities and healthcare campuses have made their home on land once utilized in agriculture.

An increasing number of farms owned by aging farmers without a next generation to transfer to, or perhaps lacking the ability to remain viable - utilize the sale of the farm asset as their retirement plan. Competing interests will vie for that land.

Lancaster County is located in the Chesapeake Bay Watershed. As such, the agricultural community's stewardship of waterways has long been a focal point - often bringing with it criticism with many failing to see the significant measures farmers take each and every day on practices that preserve the environment and resources used in farming.

Each of these challenges serves as a potential threat to the industry if we fail to manage them.

However, just as the technology used 150 years ago has progressed to the technology used today - the technology that moves us forward will serve as an opportunity to face these challenges head on by saving labor and reducing expenses, gain efficiencies in production and land use, and place even more focus on environmental stewardship. It will likely look vastly different and be fueled by resources in development stages today - electric, methane, solar, and advancements in other renewable resources will continue to progress and become more prevalent. Autonomous equipment, robotics, augmented reality, global positioning and the development of even more instruments in space, maybe those only imagined today, will likely become the norm having filled workforce shortages and taken the business of agriculture to new heights in efficiency and production capability.

The reach and framework for ag businesses in Lancaster County will continue to stretch beyond Lancaster County much as it does today. It will be shaped not only by what happens here, but by policies and events that originate in the state, region, country and world. We have witnessed the effects of imbalances in trade policy, along with the more recent conflict between Ukraine and Russia, and the changes a global pandemic can have on food production and food security. How much more will global events likely play into the industry moving forward? It stands to reason that it will always bear significance.

Farmers are the original stewards of the land - toiling since the beginning of time to produce food for families and their communities. They are the original innovators finding ways to make work easier and more efficient. The Lancaster County agriculture community has been known to be an industry leader, and a sought-after place to work and observe farming practices. The industry's devotion and innovation today will preserve Lancaster County's ability to be an industry leader tomorrow. **LT**



BY MARY HENRY,
Chair, Lancaster County Agriculture Council, Messick Farm Equipment, inc.
Contact Mary
at maryh@messicks.com



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A HUMAN TOUCH To Healthcare Innovation

As we look at the future of healthcare, at WellSpan Health we do so with an eye toward innovation. We know that consumers, now more than ever, have the power of choice at their fingertips. Having a better understanding and awareness of what consumers want will play a critical role in shaping the future of the healthcare industry. We know we need to improve access to care and innovation may help to drive some of those changes. WellSpan's mission is to improve health through exceptional care for all, and how we do that will be driven by four specific ideas.

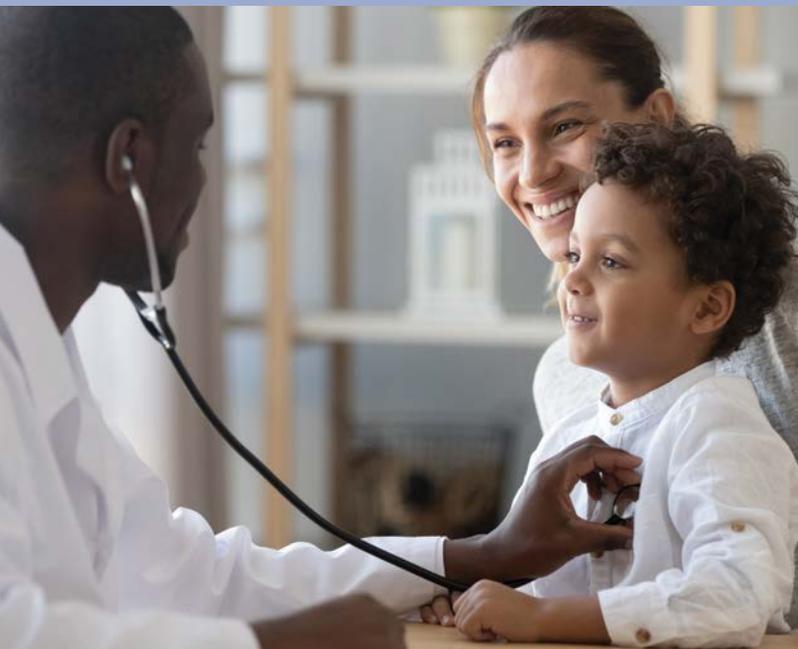
First and foremost: relationships. We believe that at the heart of healthcare is the relationship between the patient and the provider. We want to improve that valuable time spent between the two by simplifying the physician's workload, decreasing time spent on administrative tasks

while advancing care transformation to combat staffing shortages. An example of this is our expanded use of artificial intelligence helping to log notes for physicians in patient interactions so the provider can focus more on the patient, and less typing on their computer.

Second is creating a brand experience that makes WellSpan easier to use and more personalized. Healthcare can be complicated, and we want to improve navigation as well as reduce friction points. WellSpan is the only health system in the area to deliver imaging studies to our patients in a way that is similar to lab results: fast and direct. Healthcare should be easy, not hard.

