



# *Horizons*

SARAH BUSH LINCOLN 2015 ANNUAL REPORT

# Horizons

**Sunrise signals hope** – hope for a new day, a fresh start, a chance to do more or to do better. Sunrise gives hope the opportunity to bloom into a better outcome, again and again and again.

As the sun rises, we may feel regret for things done and undone. We may reflect on things that need changing and be inspired to not waste another day. Watching the sun rise can remind us just how vast the world is and invite us to look at the ways in which we are connected to and independent of others.

Sunset quietly ushers in a time of rest and renewal. It reminds us to put behind us the events of the day and be at peace.

Together, sunrise and sunset serve as a microcosm of the cycle of life: the beginning and the end wrapped up in a neat, 24-hour package. Worldwide, 154,000 people die each day and

more than 367,000 people are born. Love is lost and love is found. Each day, there is the success and the failure that we come to know as part of that cycle. Humanity moves on day after day. Sunrise and sunset bookend a discrete unit that is an integral part of an immense whole.

Sarah Bush Lincoln operates similarly. It is a place where hope can bloom day after day after day. It is a place of rest and renewal, and a place where we work together to achieve better outcomes for our patients and their family members.

As the sun sets on Fiscal Year 2015, we reflected on the year's events and carefully assessed our progress. We looked at how we connected with others, how we impacted their lives and how we can continue our good work.

This report details our progress.

## Service Pillars

Leaders and staff at Sarah Bush Lincoln center their work on six service pillars. This helps them to focus their thinking (and their budget) year-to-year, so they stay true to the Sarah Bush Lincoln mission, **to provide exceptional care for all and create healthy communities.**

Long-term planning requires leaders to gather information, discern what people may need in terms of healthcare resources, learn more about emerging technologies (including how those technologies may be integrated into the organization) and decide how best to move ahead, often in phases.

- 3 SERVICE
- 5 QUALITY AND SAFETY
- 7 PEOPLE
- 9 GROWTH
- 11 HEALTHY COMMUNITIES
- 13 FINANCIAL VIABILITY
- 15 HEALTH FOUNDATION
- 17 BOARD OF DIRECTORS

*Each day is a little life: every waking and rising a little birth,  
every fresh morning a little youth,  
every going to rest and sleep a little death.*

ARTHUR SCHOPENHAUER

*The beautiful Illinois sunrises and sunsets featured throughout this report were all photographed locally.*

### Connecting With Our Community

Creating a meaningful connection with the community is an important step in influencing positive behavioral changes to promote health and wellness. As a trusted source of information about a variety of health and fitness topics, we provide community members with online tools that enable people young and old to become better informed about illnesses, treatments, prevention and resources for care. Helping people to more proactively manage their health leads to better outcomes.

### Health Hub

The SBL Health Hub is an app developed for Apple and Android mobile devices that increases access to care at Sarah Bush Lincoln. Through the Health Hub, users can access their patient portals (including a library of health information), find doctors and the locations of other services, view videos and much more. It was launched in April. To download the SBL Health Hub to a mobile device, go to [www.sarahbush.org](http://www.sarahbush.org) and click on the link.

### Social Media

Sarah Bush Lincoln is fully engaged in social media. We reach community members through the Health System website ([www.sarahbush.org](http://www.sarahbush.org)), Facebook, Twitter, Instagram, LinkedIn, YouTube, Pinterest and Flickr. Additionally, several medical staff members blog on WellNotes, the Health Center's blogging site, available at <http://blog.sarahbush.org>. Among them are women's health providers Nicole Wochner, APN, and Leslie Taggart, APN, who contribute regularly to "Stethoscopes and Strollers," a favorite women's health feature of WellNotes.

