

# JEANES' VISION IS TEMPLE'S MISSION

**Quaker Engagement in Non-Profit Board Service:**

**A Case Study of the Anna T. Jeanes Foundation,  
Temple University Hospital, and Temple University  
Health System**

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[AnnaTJeanesFoundation.org](http://AnnaTJeanesFoundation.org)

# Our Main Takeaways for the Evening

1. Quaker non-profits are mission-driven businesses that adapt to survive
2. They're businesses with employees and often majority-Quaker volunteer boards
3. Jeanes Hospital – an enduring high-impact legacy of Anna T. Jeanes
4. Alignment of Missions → Affiliation with Temple Health
5. Temple Health serves vulnerable populations with access to high-quality care
6. TUH–Jeanes Campus supported in part by Anna T Jeanes Foundation
7. ATJF names 2 members each to TUH and TUHS Boards
8. Board service offers insight into corporate governance, hospital administration, medicine, nursing and public health

# Friends Serving on Non-Profit Boards

- In more simple times, Quakers founded many Philadelphia Non-Profits – Here is a sample
- Non-Profit businesses driven by mission, most with employees, adapted to meet payroll / survive
- Not all of those that endure still require Quakers to serve on Boards and Committees

Institution	Founding Date
Philadelphia Yearly Meeting	1681
Bucks Quarterly Meeting	1683
Wm Penn Charter School	1689
Merion Friends Meeting	1695
Historic Fair Hill	Burial Ground 1703; Non-profit 1993
Westtown School	1799
Arch Street Meeting House Preservation Trust	Meeting House 1804; Trust 2011
Friends Hospital / Scattergood Foundation	1813
Newtown Friends Meeting	1815
Friends Select School	1833
Haverford College	1833
Germantown Friends School	1845
Friends Central School	1845
Woman's Hospital of Philadelphia	1861
Swarthmore College	1864
George School	1893
Friends Fiduciary Corporation	1898
American Friends Service Committee	1917
<b>Temple University Hospital-Jeanes Campus / ATJF</b>	<b>Jeanes Hospital 1928; TUH-JC 2020</b>
Pendle Hill Conference Center	1930
Friends Council on Education	1931
Friends World Committee for Consultation	1937
Friends Committee on National Legislation	1943
Friends Publishing Corporation	Friends Journal 1955
Foulkeways at Gwynedd	1967

# Philadelphia Quakers Then and Now

- As the city expanded and diversified, the Quaker proportion of the population declined, even as their influence remained strong.
- Today, the Quaker community is small but steadfast, continuing to guide efforts in peacebuilding, education, and social justice.

Year	Philadelphia Population	Quaker Population
1700	~3,000	2,000 – 2,500
1800	41,220	6,000 – 8,000
1900	1,293,697	3,000 – 5,000
2000	1,517,550	1,500 – 2,000
2025	1,517,114	1,500 – 2,000

Institution	Founding Date	Estimated Number of Employees
Philadelphia Yearly Meeting	1681	60
Bucks Quarterly Meeting	1683	14
Wm Penn Charter School	1689	432
Merion Friends Meeting	1695	Volunteers
Historic Fair Hill	Burial Ground 1703; Non-profit 1993	8–11
Westtown School	1799	649
Arch Street Meeting House Preservation Trust	Meeting House 1804; Trust 2011	8
Friends Hospital / Scattergood Foundation	1813	Friends Hospital is For-Profit; Scattergood Foundation: 6
Newtown Friends Meeting	1815	Volunteers
Friends Select School	1833	145
Haverford College	1833	1,000
Germantown Friends School	1845	250
Friends Central School	1845	200
Woman's Hospital of Philadelphia	1861	Historical institution; is part of non-Quaker Penn Medicine
Swarthmore College	1864	900
George School	1893	250
Friends Fiduciary Corporation	1898	15
American Friends Service Committee	1917	200 (global)
<b>Temple University Hospital-Jeanes Campus / ATJF</b>	<b>Jeanes Hospital 1928; TUH-JC 2020</b>	<b>TUH - Jeanes Campus: &gt;1,000; ATJF: Volunteers</b>
Pendle Hill Conference Center	1930	30–40
Friends Council on Education	1931	10
Friends World Committee for Consultation	1937	8
Friends Committee on National Legislation	1943	92
Friends Publishing Corporation	Friends Journal 1955	11–17
Foulkeways at Gwynedd	1967	430

# Anna T. Jeanes Funded Her Vision

- Sole heir to a fortune at age 72, Anna willed it all to better humanity.
- Her legacy in **education and healthcare** focused on women, children, elderly, disabled, minorities, and the hungry.
- A \$1 million grant to Booker T. Washington and Hollis Burke Frissell established the **Jeanes Supervisors program**, that trained 2,300 African American teachers and raised literacy in the rural south by 5%. An integrated board governed the Jeanes Fund's educational mission in rural southern Black schools. This evolved into the **Southern Education Foundation** today.
- Her vision was steeped in Quaker faith and practice with commitment to lessen human suffering by attending to the “**next needed thing.**”





# A GREAT BEQUEST LEAVES COLLEGE IN A QUANDARY

**By Provisions of the Will of Anna T. Jeanes Swarthmore Falls Heir to Millions—but Must Give Up Football.**

**I**n determining whether or not to accept the bequest to Swarthmore College of part of the estate of the late Miss Anna T. Jeanes, estimated at \$1,000,000 to \$3,000,000, the Board of Managers will confront one of the most delicate, difficult, and important questions met in the history of the institution; in fact, one of the most unusual and most embarrassing questions ever faced by an educational institution in the country.

