



Annual Report

2017

Dear Friends,

In 2017, we marked the 120th year since the founding of Springfield Hospital and Training School, the institution that would one day become Memorial Medical Center. The dedicated physicians and nurses who staffed that early hospital were committed to making a difference for patients and for the community of Springfield. It's humbling to realize how their mission has blossomed over the years into the strong, multifaceted health system we are today.

Memorial has seen many changes since 1897, but one thing remains constant: our commitment to improving the health of the people and communities we serve. This philosophy, embodied today in our mission statement, has guided us through the decades and helped us to become a healthcare leader in central Illinois and beyond.

With that leadership role comes responsibility. Like our founders over a century ago, we must commit

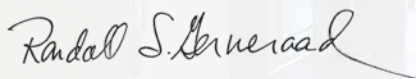


ourselves to service: to our patients, to our communities and to humanity as a whole. Each day, our nearly 7,000 employees do just that. Their dedication, innovation and pursuit of excellence make our high standard of patient care a reality.

Thank you for your ongoing support of Memorial Health System as we honor the past and look toward the future. We are proud to serve the community, and grateful for the trust you've placed in us over the past 120 years.



Edgar J. Curtis
President and Chief Executive Officer
Memorial Health System



Randall S. Germeraad
Chairman, Board of Directors
Memorial Health System

Memorial Health System's Mission
To improve the health of the
people and communities we serve.

Memorial Health System's Vision
To be a national leader for
excellence in patient care.



Rapid Stroke Treatment Saves Lives

Looking at Linda Klauber, it's hard to believe she suffered a stroke only a few months ago—or that the stroke came right on the heels of a cancer diagnosis. Today, the 73-year-old is in good health and good spirits following a shaky start to the year.

“Two of the worst diagnoses in the world, and you came through with a good prognosis on both of them,” her husband, Jean, said as they reflected on the experience.

On the afternoon of Feb. 24, the couple returned home from Memorial Medical Center, where Linda had surgery for colorectal cancer about a week earlier. As she got ready for bed that evening, Jean helped her put on the mask she uses with her continuous positive airway pressure (CPAP) machine. But Linda—who remembers little of what happened that night—seemed disoriented.

“He said I was fighting him,” Linda said, “but I didn’t realize it.” Words slurred, she told him she wanted to go back to the recliner in the living room. When she began to get out of bed, she stumbled and fell to her left. Jean grabbed her as he realized something was wrong. He called 911,

and emergency medical services personnel arrived within minutes to take Linda back to the hospital.

During a stroke, as many as 30,000 brain cells die every second, meaning that every minute of delay can have serious long-term consequences, said Sajjad Mueed, MD, an associate professor at Southern Illinois University School of Medicine and medical director of the Memorial Comprehensive Stroke Center.

Dr. Mueed said when a stroke is suspected, it’s crucial for a patient or family member to dial 911 instead of driving to the hospital themselves or calling a family doctor. Not only are EMS teams able to transport a patient much more quickly, they also notify the Emergency Department that a patient with stroke symptoms is on the way, shaving precious minutes off the response time.

The most common type of stroke, an ischemic stroke, can be treated by dissolving the blood clot that causes the condition. If a patient arrives at the hospital within a window of 4.5 hours since the onset of symptoms, an intravenous “clotbuster” treatment called tPA can dramatically reduce the long-term consequences of a stroke.

Rapid treatment with tPA paid off for Linda, who came through the experience with few lasting reminders except some difficulty using her left leg.

“Two of the worst diagnoses in the world, and you came through with a good prognosis on both of them.”

Jean Klauber, patient's husband

The Klaubers said they were impressed with the caliber of physicians and nurses who treated Linda during her hospitalization, as well as the physical and occupational therapists from Memorial Home Services who worked with her when she returned home.

The medical crises had an unintended consequence: Doctors realized Linda's pacemaker wasn't working properly. In early summer, after she'd recovered sufficiently, she underwent surgery to replace it. She also learned her cancer surgery was successful, and she wouldn't need to undergo chemotherapy or radiation.

Jean said the first six months of 2017 were a whirlwind. In telling the story—cancer, stroke, new pacemaker—he used the metaphor of a fifteen-round mixed martial arts fight: You survive fourteen rounds, but still have more to go.

“I tell this story to people and they say, ‘Are you sure you're getting that right?’” he joked. “But we made it,” Linda added.

“We made it,” he agreed.

International Hospital Federation

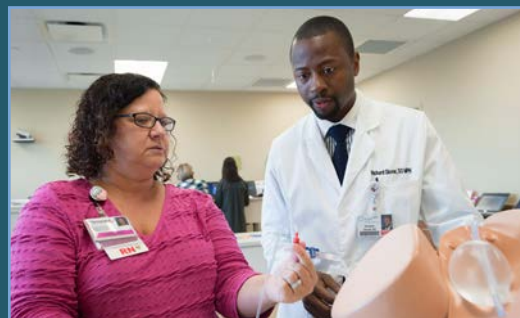
In fall 2017, the International Hospital Federation presented Memorial Health System with an Honorable Mention award that recognized the system as runner-up in the category of Quality & Safety and Patient-Centered Care.

The award was presented during the 41st IHF World Hospital Congress Nov. 8 in Taipei, Taiwan. Memorial's entry, “Reaching New Frontiers of Quality and Safety Using an Innovative 30/30/30 Lean Six Sigma Approach,” was selected from 131 entries from 90 organizations across 24 countries.

Mother and Infant Simulations

Family Maternity Suites at Memorial Medical Center conducted simulations and drills aimed at helping care providers respond more effectively to obstetric hemorrhages. Perinatal hemorrhage is one of the leading causes of maternal mortality, responsible for 8 percent of all maternal deaths nationwide. Enhanced teamwork and communication can improve these outcomes.

During the simulations, the team performed as though an actual hemorrhage was taking place. Following the scenarios, a debriefing session allowed team members to discuss what went well and areas for improvement. These simulations ensure high-quality patient outcomes and safe patient care for delivering mothers and their infants.





Honoring Their Service

In July, Michele Dunbar celebrated her 93rd birthday with a small party in the library of Lewis Memorial Christian Village in Springfield, where she was a resident.