Through a partnership with Cromwell Radio (WMCI), radio personalities Kurtis Allen and Tim Stolz have been participating in the HMR weight loss program and documenting their health journeys through their blogs. The HMR program has experienced tremendous growth since the WMCI/HMR weekly blog postings began in January, as both blogs have strong followings. More importantly, Allen and Stolz have lost more than 300 pounds collectively, and they have made vast improvements to their health, mobility and quality of life.

### Measuring Experience

Hospitals across the country have been busy measuring and reporting their HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) scores. The scores indicate how well patients believe their care was provided.

Sarah Bush Lincoln has been focused on this process through its Excellence a Way of Life journey, an initiative that began in 2007. Organizationally, staff members have learned that in addition to valuing excellent clinical care, patients have greater confidence in the care that's delivered (and they feel safer) when care providers communicate well.

As a result, staff members have learned how to better explain procedures and treatments before and during procedures, a step that helps to diminish patients' fears and anxieties. Research shows that

people who know what to expect and are more comfortable in their surroundings generally recover more quickly.

Of the 10 care categories that Sarah Bush Lincoln measures, seven were scored above the 75th percentile and two were scored above the 90th percentile throughout the majority of the year. Leaders and staff members review HCAHPS reports daily to find ways to make lasting improvements. By "rounding" with patients daily, they strive to address concerns immediately.

*Service*

HORIZONS

*"We have always held to the hope, the belief,  
the conviction that there is a better life,  
a better world, beyond the horizon."*

FRANKLIN D. ROOSEVELT

# Quality and Safety

## Creating a Safer Environment

Ensuring the safety of patients and employees is essential in providing excellent clinical care in a comforting environment. Through the creation of Team Up for Safety, Sarah Bush Lincoln implemented several error prevention tools and leadership methods to eliminate preventable harm to patients and employees. All employees are required to participate in training to fully understand the error prevention tools and safety behaviors, including how to use them effectively. While SBL already employed safety processes in the care of patients, it began looking at safety through a new lens with the help of Healthcare Performance Improvement (HPI) to create SBL's culture of safety program. HPI specializes in organizations eliminating preventable harm by hardwiring safety behaviors and practices that encourage teamwork, accountability, and improved communication.

## Information Technology Evolution

After conducting more than a year of research, onsite interviews and related due diligence, Sarah Bush Lincoln officials decided to change the system-wide information technology system from a single operating system (Meditech) to three greatly enhanced systems:

– The Cerner System will be used for patient care, the patient portal and electronic medical records

through the hospital and clinic health system. It will allow clinicians to have seamless access to inpatient and outpatient records to help them better manage their patients who are at high risk for diseases. The new tools will allow clinicians to analyze patient data and help their patients to get and stay healthy and reduce the likelihood of a hospital admission. It is an intuitive system and is customizable for each medical provider's preferences. Implementation will begin in October 2015 and take about 12 months to "go live."

– The Lawson System will be used for Human Resource and Materials Management functions and business applications in Payroll, Accounting and Finance. It will allow staff to standardize, centralize and automate business processes. It will also provide more accurate inventory information and increase productivity. Employees will be able to view and maintain their own data and streamline the tracking of employee credentials. Implementation is expected to be complete by January 2016.

– The Strata System will be used for budgeting and forecasting, contract analytics and productivity and will be implemented throughout the year.

Implementing these changes is a vast project, dependent upon staff members and key users throughout the Health System who will design the

functionality of the system. Because of this, all levels of employees and medical staff were engaged in the evaluation of these work systems. The financial investment is \$41 million.

## Advanced ICU

Sarah Bush Lincoln began working with Advanced ICU Care in February to bring intensivists, doctors who specialize in caring for critically ill people, into the CCU to enhance the physician's care at the bedside as they oversee all Sarah Bush Lincoln CCU patients through a television-like monitor. They monitor patients' vital signs, EKGs, lab reports, radiology reports, medications and blood pressures,

## HORIZONS

and they consult with in-unit staff to avert additional crises, including often dangerous and complicated transfers to other hospitals.