If Swarthmore accepts the bequest it must abandon intercollegiate sports—baseball and football must go. Shall it be football or scholarships? On the one hand, Swarthmore needs the money. The institution is not old, and an extension of the curriculum and improvements of equipment would be welcomed. Some years ago the college secured an endowment of \$1,000,000. Financially strengthened, it obtained a new President, and it came to the front as one of the best of the smaller institutions of learning. There were recently completed a chemistry building, an engineering building, a library built by Andrew Carnegie, and Wharton Hall. The provisional bequest of Miss Jeanes would mean much to Swarthmore. Like other colleges, one hard must be held out constantly to philanthropists in order to deal wisdom with the other to the young.

Undoubtedly this will be a hard choice. Competitive sports have become so interrelated with college life that an abolishment to the young would seem like taking the marrow from its bones. Columbia, however, has abandoned sports, and President Eliot of Harvard favors the aboli-

tion at Cambridge. Such educators affirm that they detract from serious study and are antipathetic to the serious and studious spirit which should prevail in a college. Other instructors in contradiction declare that sports are undoubtedly helpful to students, that the spirit of rivalry and competition adds zest to a life which would become burdensome if confined to lectures and books. There is much to be said on both sides. The decision of Swarthmore will be of National interest.

Upon the subject the students, the faculty, and the alumni are outspoken in their decision—athletics must not go. A visitor to Swarthmore will hear little discussed on the campus but the bequest which may have so disastrous effect on the sporting life of the boys; the dormitories seethe with indignation, and protests are murmured to one another at morning devotion in the chapel. The students have been told by gentle suggestions that in case the Board of Managers decides to accept the bequest they can pay among themselves, as only intercollegiate sports would be abolished. But what would become of baseball and football if confined to the classes? What incentive, what inducement would there be to play? Play ball among themselves—little more than twelve months after a football victory over Old Penn! Not for a million—ten million dollars!

Could the quiet, gentle little woman who made the singular bequest have known the tempest her terms have aroused among the student body there is little doubt she would have consented to football—to anything to have prevented it. Miss Jeanes shuddered at any thought of excited discussion; she was so averse to publicity that during her life her greatest benefactions were made under terms of inviolable secrecy; she shunned crowds of people, and was so timid that she even would not go to the Friends' Meeting House. And now a little clause in her will has given rise to a question which will be a topic of discussion in all the colleges in the land, and in her own favored Quaker college has evoked a storm of protests that echoes with grim irony over her quiet, unostentatious funeral a few days ago.

Miss Jeanes in her later life had two pet hobbies—a fervid desire to help the negro race and a violent antipathy to football. These predominated; they were characteristic.

When her will was made public last Monday, the provisional bequest to Swarthmore was received with dismay by the faculty, officers, students, and

the Rebecca Steadman tract. On this tract is the Hazle Brook Colliery. According to the report of the Department of Mines it produced in 1904 123,189 tons of anthracite coal. The estimated yearly income on this basis would be about \$80,000. The other holdings are said to be valuable.

Should the bequest be accepted? Should

Cooper Johnson be appointed to ascertain the exact value. They will make their report at the meeting of the board in December.

Of nineteen members who attended the meeting last Tuesday nine were women. It was tacitly understood the women favored accepting the bequest. It is generally believed that when the question

"The members of the board," said Mr. Clothier, "have decided to take no action until they learn the value of Miss Jeanes' bequest. Then it will be a difficult and delicate and hard question to decide—whether or not the college shall give up intercollegiate sports and accept the gift, which is a munificent one. We shall decide on it only after long consideration."

"Will the amount of the bequest influence the decision?" was asked.

"No; if we come to the conclusion that such sports are beneficial to the students."

Thus the matter rests—with the managers. Not with the students and alumni. Protest is ripe.

Walker Clothier, Chairman of the Alumni Athletic Committee, has declared

"So far as the Athletic Committee goes athletics at Swarthmore will not be given up, no matter how many millions are involved. Kainer a victory over Penn. than \$50,000 any time. I do not see how the school could stand without athletics—no price they can give is sufficient for the wrecking of the college spirit."

Capt. Pritchard of this year's eleven declared that he "would leave the school in fifteen minutes if intercollegiate games were cut out." "If you knock out athletics you'll have a college for women," asserted Kreider, the big guard of the team. "No self-respecting man would come here if there were no athletics." S. R. Millman, the big left tackle; Francis Butler, manager of the team, and George H. Brooke, the coach—each and every one has pronounced the anathema upon the acceptance of the bequest as Miss Jeanes's terms.

Ever the Faculty is said to feel averse toward making the sacrifice. Dr. G. A. Hoadley, Professor of Physics and Chemistry, is Chairman of the Faculty Committee on Athletics.

"I sever thought much of wills that made bequests with long strings attached to them," he declared. "I cannot picture what Swarthmore would be like without athletics and I have never tried. I do not believe the board will comply with the conditions of Miss Jeanes's will unless the amount is a very large one."

**Now Students and Faculty are Plunged Into a Controversy Which Deals With the Problem, Athletics Versus Money.**

the abolition of intercollegiate sports would make a big difference with Swarthmore.

And in the meantime other colleges keep a vigilant eye on Swarthmore.

All of Miss Jeanes's estate, exceeding in value \$5,000,000, except a possible \$100,000, a bequeathed for philanthropic purposes. And most of the money will be devoted to charities in which Miss Jeanes was personally interested. For years she suffered from a cancerous growth—keenly, but uncomplainingly. In her bequest of \$200,000 for the founding of a hospital for the treatment of cancerous diseases and of \$10,000 to the cancer ward of the Home for Incurables, one can see a great sympathy in the heart of the little woman for her fellow sufferers.