There was a surprise in store, as staff and volunteers from Memorial Home Services Home Hospice presented a short ceremony honoring her for her military service. Michele served as a photographer in the Army Air Corps, the predecessor of the United States Air Force, from 1944 to 1946.

Volunteer John Budny, also an Army veteran, presented her with an American flag. "It's absolutely, absolutely beautiful," Michele said, as John helped her unfurl Old Glory and hold it up for the guests to see. She was joined on her special day by her daughter, Patti, and four of her great-grandchildren, as well as her nurses and caretakers.

"I hope I don't cry," she said as Hospice spiritual outreach coordinator Jan Costello began reading a poem honoring U.S. servicemen and women. By the end, Michele was dabbing her eyes with a tissue—as were several members of the audience.

The ceremony in Michele's honor was part of an effort by Memorial Home Services to recognize veterans in Hospice care. We Honor Veterans is a nationwide program presented by the National Hospice and Palliative Care Organization. In addition to honoring those who served, it's also intended to help Hospice staff and volunteers understand medical issues common in veterans and assist families in navigating the complex world of veterans' benefits.

Michele thanked Hospice staff and volunteers warmly for the honor, saying that veterans of her era can feel forgotten as they grow older. The U.S. Department of Veterans Affairs estimated that, on average, 372 World War II veterans died on any given day last year—making the stories of veterans like Michele all the more precious.

"I would never have had it any other way."

Michele Dunbar, patient

"I would never have had it any other way," Michele said of her military service, adding that she met "many wonderful people," some of whom she's stayed in contact with over the years.

While stationed in Texas, she was struck by how quickly young men and women from all parts of the country became like family to each other, united by their mission of preserving freedom.

"These were kids that were yanked out of their homes," she recalled. "Some of them had never been away from home for even one night. And they made strong friendships that lasted for many years."

Michele Dunbar passed away Sept. 14, 2017. Military honors were accorded at her memorial service.

Hospice Honors

Memorial Home Services was named a 2017 Hospice Honors recipient by Deyta Analytics, a division of HEALTHCAREfirst, the leading provider of web-based home health and hospice software, outsourced billing and coding services and advanced analytics. It is a prestigious program that recognizes hospices providing the highest level of quality as measured from the caregiver's point of view.

Memorial Hospice at Heritage Partnership

In July, Memorial Health System opened a new inpatient hospice unit, Hospice at Heritage, in partnership with Heritage Health.

The 19-bed unit, located in a newly renovated wing with a dedicated entrance at Heritage Health on Rutledge Street, features private patient rooms with homelike amenities, including family lounges, sofa beds that fold out for overnight visits for family members and kitchenette access.

Dedicated, multidisciplinary staff provide support and care, while Memorial Home Services offers grief support to families for 15 months after their loved one's death.

Memorial Home Health and Hospice director Ronda Dudley said the unit is designed to provide support and compassion, not only to patients experiencing end-of-life care, but also to their families. Hospice at Heritage also meets a crucial need in the community.

"We had so many patients who preferred a facility setting geared toward end-of-life care," she said. "Hospice at Heritage provides an atmosphere that allows families to focus on what's most important—each other."





Back on His Feet

The decision to drink and drive was not a smart way to start 2017 for Taylorville teenager Carter Sinkhorn. Early New Year's morning, Carter, then 17, crashed his truck into a tree less than a mile from his home. The truck, tangled in tree branches and suspended in the air, had Carter in a death grip with his legs pinned in the cab and the rest of his body hanging outside the driver's side window.

Thanks to the efforts of the firefighters and paramedics at the scene and the Taylorville Memorial Hospital Emergency Department, Carter survived the horrific wreck. But he faced months of rehabilitation and physical therapy.

Kevin Kietzman, MPT, TMH Rehabilitation Services, began working with the teenager in late January. "Getting Carter to understand it would be a long process was the first challenge," Kietzman said. "It is more of a marathon than a sprint." Carter credits physical therapy as one of the main things that helped his recovery, especially when he grappled with depression following his return home.

"Coming here and talking with Kevin really helped," Carter said. "It just feels like home. People know me by name." Carter's mom, Lisa Sinkhorn, remembers how tough those days were at the beginning of the rehabilitation process.

"Carter was depressed, but Kevin kept persevering and pushing him, telling him he could get through this," she said. "He would be so upset when I dropped him off for appointments. But when it was over, he was a different person." In May, Carter was able to take his girlfriend, Jade, to the junior prom—on crutches.



“He would be so upset when I dropped him off for appointments. But when it was over, he was a different person.”

Lisa Sinkhorn, patient's mom

Now 18, Carter still sees Kietzman for physical therapy twice a week and faces additional knee surgery. Today, he walks with a limp but continues to improve with every physical therapy session. He is driving a different truck, but he does not drink and drive.

In some ways, he said, it's been easier for him to move forward than it has for his family. “I finally said, ‘Mom, you need to turn the page. I have, and I need you to. I’m OK,’” he said. “Rehab was the thing that helped me the most.”

Most Wired

Abraham Lincoln Memorial Hospital, Memorial Medical Center and Taylorville Memorial Hospital were ranked among the nation's most wired hospitals, according to the Hospital & Health Networks' 9th annual Health Care's Most Wired Survey. The survey is an industry-standard benchmark study that measures the level of information technology used in United States hospitals and health systems.



ALMH a Top Critical Access Hospital

In 2017, Abraham Lincoln Memorial Hospital was honored as one of “62 Critical Access Hospitals to Know,” by Becker’s Hospital Review, as well as one of the nation’s top 100 best-performing critical access hospitals by iVantage Health.





Cancer Care Close to Home

There's not much that can slow down Jacksonville resident Ken Bradbury. A theater instructor at Lincoln Land Community College and prolific playwright, Ken also authors a column that runs in 17 newspapers across the Midwest, performs frequent piano concerts and stages summer performing arts camps for local kids. He's one of Jacksonville's most familiar faces, well-known for his involvement in the community and his sense of humor.

But earlier this year, a diagnosis of esophageal cancer forced him to put his busy schedule on hold.