Third is using technology to redesign how we deliver care. If we can address underlying issues in healthcare like social





determinants of health as well as managing chronic health concerns, we can lower cost over time. Our work with Duo Healthcare provides our patients a partnership with their physician with a focus on getting healthy, and staying healthy, rather than waiting for issues to pop up. This digital approach to primary care is another way we are innovating care models.

Finally, we want to use technology transformation to improve the business side of healthcare. Business efficiency can reduce costs through automation and self-service, while still maintaining the personal human touch where it matters most. We can engage better with our patients about their screening needs like colonoscopies or mammograms if our staff has that information at their fingertips. Levels of automation can help us do just that.

Ultimately, it's about leaning into the latest technology and innovation to improve the human experience of healthcare. Customer care will always be a focus, but we're also looking at innovating the world of medicine as a whole. Health systems like WellSpan Health are on the forefront of analyzing how we can leverage the next evolution of healthcare, and it's an exciting time to see these changes unfold right here in Lancaster County. **LT**



BY MARK KANDRYSAWTZ,
*VP, Chief Innovation & Marketing
 Officer, WellSpan Health*
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Partnering with schools to grow the future workforce.

As a kid growing up in a small town, my perception of the roles and responsibilities of educational and business institutions were quite distinct. Sitting at a desk among a row of desks in school to listen to teachers drone on was education. Walking to the bakery to get a Danish for a nickel was business.

My understanding has become a bit more nuanced as the leader of a 228-year-old business. I've learned how innovation and adaptability are core values that enable colleagues to do their best work. Those attributes are essential in education today and also in business recruitment, training and professional development.

Businesses around the county and across the country are in desperate need of qualified workers. Lancaster County faces a shortage of nearly 10,000 workers annually for the next decade! This number was calculated by Lancaster's Center for Regional Analysis by adding the number of new jobs created annually to the vacancies that will occur each year due to retirements, minus the number of new workers who will be entering the workforce.

The Lancaster County STEM Alliance (LCSA),

www.lancasterstem.org,

an organization

funded by The Steinman

Foundation, convenes business, education and nonprofit leaders together to strategize on how best to address this shortfall. Recently, the LCSA brought an array of nationally recognized experts on workforce development to the area to help frame the issues and refine strategies. The experts offered best practices for K-12 education, business and industry, higher education, and classroom teachers in



developing and supporting the knowledge and skills of Lancaster County's future workers.

Those of us of a certain age learned that circumstances for people entering the workforce today are very different than they were when Baby Boomers were starting their careers. Back then, because of the stiff competition for the best jobs, we had to distinguish ourselves to employers. Today, members of Gen Z expect prospective employers to distinguish themselves because of the plethora of opportunities available to them.

Many Baby Boomers found their niche in an organization and spent their career with the same firm. Today, younger employees are not averse to frequently changing jobs or adapting to new work environments.

New workers today need to be job ready. The old 'drill and kill' approach to education doesn't teach relevant skills for the workplace and the days of big corporate training



departments are long gone. New hires need to be problem solvers who can work collaboratively and communicate effectively the day they begin employment.

The LCSA is working diligently to ensure that no worker is lost to our workforce. In collaboration with Lancaster Chamber and Career Ready Lancaster, it is creating Inspire Lancaster, a digital platform that will provide high school students and educators with access to work-based learning experiences with some of Lancaster county's most innovative employers.

Research tells us that career exploration experiences need to start earlier - ideally in middle school when many students thinking about their future career options.

Middle school can be a tumultuous time for young people when social concerns suddenly start to outweigh academic pursuits. Unfortunately, when faced with traditional classroom instruction, many students don't connect their academics to the world of work. By the time they reach high school ... if they get that far... they have begun to view

academics as uninteresting, unimportant, and irrelevant to their lives.

In Lancaster County, far too many kids choose to leave school after the 8th and 9th grade. Even more stay in school but tune out academically.

If we're going to grow a world-class workforce in Lancaster County, we need to push work-based learning down into our middle schools **so that we can capture the imaginations and aspirations of young people before they tune out to learning...**and before some of their number begin to drop out.

If we lose students prior to graduation, our workforce skill deficit will grow.

School districts are doing everything they can to ensure students are career ready including helping students create career readiness portfolios that begin in elementary school and extend through high school, engaging students in work-based learning experiences, and supporting student attainment of industry-recognized credentials prior to high school graduation.

But they cannot do this work alone. Contrary to what I thought as a youngster, business is not distinct from education. Business must partner with education to prepare everyone to be members of our workforce and community so we can all enjoy a prosperous future. **LT**



BY ROBERT M. KRASNE,
Chairman and CEO,
Steinman Communications
Contact Robert at
rkrasne@steinmancommunications.com



Making its mark in Lancaster



In 2021, Moravian University (Bethlehem, PA), Moravian Theological Seminary, and Lancaster Theological Seminary began the process of combining these historic institutions. All three schools will continue to operate separately, but interdependently, with plans being made for the two seminaries to offer courses and programs across both campuses by the fall of 2024. In addition to the partnership between the two seminaries, this relationship creates unique opportunities for Moravian University in the Lancaster market.