Before she died Miss Jeanes asked that her body be cremated. She then declared that this is the only sensible and sanitary disposition of the dead. Not three days after her own body had been incinerated and the dust placed in an urn, the Trustees of the Fair Hill burying ground were informed of a bequest of \$20,000 as an endowment fund in perpetuity to aid and encourage the practice of the cremation of the dead.

A bequest of \$5,000 to the Pennsylvania Society for the Prevention of Cruelty to Animals may be decided only in court. Miss Jeanes was a life member of the Women's Pennsylvania Society, and although she often contributed to its support, she had never given any money whatever to the Pennsylvania Society. The heads of the Women's Society declare that Miss Jeanes must have meant the institution of which she was a member; the officials of the Pennsylvania So-



alumni alike. The will was read to the Board of Managers at their meeting on Tuesday afternoon. Undoubtedly the bequest is a large one, although the exact value will be ascertained only after a careful investigation. The provisional gift includes all of Miss Jeanes's coal and mineral rights in the State of Pennsylvania, with a five-eighths ownership in

Swarthmore sacrifice athletics for financial help? The wise ones at the meeting asked what was the value of the bequest; if estimated in dollars and cents it could be placed in the scales with the college sports. This, then, was the decision.

A committee consisting of Joseph Wharton, Charles F. Jenkins, and Howard

is decided they will be reinforced by nine other women members. The men will have a majority in numbers of one member. To the veteran manager, Isaac Clothier, the student body look for a stand against the acceptance of the gift. Mr. Clothier has been an enthusiastic supporter of the athletic teams of the colleges.

In her 1907 will, \$200,000 plus her residual estate was "devoted to the establishment and endowment of a **General Hospital or Infirmary for Cancerous, Nervous and Disabling Ailments**".

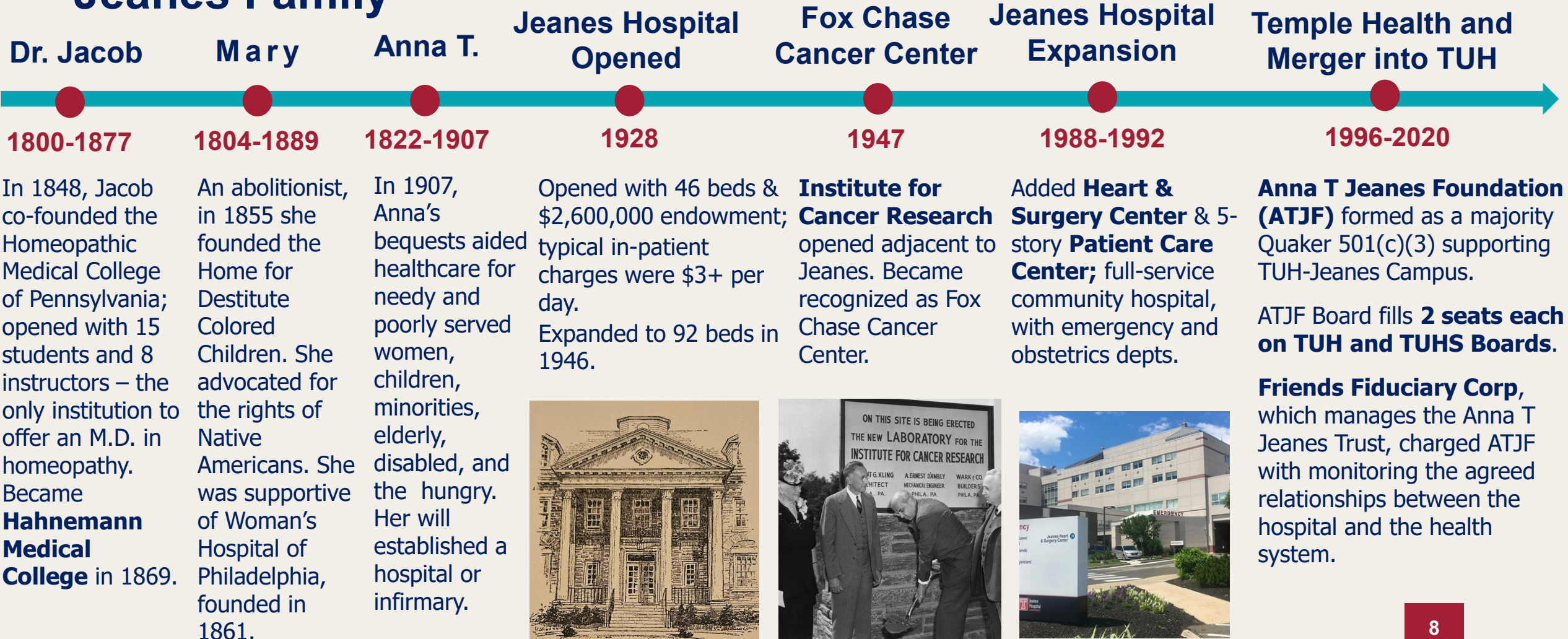
Her bequest to **Swarthmore College** of \$Millions in coal and mineral rights was contingent on abandoning intercollegiate sports. **After 13 years of discernment, this bequest was rejected.**

Her huge residual estate then funded the opening and endowment of **Jeanes Hospital**.