He was waiting to go onstage for a performance at the Hoogland Center for the Arts in Springfield when he got a phone call from his doctor. Although he was reeling from the news, the show went on. "I just went on automatic pilot," he recalled.

Ken, 67, underwent chemotherapy and radiation at the Passavant Area Hospital Radiation Oncology Center this summer.

"They like the ability to be treated in Jacksonville, closer to home."

Heather Niemerg, Oncology Services

Prior to the center opening in April 2017, most Jacksonville-area cancer patients traveled to Springfield for their treatments, which are often administered daily over a span of six to eight weeks.

Heather Niemerg, director of Oncology Services at Memorial Health System, said traveling to Springfield—a 72-mile round trip—can be a difficult daily commitment for people

who must take time out of their workday, as well as for some senior citizens who don't feel comfortable driving.

Patients "are very excited," she said. "They like the ability to be treated in Jacksonville, closer to home." Ken said he also benefited from the personalized care he received, noting that physicians and staff took time to explain his treatments and answer questions.

Staff at the center said they appreciated his warmth and humor, as his quips kept fellow patients and care providers in stitches. Those relationships help make a difficult time a little easier, he said. "I think it eases everybody's mind."

Child Care receives Gold Circle of Quality

Employees at Memorial Child Care received the Gold Circle of Quality from ExceleRate Illinois, a quality rating and improvement system designed to make continuous quality improvement an everyday priority among early learning providers.



Helping Patients Manage their Health

When it comes to managing your health, it helps to have someone on your side. For Thomas Ronzone, that person is his care coordinator, Leann Flesch, RN. Thomas, 57, is a retiree and resident of Mason City who accesses healthcare at Memorial Physician Services—Lincoln. When he and Flesch first met more than a year ago, he was struggling to keep his diabetes under control.

At the time, Thomas wasn't taking all of his medications or attending monitoring appointments that help patients with diabetes manage their condition. Working with his primary care physician, Flesch helped him understand the importance of his prescribed medications, as well as completing the recommended lab work. She also worked with him to maintain healthy blood sugar levels, encouraging him as he cut the number of sugary drinks he consumed each day.

Now, with Flesch's support, Thomas is working to quit smoking and lose 50 pounds. He appreciates her willingness to let him make lifestyle changes at his own pace—"helping," as he puts it, "instead of preaching."

Care coordinators like Flesch are at the forefront of an effort by Memorial Health Partners to help patients increase their well-being and decrease medical costs. MHP works with insurers to identify patients who may need extra support managing their health and pairs them with care coordinators based at Memorial Physician Services clinics.

In addition to helping patients keep track of appointments, navigate insurance requirements and get access to care, care

coordinators also serve as health coaches, providing accountability and guidance as patients manage chronic conditions or work toward health goals.

"Preventative care is a big focus of the care coordination program," Flesch said. "Helping patients self-manage their health is our primary goal." She said it's rewarding to work with patients over the course of months or years, seeing their health improve and getting to know them on a personal level.

Thomas said Flesch has made a difference in his health, serving as an advocate for him and providing encouragement and support. "It's good to have somebody in your corner," Thomas said.

"It's good to have somebody in your corner."

Thomas Ronzone, patient





The Heart of the Matter

Sean Lynch didn't think anything was seriously wrong the afternoon he had a massive heart attack. The 50-year-old radio personality was setting up a pre-party at the Illinois State Fairgrounds for a performance by the band Foghat. He started to feel overheated, which seemed odd since the State Fair was enjoying cooler temperatures than usual.

"I was setting up the sound gear, which I've done a thousand times," he said. "But I couldn't catch my breath or cool down. Something just didn't feel right."

Fortunately for Sean, a coworker insisted on taking him to the Emergency Department at Memorial Medical Center.

The last thing Sean remembers was the ED team rushing to seat him when he came through the door, asking questions and hooking him up to monitors. Springfield Clinic cardiologist Adeeb Ahmed, MD, was the physician on call with the designated Level 1 Southern Illinois Trauma Center, located at Memorial Medical Center.

"The continuum of care from admission to discharge to cardiac rehab – the whole system plays into that."

Mitch Rogers, Memorial Heart & Vascular Services

Sean had 100-percent blockage in the right coronary artery, located opposite the left anterior descending "widow-maker" artery. Three cardiac catheterizations, two stents, a

couple days in intensive care and a relatively short recovery later, Sean appreciates the care he received that day and throughout his recovery.

Mitch Rogers, MBA, BSN, RN, is an administrator with Memorial Heart & Vascular Services and credits thriving partnerships as a key to patient care.

"Because of the partnerships we've established with Southern Illinois University School of Medicine and Springfield Clinic, patients should feel very confident about our unwavering commitment to providing the best care possible," he said. "The continuum of care from admission to discharge to cardiac rehab—the whole system plays into that."

Sean is young, and his risk factors came from genetics more than lifestyle. He ate healthy, exercised and received a clean bill of health at a yearly physical in February including a spotless EKG. However, his grandfather died at age 52 after a massive heart attack.

Today, Sean is grateful to be back on the airwaves, doing what he loves.

"It was fixable," he said. "It never hit me that this could be it. It scared me, but I figured they would fix it. And they did."



Hands-On Experience in Nursing



More than 60 high school students from throughout central Illinois learned about the nursing profession at TEN Camp (Teens Experiencing Nursing) held at Abraham Lincoln Memorial Hospital, Memorial Medical Center, Passavant Area Hospital and Taylorville Memorial Hospital in the summer of 2017.

All four camps kicked off with hands-on activities at the Memorial Center for Learning and Innovation before returning to their affiliate campuses for additional education and job shadowing on various nursing units.

TEN Camp launched at MMC in 2001 with three objectives: introduce campers to acute care nursing, encourage them to consider Memorial as a potential employer and, ultimately, increase the number of registered nurses in our community. The program has proven popular with area students interested in pursuing nursing, and the admission process became more competitive with increased numbers of applications.



“I really enjoyed putting myself in the position of the nurse and challenging myself.”

Grace Dulakis, TMH TEN Camper



Beating the Odds

In his professional life, Jason Richno has spent more than two decades overseeing drawings for the Illinois State Lottery. You might say he knows the odds.