Lancaster Theological Seminary continues to serve students interested in lay/ordained ministry, vocations in nonprofit leadership, and doctoral studies in theology on their historic Lancaster campus. In addition, Moravian has established an office in Lancaster, with a graduate admissions staff member to serve students interested in adult degree completion and graduate business programs (all online at this time). In addition, Moravian has a staff member based in Lancaster

as part of the Office of University Partnerships. This office is expanding the relationship-building that has taken place in the Lehigh Valley over the last few years by establishing partnerships with Lancaster-area businesses and organizations to create programs that will benefit their employees. In working with area employers, Moravian offers tuition discounts, employee acquisition and retention programs, workforce upskilling, consultation projects, and more to organizations that take advantage of these initiatives.

In the Lehigh Valley, Moravian University has established relationships with organizations including Air Products, B. Braun, Crayola, and Good Shepherd Rehabilitation Network. Benefits provided to partners are tailored to the needs of each organization and have provided access to Moravian University degree and certificate programs that benefit both the employee and their employers.

"We operate in the space of the art of the

possible,” says Katie P. Desiderio, assistant vice president, corporate-educational partnerships at Moravian University. This sentiment highlights the wealth of opportunities available for Lancaster-area organizations seeking to create meaningful benefits and programs for their employees. The University looks forward to working with partners to craft programs that meet needs.

As Moravian University continues to introduce itself to Lancaster, its staff will be hard at work alongside faculty and staff members at the Lancaster Theological Seminary campus on West James Street to design innovative programs that will positively impact area organizations, their employees, and as a result, the entire region.

For more information about Moravian University, the partnership opportunities available, and online graduate business degree and certificate programs, visit moravian.edu/lancaster. **LT**



BY MICHAEL CORR,
*Assistant Vice President of
Marketing and Communications,
Moravian University*
Contact Michael at
corrmm@moravian.edu

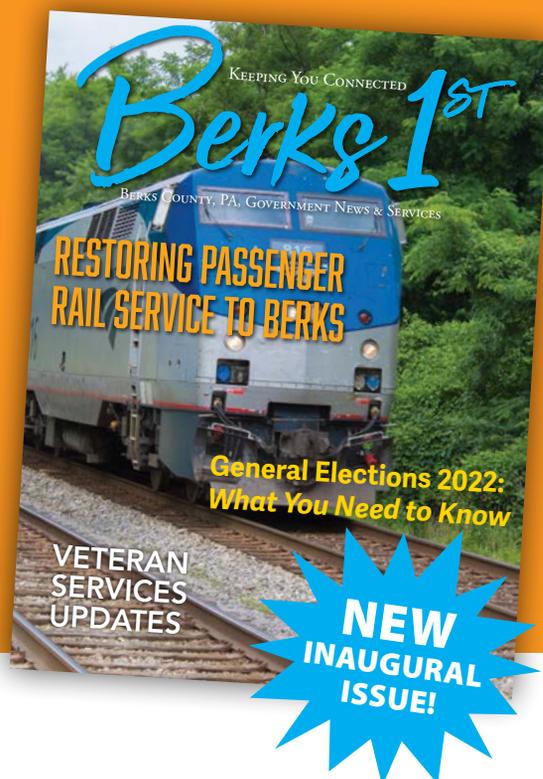


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WORKFORCE PIPELINE

Over the last six to seven years, there has been a major shift in how the workforce (businesses) engage with their employees and education (workforce pipeline). Businesses who have been struggling to find employees have seen an increase in need for those with more technical skills, especially in software and network developers, drafters and engineers, healthcare technologists, machine operators, and construction trades. This is because of several factors, the pandemic certainly being one of them, but also the mass exodus of older workers from the workforce who had those more technical skills. This is referred to as the silver tsunami, which we have been talking about happening in the next 5-10 years but happened at a more accelerated rate as a result of the pandemic.

There are a couple of ways that businesses and education are working together to meet this challenge. Businesses are forced to look within to see how they can upskill the current workforce they have to fill those jobs and engaging more with educational institutions to bring awareness to their company and career opportunities. This is a shift I do not see going away and, in fact, getting stronger. Businesses are investing in their employees, which requires them to look at how they are retaining their workforce and attracting new employees. Our community is also invested in aligning the efforts between business and education through a partnership called Career Ready Lancaster!, where businesses and people can find resources on career pathways and ways to engage the future workforce.