# Jeanes Legacy in Philadelphia Healthcare

## Jeanes Family





# Jeanes Family

Dr. Jacob

1800-1877

In 1848, Jacob co-founded the Homeopathic Medical College of Pennsylvania; opened with 15 students and 8 instructors – the only institution to offer an M.D. in homeopathy. Became **Hahnemann Medical College** in 1869.

Mary

1804-1889

An abolitionist, in 1855 she founded the Home for Destitute Colored Children. She advocated for the rights of Native Americans. She was supportive of Woman's Hospital of Philadelphia, founded in 1861.

Anna T.

1822-1907

In 1907, Anna's bequests aided healthcare for needy and poorly served women, children, minorities, elderly, disabled, and the hungry. Her will established a hospital or infirmary.

## Jeanes Hospital Opened

1928

Opened with 46 beds & \$2,600,000 endowment; typical in-patient charges were \$3+ per day. Expanded to 92 beds in 1946.



## Fox Chase Cancer Center

1947

**Institute for Cancer Research** opened adjacent to Jeanes. Became recognized as Fox Chase Cancer Center.



## Jeanes Hospital Expansion

1988-1992

Added **Heart & Surgery Center** & 5-story **Patient Care Center**; full-service community hospital, with emergency and obstetrics depts.



## Affiliation with Temple Health and Merger into TUH

1996-2020

**Anna T Jeanes Foundation (ATJF)** formed as a majority Quaker 501(c)(3) supporting TUH-Jeanes Campus.

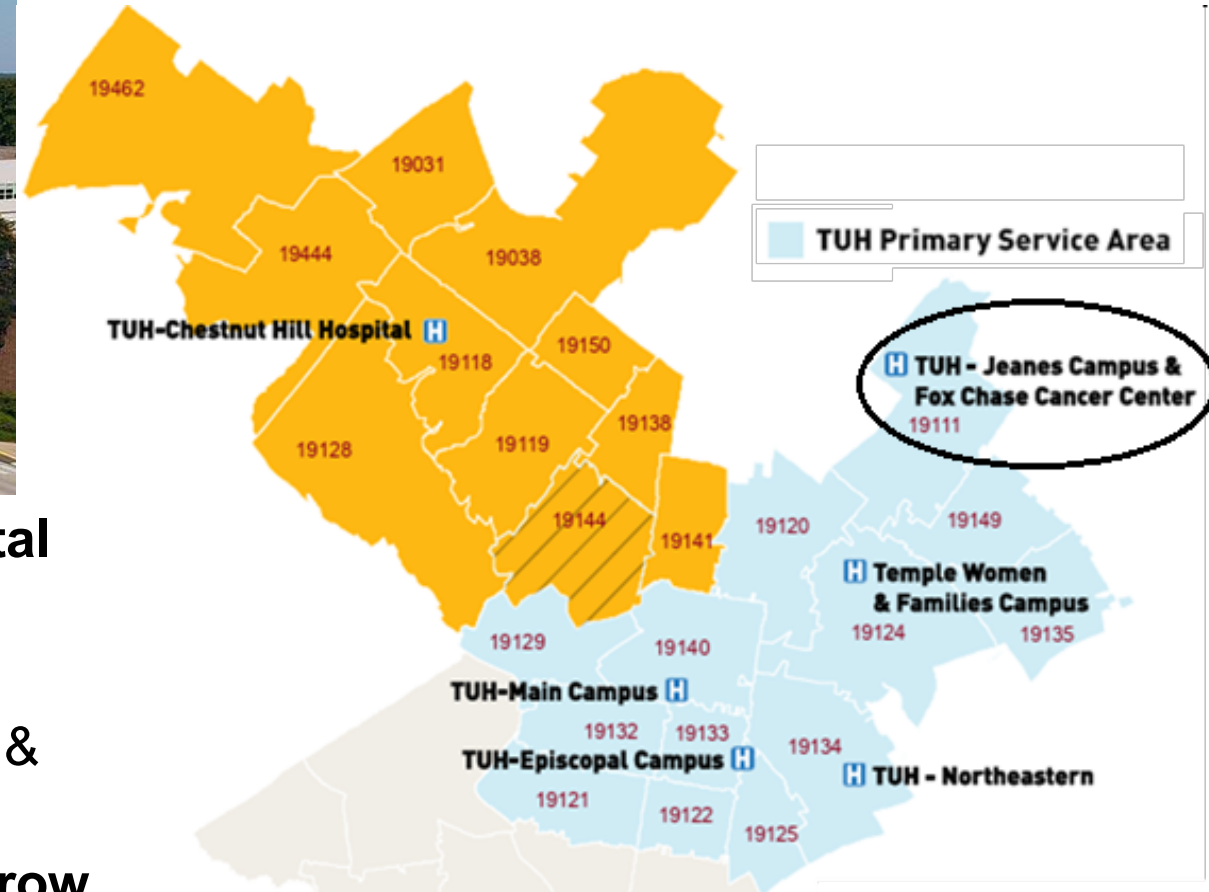
ATJF Board fills **2 seats each on TUH and TUHS Boards.**

**Friends Fiduciary Corp,** which manages the Anna T Jeanes Trust, charged ATJF with monitoring the agreed relationships between the hospital and the health system.