Proactive data management tools – another essential element of the telemedicine system – identify problems before they become urgent, prompting immediate intervention when necessary. Through the two-way monitor, intensivists can talk with patients, family members and staff to glean additional information and address questions and concerns.

## Keeping People Healthy

A growing, national trend is the frequent re-hospitalization of people who lack follow-up care after being discharged from hospitals. A team of Sarah Bush Lincoln nurses and social workers is providing additional care to patients with the goal of keeping them healthy and out of the hospital. The Continuity of Care team identifies people most at risk for re-hospitalization due to limited resources and then works one-on-one with patients to eliminate issues that put them at risk.

*"There was never a night or a problem that could defeat sunrise or hope."*

BERNARD WILLIAMS

## Employee Satisfaction

Sarah Bush Lincoln employees are the heart of the organization. When extenuating circumstances call for “all hands on deck,” team members volunteer before they are asked. Staff members assist patients in crisis and care for their co-workers as family. Sarah Bush Lincoln employees truly live the mission of the organization.

To accurately assess the satisfaction of Sarah Bush Lincoln team members, leaders ask employees to complete a bi-annual survey designed to gauge their overall satisfaction and to uncover areas of concern and opportunities for improvement. The goal is to make Sarah Bush Lincoln not only a favorite place to work but to make it the best place to work!

The most recent survey was conducted in February, during a time of extremely high patient census at both the hospital and the clinics. Employees rated Sarah Bush Lincoln in the 91st percentile nationally using comparative data from Health Stream, a third-party independent vendor. The survey was completed by 79 percent of 2,074 employees. To further

improve the work environment, leaders continue to meet with staff members to discuss the results and to address concerns.

## Best Place to Work, Information Technology

Information Systems staff members agree that the Sarah Bush Lincoln IT Department is the Best Place to Work, as it was ranked second of the “Best Medium Hospital IT Departments, 2014” by *Healthcare IT News*. More than 5,000 IT staff members from 194 nominated hospitals completed the 79-question online survey. To qualify for the award, at least half of the employees in an IT Department had to complete the survey. Assessments were made from there.

## Volunteers

SBL volunteers are the icing on the cake! Generous with their time, talent and resources, volunteers meet a wide range of needs throughout the Health System. At Lincolnland Hospice, volunteers support patients by providing friendly visits and much-needed respite time for patients’ families at end-of-life. Volunteer dentists provide preventive and restorative care in their dental offices. Pastors provide a listening ear and

spiritual guidance to patients and employees. And Guild volunteers greet and escort patients and visitors throughout the Health Center, deliver mail to patients and perform clerical duties. Volunteers also raise money for important projects, including pledging \$100,000 to the Building Hope campaign to help fund the new Regional Cancer Center, giving \$25,000 annually to support scholarships for area students pursuing healthcare careers and giving more than \$15,000 annually to provide Lifeline grant assistance to people in need.

## Retirements

Four key members of the Sarah Bush Lincoln team retired this fiscal year.

Pathologist **Brett Bartlett, MD**, served Health Center patients for more than 22 years, yet remains on staff to lend assistance when needed. During his tenure, Dr. Bartlett provided leadership through the significant renovation of the lab, allowing for ample space for this growing area of healthcare technology.

Urologist **Roger Rives, MD**, was on the medical staff for nearly 34 years and gave of his time often, serving on the Sarah Bush Lincoln Board of

Directors and executive committee, helping to develop the 911 emergency system in Coles County while serving on the Charleston City Council, and establishing a paramedic program in Charleston, Mattoon and Oakland along with former SBL Emergency Department Physician David Jones, MD.

**Craig Sheagren** served as Chief Financial Officer for seven years and helped Sarah Bush Lincoln achieve an A+ bond rating from Standard and Poor’s. Additionally, he led the process that resulted in SBL being named a top 100 hospital by iVantage Health Analytics, a national firm that helps hospital groups, physicians, and payer/providers improve their operations, outcomes, and revenue.