Last spring, he beat those odds—surviving a near heart attack that took him completely by surprise. “You hear people say that life is too short,” said the 40-year-old Springfield resident. “Most people don’t understand what that really means. Fortunately for myself, I do.”

Jason—who also plays drums and provides vocals for several local bands in genres ranging from country to heavy metal—noticed in early 2017 that “something wasn’t quite right.” He struggled to find the energy to keep up with his normally active lifestyle, and he felt a frequent burning sensation in his chest. On stage, his chest pain and breathing problems made it difficult to sing. But he never suspected his heart was to blame.

On May 4, as he was leaving work, “that pain came in my chest and wouldn’t let up,” he said. He drove himself to the Emergency Department at Memorial Medical Center. An interventional cardiologist performed a cardiac catheterization, which revealed a 99-percent blockage in a major coronary artery.

Jason did the right thing by seeking immediate treatment, said his cardiologist, John Nester, MD, of Springfield Clinic. “If he hadn’t come in when he did on May 4, he might’ve been in a lot of trouble on May 5,” Dr. Nester said.

A coronary stent was used to open Jason’s artery and restore blood flow. Afterward, Jason noticed an almost immediate improvement. He no longer felt as tired and found it easier to breathe.

Dr. Nester said Jason’s experience illustrates the importance of heeding symptoms like chest pain—even in patients who might consider themselves too young to have a heart attack.

“If you feel that you might be having heart trouble, there’s no stigma in going to see a cardiologist,” he said, noting that by seeking medical attention when he did, Jason was able to come through the experience with no long-term damage to his heart.

MMC Cardiac Rehabilitation helped Jason gradually return to his usual routine. Although he’d spent plenty of time in

the gym throughout his life, he wasn't sure what to expect in rehab. "Right from the get-go, I felt completely comfortable," he said.

With the help of the multidisciplinary rehab team, Jason—who recently learned heart disease runs in his family—was able to build up his strength and endurance. Today, he's made a full recovery and feels better than ever. "I've got more energy than I know what to do with," he said.

"If he hadn't come in when he did, on May 4, he might've been in a lot of trouble on May 5."

Dr. John Nester

MHS Recognized for Leadership Development

Memorial Health System was among the top 10 healthcare organizations in the nation recognized for a commitment to leadership development. In naming its annual Best Organizations for Leadership Development, The National Center for Healthcare Leadership identified healthcare organizations that are front-runners in using evidence-based leadership development practices to improve healthcare in their communities. MHS was the only Illinois healthcare organization among the honorees.

Growth for Memorial Physician Services

Patients made nearly 400,000 visits to Memorial Physician Services in fiscal year 2017, accessing convenient, timely care—both in person and virtually. "Memorial Physician Services continues to fulfill the health system's mission to improve the health of the people in the communities we serve, which means improving access to the people we serve," said Travis Dowell, vice president of Memorial Physician Services.

Memorial Physician Services introduced MemorialMD SmartVisit in late 2015, enabling virtual treatment of adults within Illinois for minor illnesses. Since its inception, providers have cared for patients 2,000 times via a mobile device, desktop computer or tablet. "We strive to make it as easy as possible for our patients to be seen, which is why we plan to expand the service to pediatric patients in 2018," Dowell said.

In fall 2016, Memorial Physician Services opened its first retail clinic in Springfield with partner Hy-Vee. "This venture with Hy-Vee gave us another avenue to ensure people have options for convenient, quality medical care," Dowell said. The clinic accepts walk-in patients with minor illnesses and other non-life-threatening conditions. The clinic also offers required physicals for children enrolled in school, sports and day care.

A fourth ExpressCare location was added in Chatham in February 2017. The grand opening followed a \$2.5 million renovation of the existing Memorial Physician Services—Chatham clinic to create six dedicated ExpressCare exam rooms. This location serves residents in southern Sangamon County.





Support on the Weight-Loss Journey

Since junior high, Lincoln resident Stephanie Gleason struggled with her weight. She tried an array of different diets, but none showed long-term results.

She felt her weight was holding her back, especially when it came to being the “fun aunt” for her young niece and nephew. “I was just tired of being overweight,” said Stephanie, 33. “I wanted to be able to play and run around with them.”

Thanks to a partnership between Abraham Lincoln Memorial Hospital and the Memorial Weight Loss & Wellness Center, Stephanie was able to access weight-loss services—and the support that goes along with them—in her hometown. Those services include both surgical and non-surgical weight-loss programs, as well as diabetes management and outpatient nutrition services.

Stephanie began her weight-loss journey in 2016, creating a diet and exercise plan with the help of a physical therapist and nutritionist. “The Memorial Weight Loss & Wellness Center provides multidisciplinary care that encompasses both the physical and mental aspects of weight loss,” said

Nicole Florence, MD, board certified bariatrician and Medical Director of the Center. “A team of physicians, behavioral health specialists, registered dietitians and physical therapists provide guidance and support.”

In order to qualify for gastric bypass surgery, Stephanie needed to lose 100 pounds. She surpassed that goal over a period of 14 months, losing nearly 20 percent of her body weight with “lots of portion control, determination and exercise,” she said. Family and friends provided her with love and support, and she discovered a passion for yoga, Pilates and walking.

The encouragement of others is a crucial component in weight loss, said Mark Craig, MS, program coordinator for the Center at ALMH.

“While some people may be successful in their weight-loss goals without any outside help, most of us will need some

support in order to maintain weight loss—whether it’s an encouraging word from our support group at the opportune moment or a tool or technique for making a better choice at the moment of temptation,” he said.

Stephanie had gastric bypass surgery in May 2017 and continues to lose weight with the healthy habits she’s learned.

Now, she is able to take her niece and nephew to the park to play without slowing down or running out of breath.

“Our staff is so thrilled and proud of Stephanie for how far she has come,” Craig said. “She decided to make a change, and

her hard work and determination have led her to be wildly successful.”

“By doing this, I’ve realized I can accomplish a lot more.”

Stephanie Gleason, patient

By losing weight, Stephanie said, she gained confidence—and learned a lot about herself in the process. “By doing this, I’ve realized I can accomplish a lot more,” she said.