# Temple University Hospital – Jeanes Campus



- **175-Bed Academic Medical and Surgical Hospital**
- **Primary Stroke Center**
- Specialties: **Bariatric Surgery, Orthopedics, Pulmonology** (Temple Lung Center), **Cardiology, & Neurosurgery**
- **Fox Chase Cancer Center partner for Bone Marrow Transplants**
- **Clinical Training Site** for medical students from the **Lewis Katz School of Medicine** at Temple University, fulfilling academic and community care missions





# TUH-Jeanes Campus Culture

## Ever-Evolving Hospital

- Simplify patient access to care and deliver Peace of mind for patients and families
- Scale and adjust facilities as needed for demand and evolving services
- Dignity and respect for providers, staff, patients and families
- Train & retain professionals for consistency of best practices & outcomes
- All-In on system-wide harmonization of policies & procedures for consistency
- Beta site for innovation in the system

## ATJF / Quaker Impact

- Stewardship of the mission & business
- Focus on compassion and Equality
- Governance of TUH(S) with Integrity and special attention to TUH-Jeanes Campus
- ATJF
  - Honors Anna T. Jeanes' legacy
  - Gives financial support for Jeanes projects
  - Makes grants to non-profit agencies vetted by the Jeanes Community Advisory Board
  - Maintains Cheltenham Meeting House on the Jeanes Campus



Temple Health

# Temple Health Patient Profile

## Health Coverage

**86%** covered by government health programs: 44% Medicaid, 42% Medicare

## Chronic Conditions

**70%** have one or more chronic health conditions

## Age

**62%** are 50 or older

## Languages

**12%** do not speak English as their primary language

## Substance Misuse

**25%** have a substance use disorder diagnosis

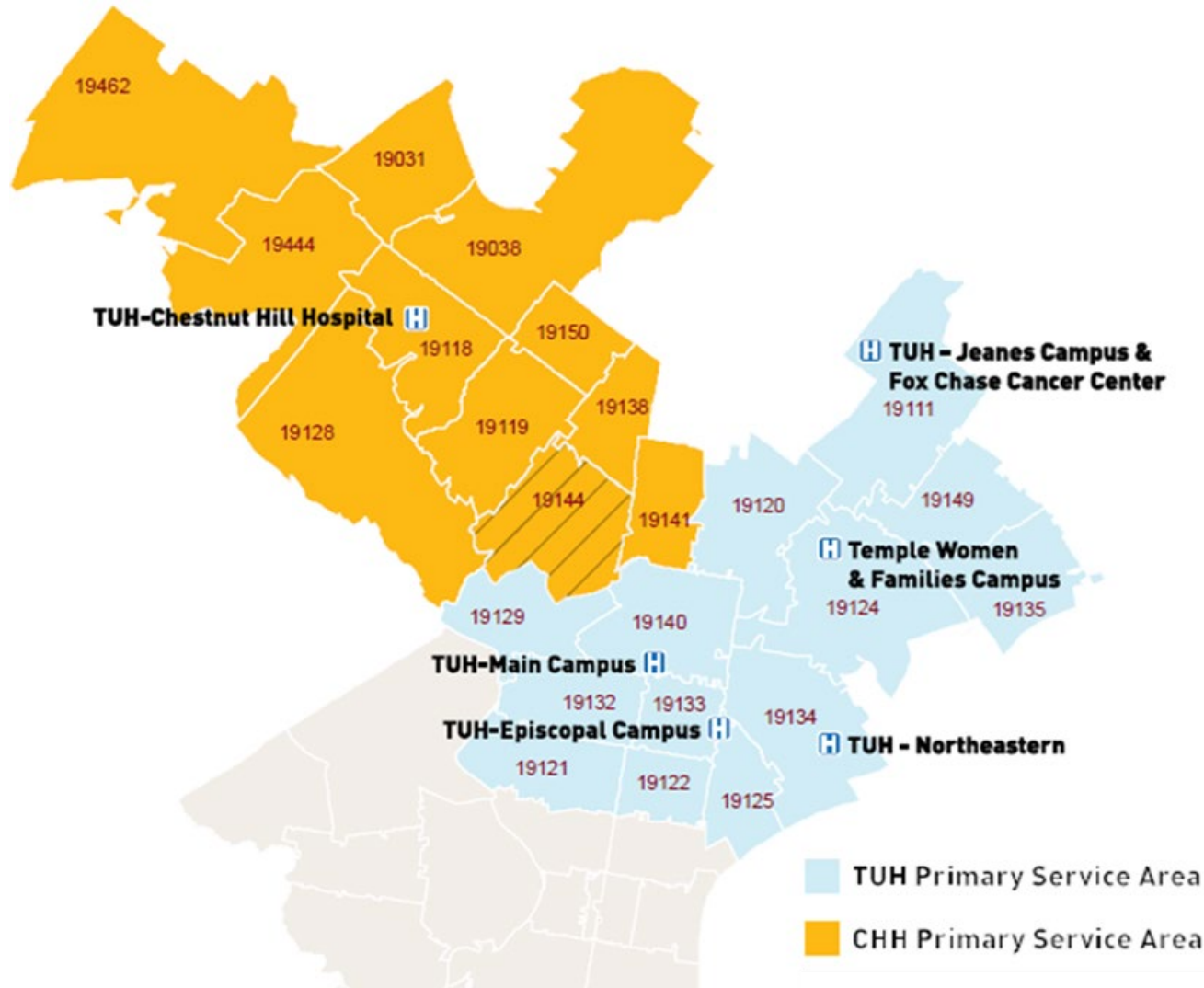
## Behavioral Health

**54%** have behavioral health diagnosis

In 12 zip codes where 70% of Temple Health patients live:

- Median Household Income is \$35,405.
- 32% screen positive for **S**ocial **D**eterminant of **H**ealth concerns.
- Food Insecurity, Housing, Transportation and Safety top issues.