Pediatrician **Tom Snowden, MD**, was a medical staff member for 26 years and cared for more than 3,000 families and, in some cases, three generations of families. He is known as someone who truly cared for his patients, often calling late at night to check on sick children. Over the years, he lent his medical expertise to bringing evidence-based medicine to pediatrics.

# People

HORIZONS

*“In the end, it’s not the years in your life that count.  
It’s the life in your years.”*

ABRAHAM LINCOLN

# Growth

As the area community ages, Sarah Bush Lincoln continues to grow to meet its needs. Fiscal Year 2015 was one of the Health System's busiest years in terms of growth and volume, yet staff members remained committed to providing excellent care to patients at the hospital and at affiliated medical clinics.

## The Great Unveiling

Following nearly four years of construction, the Master Facility Plan was completed in March 2015. The completion was capped with an event, The Great Unveiling, at which hundreds of community members visited the hospital and toured newly renovated areas, learning about emerging technologies and advancements in care.

## Regional Cancer Center

In April 2015, a groundbreaking ceremony on the front lawn of the Health Center initiated the construction of a new Regional Cancer Center. The \$15.4 million freestanding center will replace the 26-year-old facility, be nearly triple the size and span 21,000 square feet. It will feature 17 individual chemotherapy bays where patients will receive care in comfortable spaces that will allow companionship during treatment.

The cost of the project includes both a new \$4 million linear accelerator for delivering powerful radiation directly and precisely to tumors and an underground pneumatic tube transport system for quickly sending specimens to the hospital laboratory for assessment and critical supplies to the cancer center from the hospital. A "healing garden" will enhance the new Regional Cancer Center both inside and out, as visitors will be able to sit within the garden or view it from chemotherapy infusion bays. A drive-up canopied entrance will also be added before construction is complete by the end of 2016.

## Cardiology

The number of community members seeking cardiology services continues to climb. Through a partnership with Prairie Heart Institute of Illinois, area residents receive expert cardiology care and interventional cardiology services – without the burden of travel. The response to this level of care has been phenomenal, with both clinic volume and inpatient care tripling over the last four years.

Volume in the cardiac catheterization lab has increased by 660 percent in the same time frame. Sarah Bush Lincoln is assessing data to develop plans to accommodate additional growth.

## Close Observation

In an effort to create more inpatient hospital beds for adults, SBL opened a Close Observation Unit on the first floor, at the close of the fiscal year. This move eliminates the need to commingle inpatients with those who are being monitored to determine whether they needed to be admitted. Patients stay on the Close Observation Unit anywhere from a couple of hours to 24 hours.

## Toledo Clinic

After more than 70 years of service in the same location, the Toledo Clinic is moving on. Having outgrown its current location in size and efficiency, the clinic will move into a new facility on the Toledo Courthouse Square by December 2015. The new building will be complete with modern amenities and feature six exam rooms, a drive-up canopied entrance and a brick façade to complement the architecture of the Cumberland County Courthouse.

## Tuscola Clinic

Plans to build a new clinic in Tuscola were announced in April 2015. The clinic, to be located along US Route 36 in Tuscola in front of Tanger Outlet Mall, will feature space for a family practitioner, a walk-in clinic with extended hours in the evenings and on the weekends, and occupational medicine, laboratory and diagnostic imaging services. The building will have a brick façade and drive-up canopied entrance similar to other SBL clinics throughout the area. It will be completed by May 2016. Sarah Bush Lincoln has owned the land for many years.

## Casey Clinic

Sarah Bush Lincoln purchased land near Interstate 70 in Casey for the construction of a new Casey Clinic. For more than 20 years, the current clinic, located at 412 NW Third Street in Casey, has served the community well, but with decreasing efficiency. A smaller, more modern facility is planned with construction beginning in the fall 2015.

To stay up-to-date on all construction and renovation projects, go to [www.sarahbush.org/growth](http://www.sarahbush.org/growth).