Improving Mental and Physical Health

Memorial Behavioral Health and Southern Illinois University School of Medicine teamed up to improve the well-being of clients undergoing treatment for mental health.

Memorial Behavioral Health received a four-year federal grant to integrate primary care and behavioral health, providing physical healthcare to individuals who may be suffering from mental illness. The clinic was designated a Federally Qualified Health Center (FQHC) through the SIU Center for Family Medicine, easing access for underserved populations.

Cindy Butler, administrator of Clinical Services at Memorial Behavioral Health, said people receiving care for mental health issues are sometimes reluctant to seek medical care because of the stigma attached to mental illness. For that reason, people diagnosed with a mental illness have an average life expectancy

nearly 25 years shorter than that of their peers.

The integrated care model provides access for these patients to primary care physicians in a setting where they already feel comfortable and have built trusting relationships with providers. It’s a comprehensive program that also encompasses issues like nutrition, stress management, weight loss and smoking cessation, and it’s already reaping benefits for nearly 700 patients.

Butler said physical health and mental health work in tandem. “When people are taking better care of themselves physically, they often see an improvement in their mood,” she

said, adding that the opposite is often also true: Patients who work to improve their mental health are energized to take control of their physical health.

Following a renovation of several exam rooms, a primary care physician and nurse practitioner from SIU School of Medicine are now practicing at Memorial Behavioral Health. They’re joined by a nurse care coordinator and a team of wellness coaches who work with clients.

Memorial Behavioral Health staff hope to see more success stories in the future as the program grows. “We really believe that integrated care is better care,” Butler said.

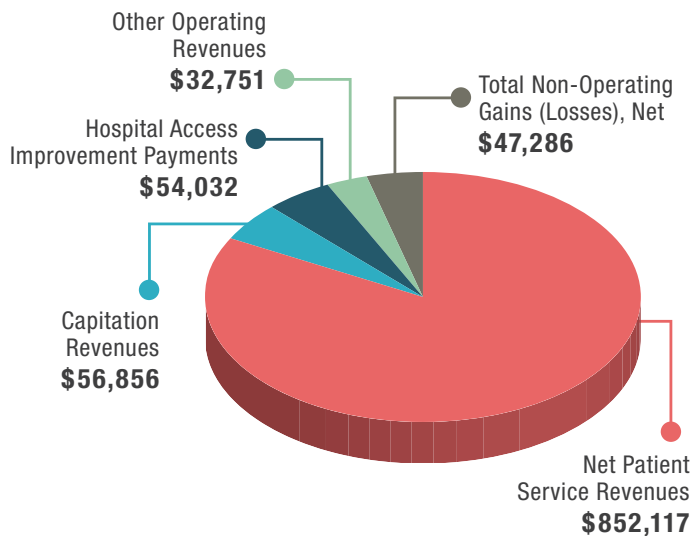
Illinois Health and Hospital Association

Memorial Health System received a 2017 Quality Excellence Achievement Award from the Illinois Health and Hospital Association. IHA recognized MHS for the project “Integration of Behavioral Health Staff Improves Patient Outcomes 74% and Contributes to 13% Neighborhood Crime Reduction,” which draws on the health system’s participation in the Enos Park Access to Care Collaborative. It was the fifth IHA award in the past five years for MHS.

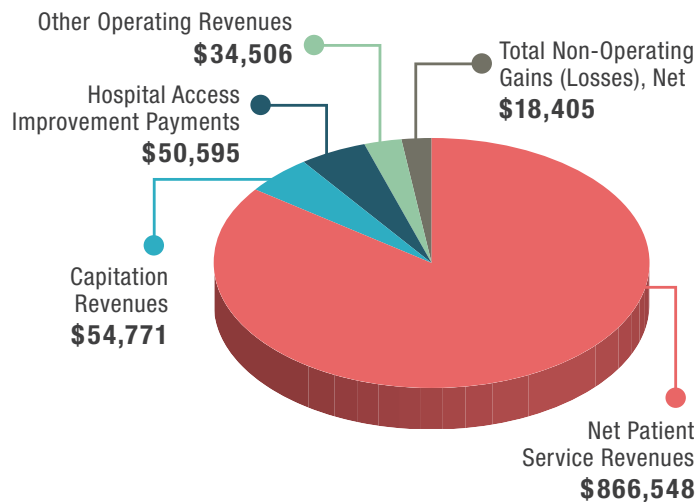
MHS Consolidated Statement of Operations