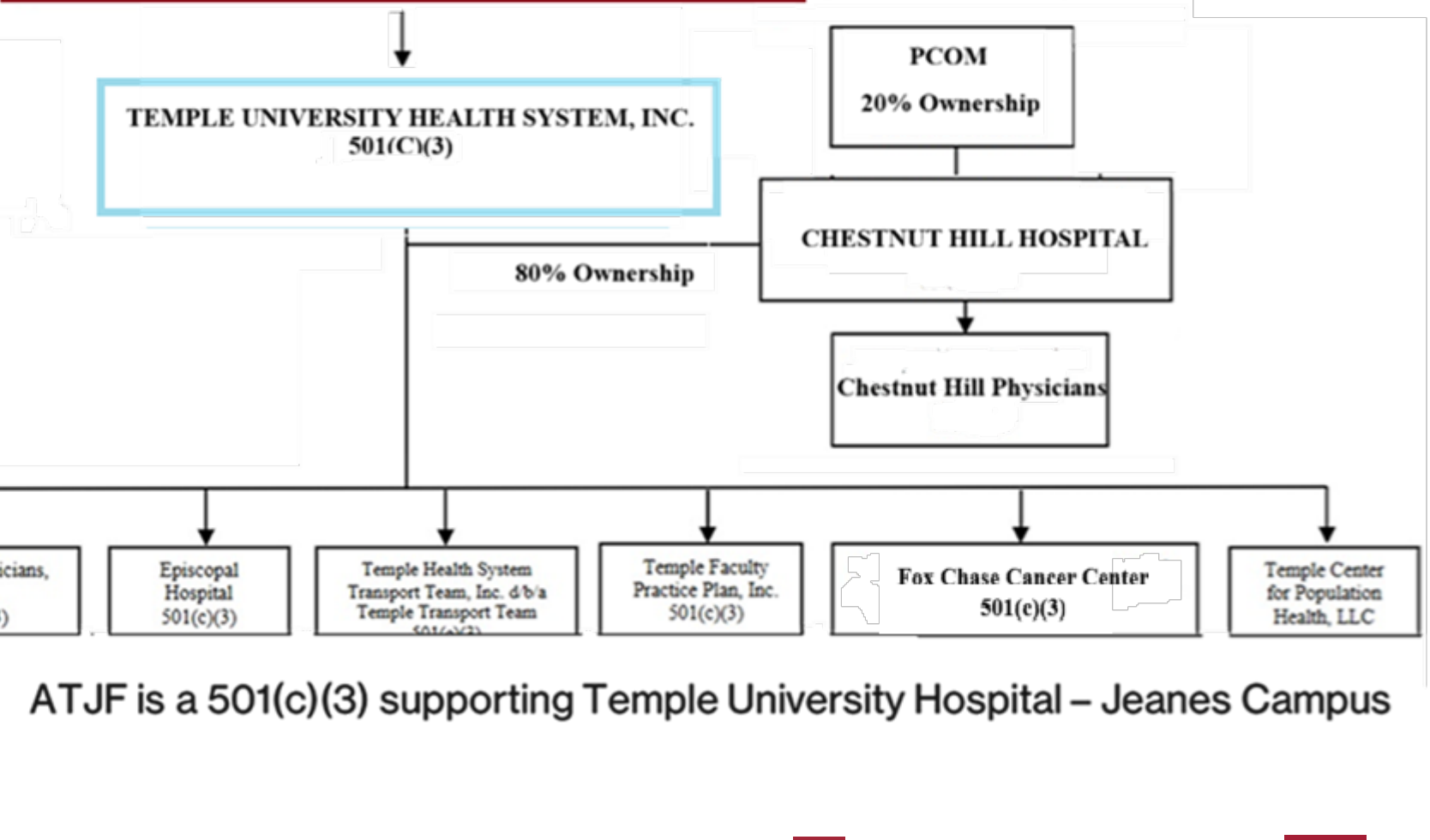
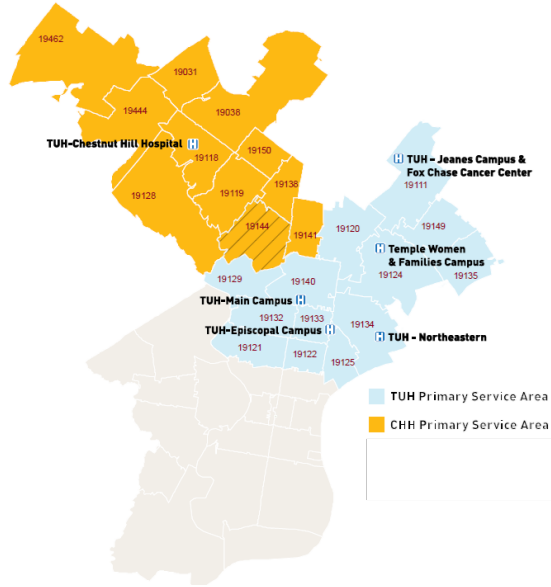
# Community Health Needs Assessment