Another factor to consider in the workforce challenges businesses are facing today is the role technology plays in how our future workforce grows in talent as well as functionality and efficiencies of business. According to several studies quoted by the Society for Human Resource Management (SHRM), one in five U.S. Companies have already replaced workers with automation. According to Center for Workforce Information and Analysis, physical tools are quickly being replaced by technology. 80% of all occupations in Lancaster will require the need for users to be proficient in spreadsheet software, followed by Office suite software, word processing, personal computers, operating system software, internet browsing and presentations. Each year, due to growth or separations, over 23,000 in Lancaster workers will need to be trained or upskilled to meet the technology requirements of today's occupations.



More than ever businesses are engaged in finding a way to grow their workforce. The days of just saying they can't find people are over; they are working on being a part of the solution on how to attract new employees and better articulate what skills are needed to educational partners. The trend I see for the next 10, 20, 150 years...is continuing to grow the common language between business and education to ensure we are producing the future workforce our growing industries need. The educational system will engage with the business community and help articulate and train to the many career pathways available in the high demand occupations and businesses will welcome the support to meet their needs. **LT**



BY ANNA RAMOS,
Executive Director, Lancaster County Workforce Development Board
Contact Anna at
aramos@lanastercountywib.com



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Rebuilding Lancaster County's Workforce One Student at a Time

At the end of the 2021-2022 school year 253 students were employed through the Lancaster County Career & Technology Center's Advanced Placement Internship (API) and Cooperative Education (Co-op) program with more than 80% being offered permanent positions upon graduation. So far for the 2022-2023 school year, 136 students have expressed an interest and met the eligibility requirements to participate. Of this number, 106 are currently employed and out working one school day a week until mid-January. At that time, the number of days progresses to two then to three at the end of March until they are eventually working five days before the end of the school year.

Many of the companies and organizations that hire our students are repeat customers. They realize the need to grow their own talent pipeline and are willing to invest time and money to fill open positions within their organization by offering permanent, full-time positions upon graduation. Several dozen report that many of their current employees are graduates of the Lancaster County Career & Technology Center (LCCTC).

Through our API/Co-op program, our students gain early entry into the talent pipeline while bridging the gap. The API/Co-op program permits our full-day students, typically in 12th grade, to learn while they earn in real-world settings. Participating employers hire the students part-time during the school day. The students will complete tasks and practice/master skills under the direct supervision of a company representative. Our certified cooperative education coordinators

check in monthly with the employer and students to ensure training plans are being followed and concerns are addressed promptly.

Employers benefit by vetting students to ensure a good fit with the organization, meeting workforce needs, and giving back to the community. Students gain knowledge and skills and are exposed to situations not encountered in a classroom setting. The community gains productive members of

society, a win-win-win situation for all. If your company is interested in participating, please contact Dr. Susan Wienand, the Work-Based Learning & Outreach Coordinator at swienand@lancasterctc.edu. We are currently seeking opportunities for our Architectural CAD, Photography & Digital Imaging, Interactive Media & Web Design, and Commercial Art students.

Since 1970, the LCCTC has been preparing high school students and adults

to be productive members of society. The LCCTC draws students from all 16 school districts in the county for enrollment into our 32 full-day programs ranging from the construction and manufacturing trades to culinary and healthcare. The school's mission is to prepare our students for skilled, innovative, and productive careers to meet the county's workforce needs. **LT**



BY DR. SUSAN WIENAND,
*Work-Based Learning & Outreach
Coordinator, Lancaster County
Career & Technology Center
Contact Susan at
swienand@lancasterctc.edu*



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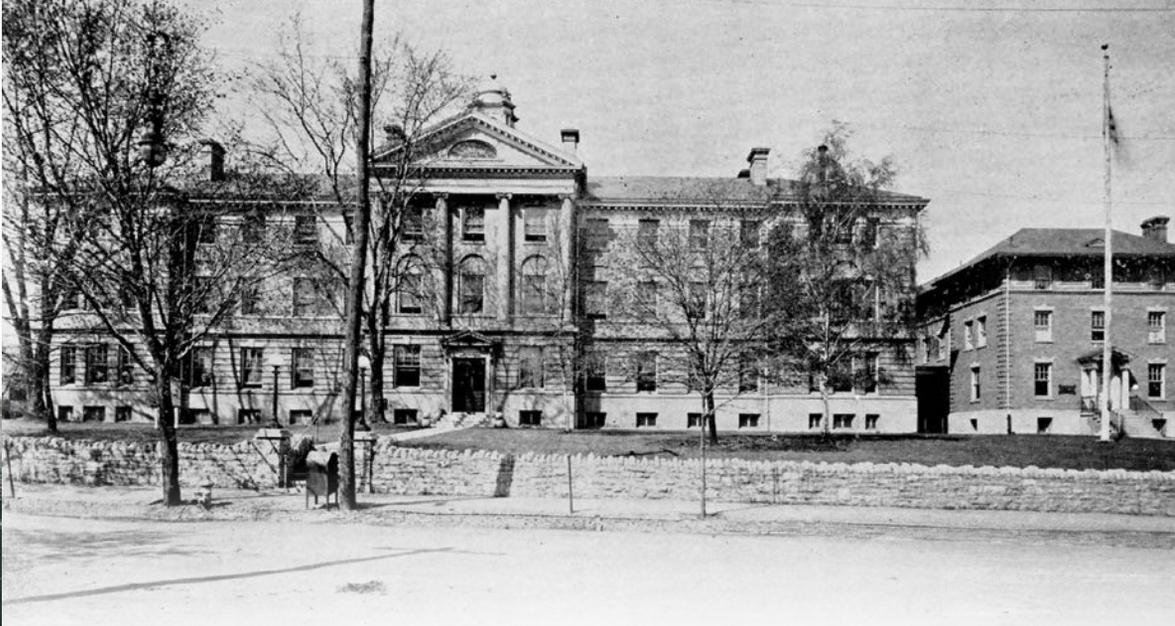