*dollars in thousands

Revenues FY17

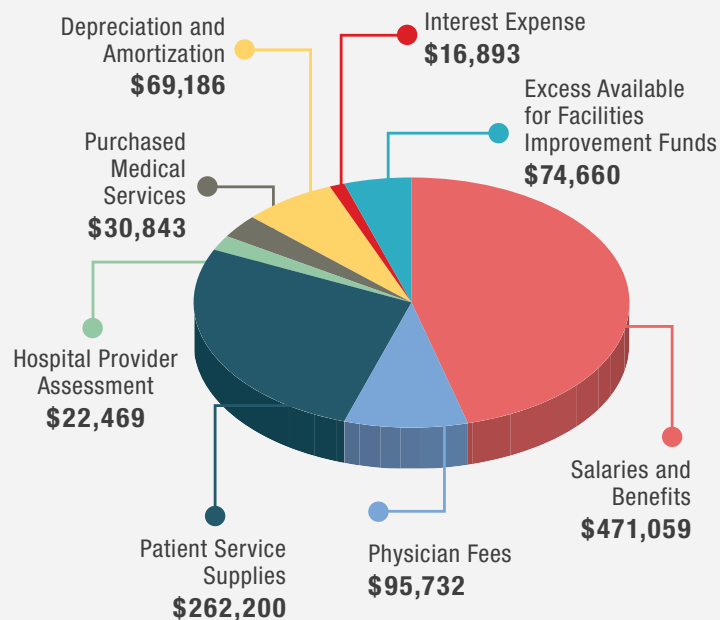


Revenues FY16

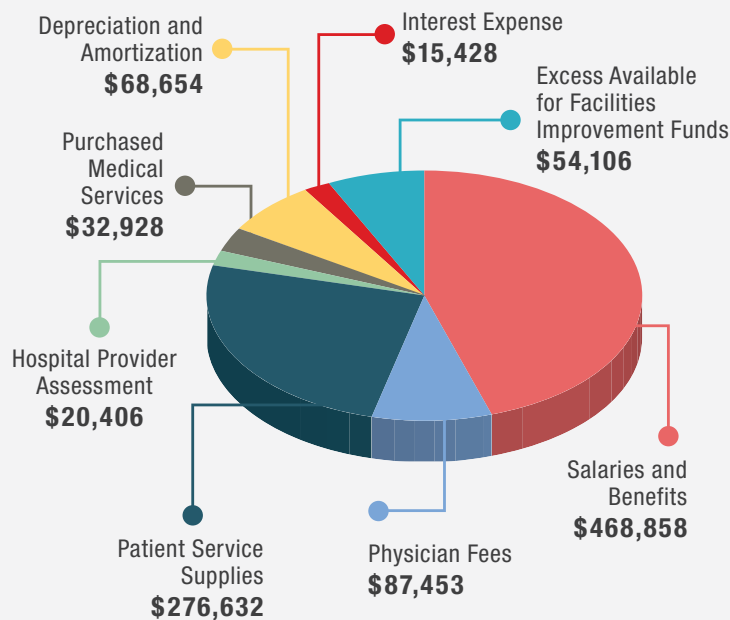


Revenues	FY17	FY16
Total Operating Revenues	\$995,756	\$1,006,420
Total Revenues	\$1,043,042	\$1,024,465

Expenses FY17



Expenses FY16



Expenses	FY17	FY16
Total Expenses	\$1,043,042	\$1,024,465

Memorial Medical Center	FY17	FY16
Licensed Beds	500	500
Patient Days of Care	123,369	123,208
Discharges	24,784	24,780
Births	1,564	1,535
Average Length of Stay	4.98	4.97
Surgical Procedures	19,927	21,122
Outpatient Visits	412,165	416,383
Abraham Lincoln Memorial Hospital		
Licensed Beds	25	25
Patient Days of Care	2,853	3,001
Discharges	896	915
Average Length of Stay	3.18	3.28
Outpatient Visits	42,980	42,446
Taylorville Memorial Hospital		
Licensed Beds	25	25
Patient Days of Care	2,735	3,321
Discharges	780	941
Average Length of Stay	3.51	3.53
Outpatient Visits	36,894	37,097
Passavant Area Hospital		
Licensed Beds	131	131
Patient Days of Care	13,323	10,780
Discharges	3,782	3,192
Average Length of Stay	3.52	3.38
Outpatient Visits	80,826	81,173
Memorial Behavioral Health		
Total Clients Served (<i>unduplicated</i>)	10,170	9,873
Mental Health Clients	7,518	7,288
Memorial Counseling Associates Clients	2,377	2,309
Developmentally Disabled Clients	275	276
Memorial Home Services		
Hospice Days of Care	46,581	45,571
Home Health Visits	37,203	40,070
Memorial Physician Services		
Clinic Visits	302,686	298,199
Passavant Physician Association		
Clinic Visits	25,971	28,480

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Community Benefit

Every day, Memorial Health System delivers on our mission to improve the health of the people and communities we serve. Whether caring for patients, educating physicians and nurses or supporting community partners, Memorial Health System makes a difference in people's lives.

For the fiscal year ending **Sept. 30, 2017**, Memorial Health System affiliates provided \$241 million in unreimbursed services to the communities we serve. This includes community benefit totaling **\$153.6 million**, including patient financial assistance, unpaid costs for patients insured by Medicaid, support of health professions education, community health improvement initiatives, clinical research, donations and subsidized services. In addition to community benefit, MHS had unreimbursed expenses of **\$87.4 million**, including **\$69 million** for patients insured by Medicare and **\$18.4 million** in other unpaid medical bills.

Abraham Lincoln Memorial Hospital

Community benefit total of \$10.7 million

Patient Financial Assistance**\$663,000**
Unpaid Medicaid**\$7.5 million**
Other Community Programs**\$2.5 million**

Abraham Lincoln Memorial Hospital Foundation

Community benefit total of \$211,000

Memorial Medical Center

Community benefit total of \$112.2 million

Patient Financial Assistance**\$5.7 million**
Unpaid Medicaid**\$46.8 million**
Other Community Programs**\$59.7 million**

Memorial Medical Center Foundation

Community benefit total of \$464,000

Passavant Area Hospital

Community benefit total of \$15.6 million

Patient Financial Assistance**\$1.7 million**
Unpaid Medicaid**\$9.5 million**
Other Community Programs**\$4.4 million**

Passavant Area Hospital Foundation

Community benefit total of \$124,000

Taylorville Memorial Hospital

Community benefit total of \$6.1 million

Patient Financial Assistance**\$399,000**
Unpaid Medicaid**\$5.3 million**
Other Community Programs**\$434,000**

Taylorville Memorial Hospital Foundation

Community benefit total of \$11,000

Additional community benefit totaling **\$8.1 million** came from the health system's other three affiliates and three additional business lines. Community Benefit provided by each was:

\$3 million from Memorial Physician Services

\$336,000 from Memorial Behavioral Health

\$709,000 from Jacksonville CRNAs

\$725,000 from Memorial Home Services

\$2 million from Memorial Health Ventures

\$1.3 million from Passavant Physician Association

Impacting Community Health:

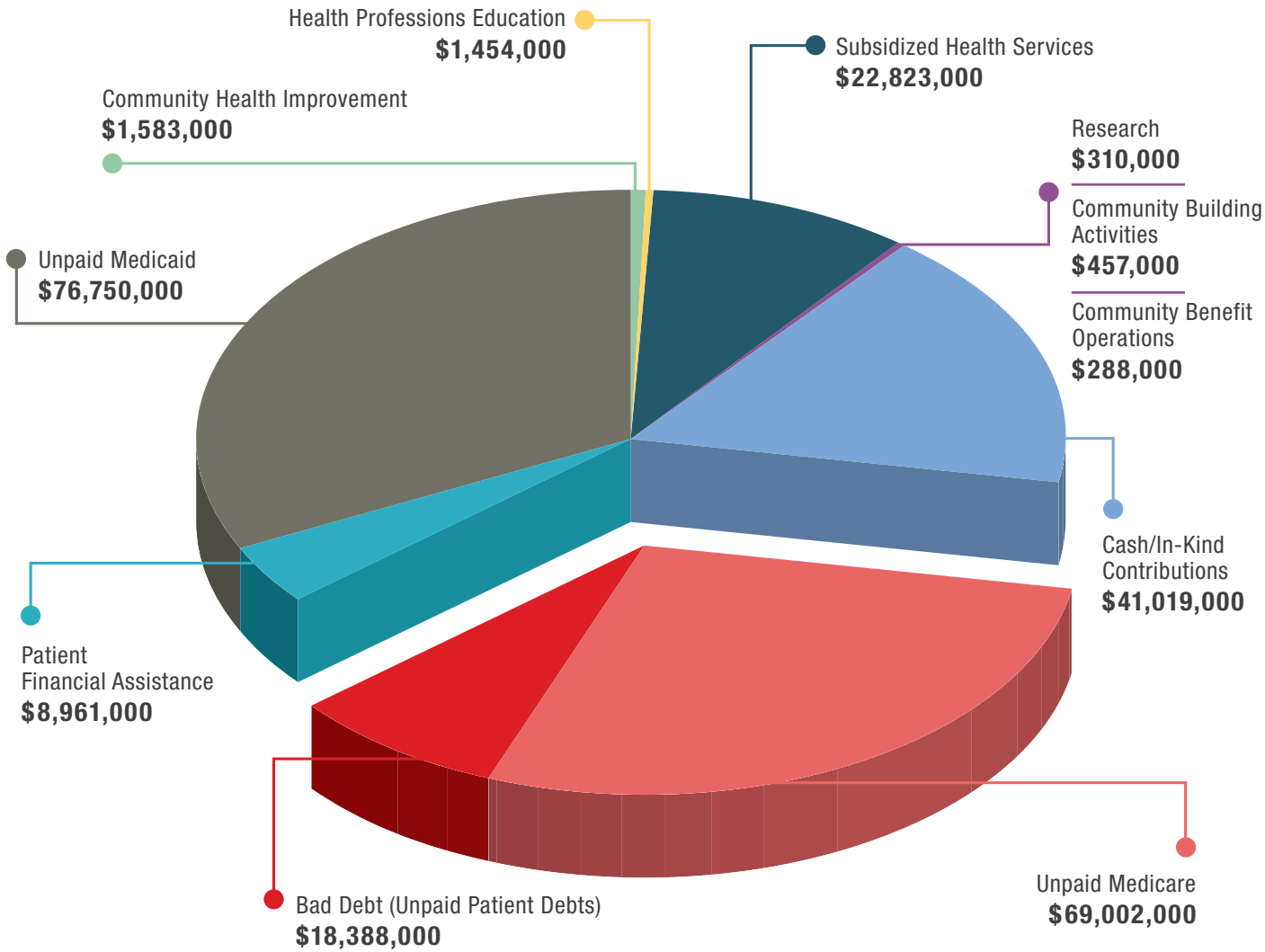
2016 Community Health Need Assessment Implementation Strategies

Fiscal year 2017 was the second year of work on three-year strategies developed by the four Memorial Health System hospitals to address community health priorities. In 2015, each hospital completed a community health need assessment in collaboration with county health departments in Sangamon, Logan, Morgan and Christian counties, as well as other health and social service providers who represented vulnerable members of the community.

Detailed information on each hospital's community health need assessment and outcomes of the implementation strategies are available at: ChooseMemorial.org/HealthyCommunities

Total Cost of Community Benefit \$153,645,000

Total Cost of Unreimbursed Services \$241,035,000



2016–2018 Priorities

Abraham Lincoln Memorial Hospital

Logan County
 Access to Care, Mental Health, Obesity, Chronic Disease Management (*cardiovascular and diabetes*)

Memorial Medical Center

Sangamon County
 Access to Care, Mental Health, Obesity

Passavant Area Hospital

Morgan County
 Access to Care, Mental Health, Obesity

Taylorville Memorial Hospital

Christian County
 Access to Care, Mental Health, Obesity

CRIMSONS HALL OF FAME



“It gives you a routine. It gets you out of the house.”

Lois Wicks, Walking for Wellness participant

Three Decades of Walking for Wellness

Most days, rain or shine, you’ll find Jacksonville resident Lois Wicks on her feet. Lois, 90, takes walking seriously. She sports bright pink tennis shoes, and a Fitbit around her wrist keeps track of her steps each day. She credits her walking routine—and her determination to stay active—with her continued good health into her ninth decade.

“If you just sit down, you deteriorate,” she said. During the winter months, she takes part in the Walking for Wellness program at the Jacksonville High School Bowl. Walking for Wellness, now in its third decade, is presented by Passavant Area Hospital. The program provides an indoor space at the JHS Bowl for community members to walk, no matter the weather. Walkers are also welcome at First Christian Church in South Jacksonville during the afternoons.

On average, 75 people walk at the JHS Bowl each day—resulting in about 6,400 “encounters” with community members during the five months each year that the program is in session, said Bre Linstromberg Copper, who spearheads the program for Passavant. As part of the mission to improve community health, the hospital offers blood pressure checks to walkers on selected dates.

“Daily exercise is important for everyone to maintain strength, mobility and good health, but is especially important for our older population,” Linstromberg Copper said, noting that “bowl walkers” tend to fall in the 55-plus age range. “Many of our Walking for Wellness participants walk with a small group or with a spouse or friend, so the program also encourages social interaction, which is great for a person’s mind and well-being.”

Lois hides no secret fountain of youth—she simply keeps moving. For the past 17 years, she has used the Walking for Wellness program to stay active when weather conditions make walking outside unpleasant or dangerous. During the 2016–17 Walking for Wellness season, Lois had perfect attendance, walking at the JHS Bowl every day it was open.

Supporting Smiles in Taylorville

For children who lack dental care, a toothache can be a huge problem—making it hard to concentrate in school and affecting their overall health.