## Our Priorities

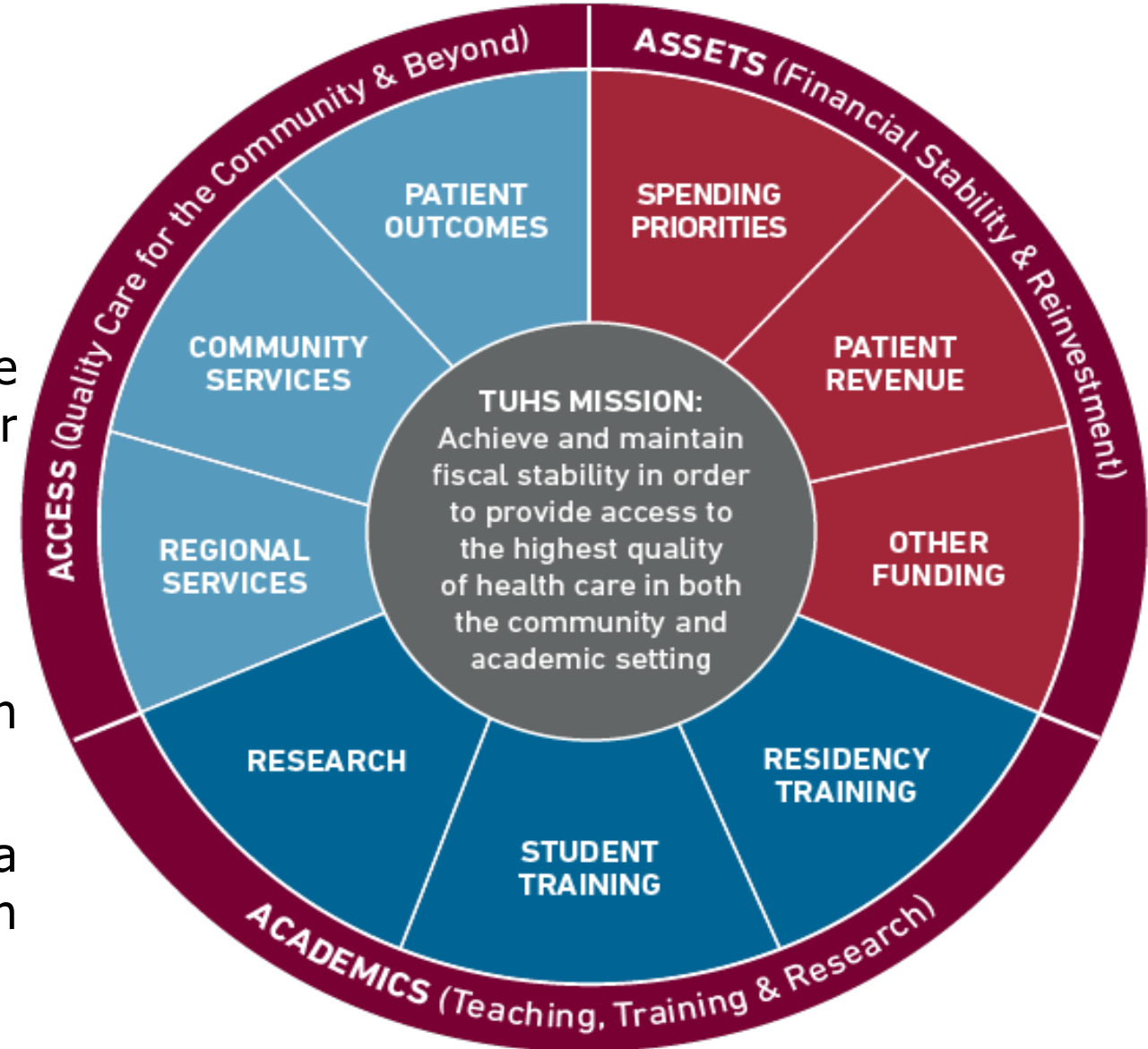
- Access to Primary and Specialty Care
- Mental Health Access
- Substate Use and Related Disorders
- Chronic Disease Prevention and Management
- Maternal, Infant, and Child Health
- Violence Prevention and Intervention