## HORIZONS

## Recruitment

Below is a comprehensive list of providers who were recruited in either FY14 or FY15 and who either began their practices in FY15 or will begin their practices in FY16.

### PHYSICIANS

#### Anesthesia

Brian Zapanta, MD

#### Emergency Medicine

Joni Ferguson, MD

Joshua Novak, MD

George Plamoottil, MD

#### Family Practice

Doris Bowers, MD

Erica Perrino, MD

Kimberly Whitaker, MD

#### Gastroenterology

Heidi Huck, MD

#### Hospitalist

Arli Bumatayo, MD

Dominic Perrino, DO

#### Pediatrics

Shana Sewell, DO

#### Psychiatry

John Yost, MD

#### Urology

David DiDomenico, MD, DO

### PHYSICIAN ASSISTANTS AND ADVANCE PRACTICE NURSES

#### Emergency Department

Jennifer Kokesh, PA-C

Amanda Stroud, APN

#### Family Practice

Damaris Age, PA-C

Jacqueline Clayton, APN

Anna Hamon, PA-C

Nicole Heltsley, APN

Amanda Zumbahlen, APN

#### Hospitalist

Allison Alumbaugh, APN

Sheri Barnett, APN

Laurie Mooney, APN

Stacy Ordner, APN

Melissa Paholke, APN

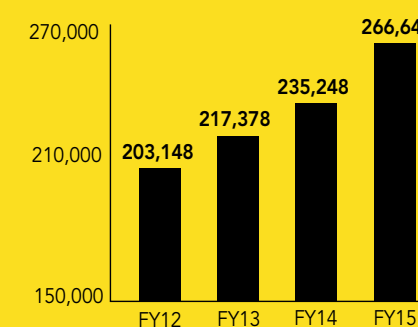
#### Neurology

Jill Thompson, APN

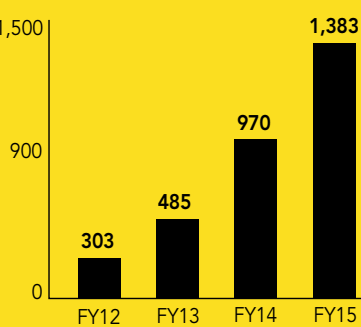
#### Psychiatry

Karen Boone, APN

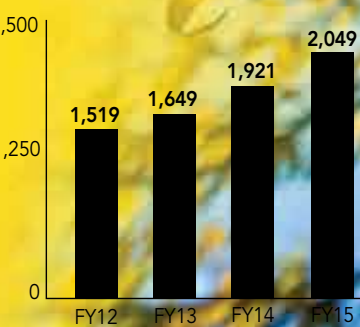
PROVIDER OFFICE VISITS



CARDIAC CATH LAB VISITS



ORTHOPEDIC SURGERIES



### **Center for Healthy Living**

Exercise is medicine. More than just an interesting concept, this philosophy is at the heart of the Center for Healthy Living, a new facility that opened in October 2014. Operating on the medical fitness model, the center features a large gym and is staffed with exercise specialists and a dietitian. Staff work with community members to design individualized exercise and nutrition programs to help them achieve individual goals and manage chronic illnesses. Some participants also enroll in the center's Tobacco Cessation program.

To participate, community members receive referrals from their providers and then use the facility for four months, at which time they transition to local gyms to continue their progress.

### **Healthy Communities**

Healthy Communities partners with schools throughout the region to provide education and resources designed both to inspire kids to improve their overall health and to develop healthy habits. A multifaceted approach is used to reach kids of all ages.

In classrooms, Healthy Kids educators teach students about nutrition and fitness, while SBL KickStart mobile takes learning outside of classrooms.

In a Healthy Hero Challenge, Neoga Elementary School students earned a rock wall by collectively walking or running 6,000 miles last school year. The wall will be available for their use this fall.