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Penn Medicine Lancaster General Health



Left: 1893 LGH on Queen Street. Above: 1910 LGH Lime Street Entrance

As the Lancaster Chamber of Commerce celebrates 150 years of service to the business community and beyond, Penn Medicine Lancaster General Health is approaching its 130th year of advancing the health and well-being of the South Central Pennsylvania region.

From humble beginnings in a three-story rowhome on Queen Street in downtown Lancaster, LG Health has become an advanced health system with a comprehensive network of care encompassing four hospitals, 22 outpatient centers, and more than 60 primary-care, medical and surgical specialty practices.

Fulfilling our Mission in Lancaster County

LG Health's membership in Penn Medicine brings together the strengths of a world-renowned, not-for-profit academic medical center and a nationally recognized, not-for-profit community health-care system. LG Health offers advanced-medicine services and specialists, right here in Lancaster County, so our community does not need to travel elsewhere.

One example of this is CAR T-cell immunotherapy, which LG Health now offers. CAR T-cell (Chimeric Antigen Receptor T-Cell) is the first FDA-approved gene therapy that trains a patient's own immune cells to fight cancer

more effectively. It was developed by work led at Penn Medicine in Philadelphia, which has been at the forefront of immunotherapy research for decades.

T-cells, a type of white blood cell, are removed from the patient and reprogrammed to find and destroy cancer cells when reinfused into the bloodstream. The treatment is bringing new hope to patients with certain types of aggressive blood cancers that have not responded to other therapies.

In fall 2022, LG Health's Ann B. Barshinger Cancer Institute opened a Proton Therapy Center, becoming just the second site in Pennsylvania to offer the innovative radiation therapy to cancer patients.

Proton therapy is a revolutionary treatment that uses proton energy (positively charged particles) instead of standard X-rays to destroy cancer cells. While it's





more powerful than standard radiation treatments, it is safe, due to the unique way proton beams enter the body.

With proton therapy, specialists can tightly mold the proton beam to fit the shape and depth of individual tumors. The path of the beam is also controlled, so it travels directly to the tumor and stops, without continuing through the body. This spares healthier tissue and may result in fewer hospitalizations and lower risk of side effects or complications for some cancers.

The Legacy of LG Health in Our Community

LG Health understands that access to high-quality advanced health care isn't the only factor that influences a community's overall health and well-being. Being healthy is about way more than "just" health care.

At LG Health, Lancaster County is home. And that's why the health system is pursuing an award-winning array of partnerships and programs to improve community health, and achieve a common goal of leading Lancaster to become the healthiest place to live, work and play.

LG Health partners with community organizations on specific strategies and programs that promote health equity and improve overall community health, which include investing more than \$50 million over the next 10 years to remove lead paint in homes with young children, and increasing access

to healthy food and nutrition education. The health system's history of partnering with organizations from all sectors of the community in these efforts resulted in LG Health being honored with the national Foster G. McGaw Prize for Excellence in Community Service in 2018.

Future Opportunities for LG Health

A relentless focus on meeting the evolving needs of its patients and our community guides LG Health to be here for everyone, today and tomorrow. LG Health continues to lead the way, through providing advanced medicine and technology, expanding access to trauma and emergency services, and developing breakthrough therapies through extensive clinical research at Penn Medicine.

From expansion of its Neuroscience expertise, through understanding the challenges that employers face managing the health-care benefits for employees and their families, Penn Medicine Lancaster General Health continues to create a portfolio of advanced and innovative programs that engage all in our community. **LT**

"Please help others rise. Greatness comes not from a position, but from helping build the future. We have an obligation to pull others up." — Indra Nooyi



RISE

The business landscape is transforming.

Of all the statistics and reports emerging from the pandemic, one study that I found both sobering and galvanizing revealed that women are demanding more from the workplace and are prepared to leave for better opportunities (2022 Women in the Workplace).

Women at all levels in business are choosing to step out of hustle culture and into work that enriches their lives, provides greater equity, offers flexible and inclusive workspaces, and appreciates the talents and perspectives that women have to offer. This includes more equitable opportunities for leadership and pay.