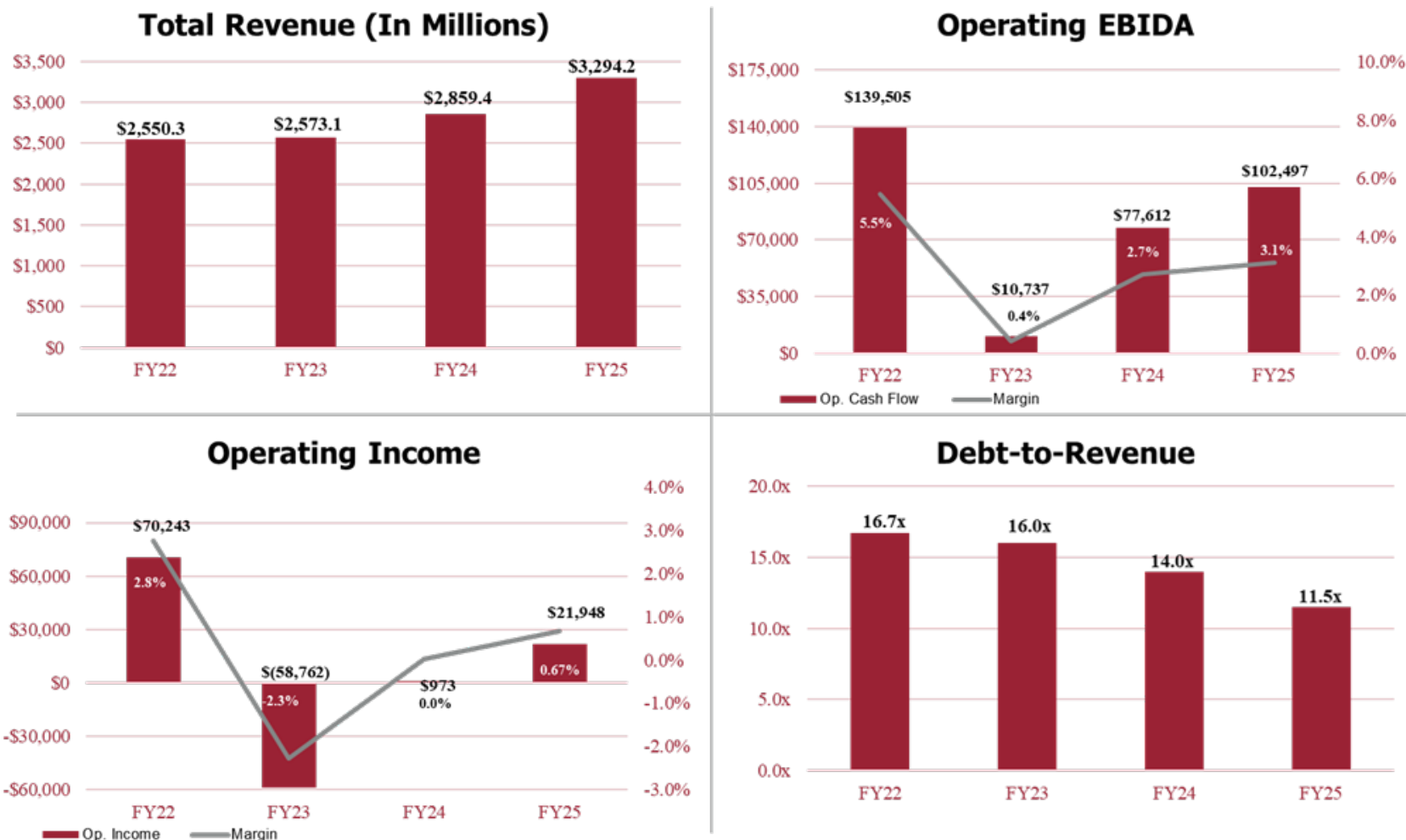


# How Temple Health Executes Our Mission

- 86% of patients have governmental health insurance.
- In our immediate North Philadelphia Community:
  - Over 35% of adults live at or below the federal poverty level vs. 12% in Center City.
  - 10% of adults are without health insurance vs. 4% in Center City.
  - 23% of adults report poor mental health vs. 15% in Center City.
  - 38% of adults have a high school diploma as their highest education level vs. 9% in Center City.



# Temple Health Financial Performance



\$ in thousands, unless otherwise noted; Based on TUHS Consolidated results including CHH.

# Honors and Recognitions

Temple Health's unwavering dedication to excellence is recognized at regional and national levels.



**TUH was one of only 6 hospitals nationwide—and the only one in Pennsylvania—to earn the 100 Top Hospitals® Community Champion Designation for delivering outstanding care in communities with a higher proportion of patients with significant social challenges.**



# Challenges Facing Health Care in 2025

## Rising Costs

- Labor is >50% of hospital costs, and labor shortages demand higher wages to attract and retain staff, especially nurses and specialists;
- General inflation and tariffs on medical imports are expected to raise hospital expenses by 15% or more.

## Inadequate Government and Corporate Insurance Reimbursement

- Medicare and Medicaid payments increase less than inflation.
- Medicare Advantage plans use delays, denials, and underpayments that worsen financial strain.

**Effect of federal legislation** with the impact of H.R. 1 on TUHS estimated to be \$92M annually by FY33.

**Poor populations, heavily dependent on Medicaid**, will see coverage losses and need uncompensated care due to new work requirements and eligibility changes.

**Intrusion of for-profit entities** is worrisome, with insurers moving to be a replacement for Medicare in financial terms with no evidence of clinical improvements or reasonable patient access.

# Temple University Health System and Temple University Hospital Boards and Committees

## TUHS Board of Directors (15)

- Governance, Nominating and Conflicts
- Quality and Patient Safety
- Finance and Investment
- IT, Privacy and Cybersecurity
- Audit and Compliance
- Executive Compensation
- Executive

## TUH Board of Governors (11)

- Professional Affairs
  - Credentials & Practitioner Review
  - Patient Safety
  - Policies and Procedures
  - Regulatory Compliance
  - Performance Improvement
- Finance
- Executive

# Role of the Anna T Jeanes Foundation Board of Directors

ATJF Board Members understand their positions require them to:

- **Represent the Society of Friends** and **support TUH - Jeanes Campus** with personal time.
- **Contribute to Board decisions** by gaining knowledge of TUHS, TUH and ATJF and applying personal/professional expertise.
- **Recognize community healthcare needs** and assure diverse perspectives are represented in making effective ATJF and hospital responses.
- **Ensure the highest quality of care** that can be applied consistently with available resources.
- **Support community education about medical conditions, health, and wellness.**

# Sustaining a Unique Hospital Culture

- Living Shared Values within a Collaborative Healthcare Team
- Supporting Patient and Family Centered Care
- Honoring Individuality and Dignity
- Modeling Servant Leadership
- Supporting Teaching and Learning
- Promoting Community Health

We recognize and appreciate that our individual differences are a source of adaptability and strength.



# Quakers Advise and Oversee Philadelphia Hospitals

- Temple Health serves Philadelphia's most vulnerable patients with high-quality care.
- Anna T. Jeanes' legacy inspires commitment to equality and compassionate care.
- The ATJF guards the mission through education, grants and board governance.
- Quaker leadership emphasizes equality, stewardship, and attention to culture.
- Young Friends are called to step into ATJF Board service to carry the legacy forward.

# Temple Health

**800-TEMPLE-MED | TempleHealth.org**

**[AnnaTJeanesFoundation.org](https://www.AnnaTJeanesFoundation.org)**

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