Through a partnership with Project Fit America, Healthy Communities provided equipment and curriculum at Lake Crest Elementary, Oakland. With the first year of the curriculum complete, SBL staff members look forward to seeing the positive impact that the program had on students.

Former NFL player Ray McElroy spoke to middle school students about the importance of fitness, good nutrition and positive thinking. He participated in KidsFest assemblies that took place at multiple schools.

*"Hope is the thing with feathers that perches in the soul,  
and sings the tunes without the words,  
and never stops at all."*

EMILY DICKINSON

*Healthy Communities*

HORIZONS

Being financially strong allows Sarah Bush Lincoln to respond effectively to market changes, to embrace emerging technologies and to repair or replace buildings as needed. Due to sound management and planning, SBL reported a strong financial performance in FY15, while many other healthcare organizations faced difficulty.

Over the past several years, Sarah Bush Lincoln has maintained an A+ bond rating from Standard and Poor's, which enables it to borrow funds at a favorable interest rate to complete capital projects.

Sarah Bush Lincoln is one of the most financially strong hospitals in the nation.

#### Performance Excellence

"If you always do what you've always done, you'll always get what you've always gotten." This maxim propels the Performance Excellence program at Sarah Bush Lincoln.

Now three years old, Sarah Bush Lincoln's formal process improvement model, Performance Excellence, requires staff members to examine its processes and then create "what if" future states. Thanks to their efforts, many key processes in the delivery and support of care have changed to achieve improvements for patients and staff. Performance Excellence creates "wins" every day for patients and their family members. As more employees are trained in how to use the

tools, staff will discover even more ways to make positive impacts and "own" a process.

The Performance Excellence model enables Sarah Bush Lincoln to stay ahead of the tremendous number of changes that occur regularly in healthcare. Performance Excellence projects saved Sarah Bush Lincoln \$470,671 in FY15.

Additionally, the Clinical Quality Value Analysis team reviews way to decrease costs without affecting labor. For instance, it introduced replacement supplies to create savings. This fiscal year, it found \$425,499 in savings.

## Financial Viability

*"When I admire the wonders of a sunset or the beauty of the moon,  
my soul expands with the worship of the creator."*

MAHATMA GANDHI



**Regional Cancer Center's Building Hope Campaign**

As ground was broken ceremonially in April for the new Regional Cancer Center, the Sarah Bush Lincoln Health Foundation announced plans for a \$3.5 million capital campaign to help fund the \$15.4 million project.

The highly successful campaign, lead by co-chairs Medical Oncologists Abdur Shakir, MD, and Kuppuswamy Jagarlamudi, MD, has attracted donors from throughout the community and quickly raised more than \$2.5 million. One of the largest donations in the Building Hope campaign came from long-time philanthropist Richard Lumpkin, who gave \$1 million to the campaign. Other gifts include those made in honor of loved ones (including Glennie Hamel) and pledges by the SBL Guild (\$100,000)

and WomenConnected (\$45,000). The Building Hope committee is comprised of 23 community members.

**Special Events**

The Foundation's specialty events continue to grow and attract new donors. La Grand Soirée, which is held in partnership with the Volunteer Guild to raise funds for healthcare scholarships for area students, netted \$24,200 in FY15. The Foundation's Golf Benefit raised \$49,300 net to help support the Building Hope Campaign; Lincolnland Binga netted \$12,707 to provide end-of-life care for people without means and to fulfill end-of-life wishes and bereavement care; and Festival of Trees, a weekend holiday event to help support the Building Hope campaign, netted \$102,721.

**WomenConnected**

WomenConnected continues to grow and attract women from throughout the area who want not only to give to Sarah Bush Lincoln, but also to have a hand in deciding what exactly their cumulative funds will support. To date, WomenConnected boasts 74 members and FY15 donations of more than \$56,000 to 18 SBL programs. Additionally, WomenConnected pledged \$45,000 to the Building Hope campaign.