And this "Great Breakup" of women with the workplace doesn't appear to be ending soon, as the younger generation of women possess the ambition, energy, passion, and wherewithal to manifest their vision. They're speaking with their feet. My hope is that more speak with their voice too and that business listens. If not, we risk losing women in

leadership roles and in the pipeline. The risk is even greater for losing women of color and intersectional identities.

But with great challenge comes incredible opportunity.

Opportunity to transform work culture.

Long have women led the way in the DEI space, especially BIPOC women. Women are attuned to recognizing bias and inequities in the workplace and providing creative solutions to address them. Women also confront the traditional notion of power (control). Instead, we bring a unique energy that fosters empathy, balance, and connectedness. We believe in power to another, power within ourselves, and power with (alongside) each other. And this inclusive thinking benefits the entire workplace.

Opportunity to advance women in leadership.

A key step to the rise of women in business is giving them the opportunity to lead. And for those in leadership positions (men and women alike), we have an opportunity to mentor younger women, which not only lends them



of Women in Business

support and guidance, but raises their profile in their workplace, industry, and community. I've benefitted greatly from women and men champions who were willing to share their platform and social capital with me. It's adopting an abundance mindset—there IS enough for all of us.

Opportunity for women to support each other.

Women need psychologically safe spaces to share openly about their challenges and triumphs. We desire authentic connections and transparent conversations that honor our unique lived experiences. And frankly, we need men to join that dialogue. The rise of women in business cannot and will not happen in a vacuum. The future looks brighter when we hold inclusive and expansive conversations.

Opportunity for women to shine their brave light!

I envision a world where women live into their boldness—their boldness to take up space, their boldness to take risks, their boldness to speak with confidence, their boldness to shine. This sounds simple enough, except women have

historically been penalized for being “too much”. Many of us internalize that message and calibrate our boldness to appease others. It's time we bravely shine our light.

So, the business landscape is transforming. My hope is for business to become a space that supports and celebrates the RISE of women, which undoubtedly will contribute to a thriving Lancaster County for all. **LT**



BY DR. KATIE SANDOE, ED.D.,
Founder, Light Echo Co.
Executive Director,
Girls on the Run Lancaster
Contact Katie at katie@lightecho.com

How are YPs impacting the landscape of businesses growth in Lancaster?

How will the role of YPN need to change over the next 10-20 years in order to meet the ever-changing needs of YPs?

What are some of the challenges or opportunities that young professionals in Lancaster County will be facing in the next 10, 20 years?

What are some of the changes we might see in programming or direction in the Young Professional Network that will support these challenges and opportunities?

Young professionals are catalysts for change in Lancaster.

deation, innovation, values, and vision are considered vital organizational aspects by young professionals. Employee development has been thrust to the forefront to meet the needs of young professionals eager to grow. Young professionals' values systems are different, spanning across two generations - Millennials, firmly in the workplace, and Gen Z, entering the workplace.

Young professionals today maintain different expectations for their employers than past generations. Seismic changes in the workplace necessitate organizational changes and, throughout history, every generation of emerging employees challenges existing systems, structures, and norms.

Culture. Mental Wellness. PTO. Diversity and Belonging. Tuition Assistance. Work-Life Boundaries.

We know the trends.

After all, we were all young professionals once, with our own expectations, needs, and challenges as we entered the workforce.

And yet - the value of our emerging leaders in the workplace is often overlooked.

Young professionals have so much to offer. Our interactions with the Chamber's Young Professionals Network indicate that our emerging leaders are passionate, eager, and interested in harnessing their strengths for success in the workplace. Young professionals, however, cannot achieve their full potential alone. Emerging leaders need



employers to invest in refining their skills, provide enriching experiences for growth, and guide their career journeys - even if that means young professionals may one day outgrow their roles in your organization.

While investing in young professionals' abilities through professional development is important, investment extends far beyond training opportunities.

People are built for relationships. It's where the most impactful learning occurs - through the vulnerability in sharing stories and offering perspective on navigating the interwoven intricacies of our personal and professional lives. Providing mentoring opportunities, whether formal or informal, is critical to the development of emerging leaders in your organization.

Investment is also building a positive workplace culture that acknowledges and embraces young professionals for the unique strengths they offer to your organization. It's understanding the values and passions of the emerging leaders in your organization, providing appropriate



opportunities for self-direction and flexibility in responsibilities to explore interests and potential growth areas. It's connecting young professionals to the community and offering time to give back to the community in ways that are meaningful to the young professionals in your organization.

At the Lancaster Chamber, we're rethinking our role in the lives of emerging leaders, too.

As organizations evolve to meet the needs of its emerging leaders and early career workforce, so must groups dedicated to creating spaces for young professionals in our community. We're repositioning the Lancaster Chamber's Young Professional Network as a launching point for emerging leaders across all industries interested in creating authentic connections, discovering the tools and resources needed for success in the workplace, and developing an awareness of the role businesses play in addressing the broader challenges facing the Lancaster community.

Through a variety of new programs, emerging leaders from across Lancaster County will hear lessons in leadership from fellow young professionals sharing their stories, engage with business professionals and community leaders, and feel equipped to be a collaborative and effective leader through a variety of professional development opportunities. Networking remains a critical element of the Young Professionals Network, with an emphasis on building and maintaining deep, long-lasting relationships with other young professionals in Lancaster.

The Young Professionals Network is a community that exists to welcome young professionals into Lancaster's workforce, develop growth opportunities, and propel emerging leaders forward in their careers.

We want to partner with employers to engage their emerging leaders in our programming to ensure that Lancaster County remains a vibrant, prosperous community. Like many of you, we're leaning into the tension that accompanies change and adapting our programming to meet the needs of our emerging workforce.

As your organization grows to meet the needs of emerging leaders in the workforce, we're here to support you by providing a space for your young professionals. Invest in your organization's emerging leaders through the Chamber's Young Professionals Network. We're embarking on this journey together. Join us! **LT**



BY ASHLEY GLENSOR,
*Programs & Marketing Specialist,
Lancaster Chamber*
Contact Ashley at
aglensor@lancasterchamber.com

Out & ABOUT

GRAND OPENINGS & RIBBON CUTTINGS



CITY OF LANCASTER (Official Opening)
Ewell Plaza Ribbon, 123 N Queen St,
Lancaster, PA 17603



EDWARDS BUSINESS SYSTEMS (New Location),
120 West Airport Road, Lititz, PA 17543



FIRST IMPRESSIONZ DENTAL LAB (New Location),
202 Butler Avenue, Ste. 202, Lancaster, PA 17601-6306



MORAVIAN UNIVERSITY (New Location),
Lancaster Theological Seminary,
555 West James Street, Lancaster, PA 17603



OLIVE BASIN (Expanded)
KITCHEN KETTLE VILLAGE,
 3529 Old Philadelphia Pike, Intercourse, PA 17534



JEWELRY BAR (Expanded)
KITCHEN KETTLE VILLAGE,
 3529 Old Philadelphia Pike, Intercourse, PA 17534



HAPPY CAMPER (New Location)
KITCHEN KETTLE VILLAGE,
 3529 Old Philadelphia Pike, Intercourse, PA 17534



VILLAGE SOAP COMPANY (New Shop)
KITCHEN KETTLE VILLAGE,
 3529 Old Philadelphia Pike, Intercourse, PA 17534



CHYATEE, (5 Year Anniversary)
 101 N Queen St Suite 103, Lancaster, PA 17603



LANCASTER LOCAL PROVISIONS
(New Shop Location) 317 N. Queen Street,
 Lancaster PA 17603

Upcoming Lancaster Chamber Events

Start planning your calendar - bookmark the Lancaster Chamber events & programs calendar and watch for future Chamber events!

An integral element of the Lancaster Chamber experience is our selection of award winning, high-quality, and relevant events and programs. We are very excited as we prepare our events and program calendar for 2023, full of options curated just for you and your team! Be sure to check back to our online events calendar at www.lancasterchamber.com/events as we continue to add additional dates for future events and programs.

We are excited to introduce our Roundtables for 2023!

Our roundtable programs foster meaningful peer-to-peer connection and discussion in an invigorating and confidential environment for each topic. Mark your calendars for these upcoming dates!

Energy, Environment, Health & Safety Roundtables

Thursday, February 2
Thursday, May 4
Thursday, August 3
Thursday, November 2

Manufacturing Roundtables

Friday, January 20
Friday, April 14
Friday, July 7
Friday, October 6

Human Resources Roundtables

Tuesday, March 7
Tuesday, May 2
August – Date/Time TBD*
Tuesday, October 3
Tuesday, December 5

Workforce Series

Thursday, March 16
Thursday, June 15
Thursday, September 21

Membership with the Lancaster Chamber is more than just Mixers.

It is being a part of a community that is passionate about engaging, connecting, and supporting our local businesses and organizations. Our mission is to create the environment, facilitate partnerships, and lead on issues that elevate business success. Our success in delivering this comes from our 1400+ members and their support of our work. As we move forward into 2023, we are EXCITED to announce additional membership benefits for all our members, as we continue to focus on delivering an amazing experience through membership. With our new Membership Connections and Member News Spotlights, to our Community Calendar and Member to Member Discounts, we are dedicated to uplifting our business community through more, elevated, and targeted opportunities.

As we come to the end of an amazing year celebrating our 150th Anniversary, I invite you to consider exploring membership with the Chamber. If you join by the end of 2022, you will be able to take advantage of our 150th Anniversary New Member Special, designed to highlight your organization with extra benefits and provide additional resources. We hope that you will share our journey with us, as we move forward into the next 150 years in Lancaster County.