**Community Donations**

As people become more and more "health aware," community groups are choosing to donate funds to Sarah Bush Lincoln, where they can specify what local programs they wish to support. Students, sports teams and Rotary Clubs are frequent donors, having learned at an early age the importance of philanthropy. Sarah Bush Lincoln received \$60,768 from community organizations during FY15.

*"Watch the sunrise. Watch the sunset. Does it make you feel big or tiny?  
Because there is something good about feeling both."*

AMY GRANT

#### HEALTH SYSTEM / HEALTH CENTER

Lyla McGuire  
*Chairperson*  
Steve Wentz  
*Chairperson Elect*  
Jeanne Dau  
*Immediate Past Chairperson*  
Tim Mooney  
*Treasurer*  
Mike Stanfield  
*Secretary*  
Kiran Joag, MD  
*Physician Officer*  
Laurel Allenbaugh

Sheryl Artmann, MD  
Chris Considine  
Lori Cudone, MD  
Don Davis  
Steve Honselman  
Philip Kepp, DDS  
John Lauer, MD  
Jim Littleford  
Ray Rieck  
Michael Smith  
Tina Stovall  
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#### HEALTH FOUNDATION

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Philip Kepp, DDS  
*Treasurer*  
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Bruce Brown  
Dan Cunningham  
Scott Eggleston

Blake Fairchild  
Carol Jo Fritts  
Peggy Fuesting  
Mike Genta  
Vicky Gilliland  
James Hildebrandt, DO  
William Hill, PhD  
Steve Honselman  
Stanley Huffman, MD  
Jerry Lindley  
Ryan Pine, MD  
Tony Sparks  
Jon Spitz  
Selma Sweeney

#### HEALTH MANAGEMENT SERVICES

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*Chairperson*  
Scott Wilson  
*Vice Chairperson*  
Tina Stovall  
*Secretary/Treasurer*  
John Lauer, MD  
Jim Littleford

#### COMMUNITY COMMITTEE MEMBERS

Josh Garrett, MD  
*Board Quality Committee*  
Kevin Lewton  
*Board Quality Committee*  
Gary Mikel, MD  
*Board Quality Committee*  
Dale Boyer  
*Board Finance, Audit and Compliance Committee*  
Hank Davis  
*Board Finance, Audit and Compliance Committee*

Dee Scott  
*Board Finance, Audit and Compliance Committee*  
Tim Gover  
*Board Strategic Growth and Healthy Communities Committee*  
Janet Grove  
*Board Strategic Growth and Healthy Communities Committee*  
Jamie Pilson  
*Board Strategic Growth and Healthy Communities Committee*

## HORIZONS

#### ADMINISTRATION

Tim Ols  
*President & CEO*  
Eric Benson  
*Vice President, Human Resources and Wellness*  
Jerry Esker  
*Vice President, Practice Management*  
James Hildebrandt, DO  
*Vice President, Medical Affairs*  
Dennis Pluard  
*Vice President, Finance and Operations*  
Maggie Ratliff  
*Vice President, Information Systems*  
Kim Uphoff  
*Vice President, Development*  
Mary Lou Wild  
*Vice President, Patient Care Continuum and Chief Nursing Officer*

# Board of Directors

I'll tell you how the Sun rose –  
A Ribbon at a time –  
The steeples swam in Amethyst  
The news, like Squirrels, ran –  
The Hills untied their Bonnets –  
The Bobolinks – begun –  
Then I said softly to myself –  
"That must have been the Sun"!

But how he set – I know not –  
There seemed a purple stile  
That little Yellow boys and girls  
Were climbing all the while –  
Till when they reached the other side –  
A Dominie in Gray –  
Put gently up the evening Bars –  
And led the flock away –

EMILY DICKINSON

The logo consists of three curved, overlapping lines of varying shades of gray, resembling a stylized 'S' or a fan shape.

# Sarah Bush Lincoln

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