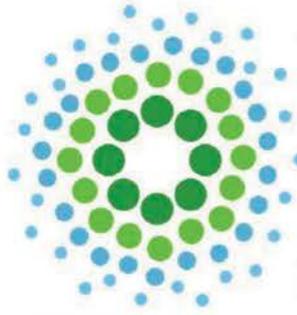
Thank you to all of our current and future members!

Tom Wallace

Business Development Director

Direct: 717-696-6235 Cell: 717-575-1586 | twallace@lancasterchamber.com





BIZCORP™

BOTTOM LINE SAVINGS FOR LANCASTER CHAMBER MEMBERS



BizCorp, the Chamber's wholly owned for-profit subsidiary, offers Chamber members exclusive access to a number of bottom-line saving products and services, including telecom and IT services, fleet fueling, business insurance, natural gas, and electricity procurement.



Managed Mobility, Telecom & IT

Telecom & IT Program

Lancaster Chamber offers a comprehensive Managed Mobility, Telecom & IT program that delivers excellent value to its Members and the Chamber itself. Through this exclusive Mobility, Telecom & IT partnership – Grudi Advantage – participating Members receive excellent prices and expert assistance optimizing their Mobility, Telecom & IT services. They also get generous annual cash-back dividends on many services related to phone systems, voice, data, internet, cloud, mobility, security, backup, outsourced services, and more.



Fleet Fueling Program

The Fleet Fueling program gives you the ideal tools for overseeing your fleet fueling. Best of all, it's free and comes with a full customer support team from a trusted, local company. The program also offers purchase controls that can be pre-programmed per card to help manage company-wide fueling policies. The web-based account management system provides all the information you need at your fingertips: consolidated usage information, reports online that can be created and saved, and other tools.



Business Insurance Program

The Lancaster Chamber's business insurance program, bizSure, is a complete business insurance program, including discounted premiums on workers' compensation, property, general liability, and automobile liability. Since 1994, bizSure is a cash back insurance program that has paid \$3.6 million in dividends to eligible investors.



Natural Gas Program

Lancaster Chamber of Commerce members receive exclusive benefits from Shiple Energy, our preferred natural gas provider. More than 50 local businesses already participate and are leveraging their Chamber membership to save money each year. Average savings typically covers your Chamber membership with room to spare!



Energy Supplier Program

The Lancaster Chamber chose Constellation as their endorsed energy supplier to provide value to members like you. Lancaster Chamber members can manage energy costs in new and powerful ways to achieve budget certainty, cost savings, and financial protection with Constellation's full range of integrated energy solutions.

Interested in learning more or have questions? Contact Tom Wallace, twallace@lancasterchamber.com.



We are so grateful for the support of these Lancaster Chamber Members, especially during this challenging business landscape. Please take note of our Members who are celebrating special milestone anniversaries with us in February, March, and April!

MEMBER ANNIVERSARIES

5 YEARS – 2017

BirdDog Marketing Group, LLC
Saxton & Stump LLC
Management Recruiters of Lancaster Inc
Chrishelle, Inc. DbA/McDonald's
Lancaster Paint & Glass Co.
Geosyntec Consultants

10 YEARS – 2012

Material Matters, Inc.
Direct Wire & Cable, Inc.
Landmark Homes

15 YEARS – 2007

Kitchen Encounters
Heidler Roofing Services, Inc.
Refreshing Mountain Retreat and
Adventure Center

20 YEARS – 2002

Behavioral Healthcare Corporation
YWCA of Lancaster
Personal Wealth Advisory, LLC
Lancaster SHRM

30 YEARS – 1992

ACI Construction
Kegel Kelin Litts & Lord, LLP

35 YEARS – 1987

Effectv
Haller Enterprises, Inc.
Spanish American Civic Association for
Equality, Inc.

40 YEARS – 1982

Harrington Hoists, Inc.

50 YEARS – 1972

Eden Resort & Suites
American Testing Laboratories, Inc.

**Our History,
is Your History!**

The Lancaster Chamber is proud to be celebrating its 150th Anniversary this year, alongside our business community. The fact is, we wouldn't exist today with the incredible support of the businesses and community partners across Lancaster County. **Scan the QR code to visit our 150th Anniversary Celebration page and explore the Lancaster Chamber's interactive historical timeline where we highlight significant historical spotlights in the Chambers history as well as milestones and stories from you, our Members!**



150

Lancaster Chamber

1872-2022



Thank you

for celebrating our
150 year anniversary with us!



WHY MAGEE- WOMENS

for moms and babies?

Because we have more experience delivering more babies.

With more than 25,000 babies delivered each year across all UPMC Magee-Womens locations, we provide comprehensive care for mom and baby. And with many locations close to home in central Pa., expecting families have peace of mind knowing they have access to our ob-gyn experts and advanced newborn medicine, including Level III NICUs in Harrisburg and Lititz and Level II NICUs in York and Carlisle. To learn more about how we are keeping moms and babies strong, visit UPMC.com/WhyMageeCPA.

UPMC | MAGEE-WOMENS