The Taylorville Memorial Hospital 2015 Community Health Need Assessment identified access to pediatric dental services as a high-priority need. TMH spearheaded creation of a workgroup to address that need, bringing together hospital staff, Taylorville Community School District officials and local dentists, as well as other community members.

That group drew on resources already available in the community. Taylorville dentist Dave Trost leads an organization called Miles of Smiles, Ltd. that provides free dental checkups to schoolchildren across the state.

Last spring, Miles of Smiles referred five students at Taylorville schools in need of urgent dental care to Central Illinois Smiles, the dental practice of Greg Haarman, DMD. The school district provided

transportation to the clinic for these students, and dental costs were covered by the practice.

A \$2,500 grant from the local Kiwanis—matched with another \$2,500 from the TMH Foundation—will fund oral surgery and other services beyond what Dr. Haarman's clinic can provide. Meanwhile, Central Illinois Smiles is committed to treating up to two students per month for free during the current school year.

The effort “helps kids be kids and dream and learn without that pain and discomfort,” said Raedena Ryan, executive director of the TMH Foundation and leader of the pediatric dental workgroup. She said the project aligns perfectly with the Foundation's guiding principles.

“We're living out our mission to support health,” she said.





“I make sure I see their eyes light up when they understand.”

Lorna Legreid, Medicare consultant

Translating the Language of Health Insurance

Health insurance has a vocabulary all its own—one that can be particularly difficult to understand.

For 30 years, patients at Passavant Area Hospital have benefited from the expertise of Medicare consultant Lorna Legreid. Legreid works with seniors to help them understand their insurance coverage and handle billing issues.

Ronald Lancaster, 73, started working with Legreid about eight years ago as he dealt with bills from his late wife’s hospitalization. He said it’s a relief to know she’s available to help with any issues that arise.

“For me, it’s difficult to understand government programs,” he said. “She’s the only person I’ve ever found who understands it.”

Prior to the creation of the Medicare consultant role three decades ago, members of the Passavant billing team were “seeing people come to the counter with grocery bags full of bills, Medicare paperwork and insurance notices,” Legreid said.

She helped change that. Education is a major part of her mission, as she works with seniors to help them find insurance coverage that meets their needs and lowers their medical bills. She hosts Medicare workshops in the community and helps “translate” the sometimes baffling language of insurance billing into terms that are easier to grasp. “I make sure I see their eyes light up when they understand,” she said.

Passavant is the Morgan County site for the Senior Health Insurance Program, a statewide program that offers insurance counseling for Medicare patients. Seniors from around the area can make a free appointment for counseling with Legreid as part of Passavant’s commitment to helping the community.

She also works with seniors who are struggling to pay their medical bills, helping them find options through programs like Medicaid or financial aid funding at Passavant.

Helen Baldwin, 88, has worked with Legreid for more than 25 years. A retired teacher, Helen frequently recommends Legreid's services to former colleagues who are struggling with insurance issues.

"They come back to me and say, 'Oh, I feel so much better,'" Helen said. "She's friendly with everybody, and they feel comfortable with her."

The most rewarding part of Legreid's job is forming friendships with the people she serves. A handshake or a hug—especially a hug—can go a long way toward brightening someone's day, she added.

"We become pretty good friends," she said.

Community Benefit

A Game Plan for Intervention

When school social worker Sara Teeter leads a Mental Health First Aid training session, one of her goals is to open up conversation about the impact of mental health on individuals and the community.

"The statistics alone really get people thinking about how prevalent mental health issues are in our community," said Teeter, lead social worker at Springfield Public School District 186.

Teeter is one of four social workers trained in Mental Health First Aid by instructors from the National Council for Behavioral Health during the 2016–17 school year. Since then, the training sessions that Teeter and her colleagues have held for fellow school personnel, parents and community members have reached nearly 80 people.

"The statistics alone really get people thinking about how prevalent mental health issues are in our community." *Sara Teeter, social worker*

Mental Health First Aid is an internationally known program aimed at giving participants the tools they need to assist people with mental illnesses. The eight-hour course focuses on identifying the signs of mental illness and helping individuals access community resources to help them on the path to recovery. Memorial Health System provided the funding to bring the program to central Illinois as part of a strategy to address the mental health priority identified by all four MHS hospitals in their 2015 Community Health Needs Assessments.

Heather Sweet, MPH, who spearheads Mental Health First Aid for Memorial Health System, compares the training to emergency first aid methods like CPR. It gives individuals a better understanding of mental illness and its effects and provides a "game plan" to intervene appropriately.

Since September 2016, Mental Health First Aid instructors—a group comprising MHS employees from each of the counties the health system serves, as well as MHS community partners—have provided training to more than 795 people in Sangamon, Morgan, Logan and Christian counties. That group includes local law enforcement, medical professionals and educators like Teeter.

Teeter said early training in Springfield Public Schools has focused on staff at the district's alternative schools. They plan to expand that training to all teachers and administrators.

"It's about giving them strategies for how to provide help in a calm way to a student who may be having a mental health crisis," said Teeter, explaining that the training can aid teachers in identifying early warning signs and connecting students with the help they need.

Sweet hopes Mental Health First Aid helps people develop a greater, more compassionate understanding of mental health conditions—and carry that message into the community. "This training gives people a common language to discuss mental health," she said.

Since October 2016

795
individuals
trained

30
in Sangamon
County

04
in Logan
County

53
trainings

14
in Morgan
County

05
in Christian
County



“It’s a wonderful team effort.” *Dr. Janet Albers*

Increasing Access to Healthcare

A growing number of patients in the area are meeting their healthcare needs thanks to Federally Qualified Health Centers (FQHCs) created in partnership with Memorial Health System, local health departments and Southern Illinois University School of Medicine.

FQHCs are nonprofit, community-based providers of medical care in underserved rural and urban communities. They offer medical care to all, regardless of ability to pay.

FQHCs “look at the whole person,” said Iris Wesley, CEO of the SIU Center for Family Medicine. “We want it to be a health home, not just a medical home.”

Memorial Medical Center provided \$16 million in financial support for renovation and expansion of the SIU Center for Family Medicine in Springfield, a project which wrapped up in the spring of 2017. The project doubled the center’s square footage and allows staff to serve more patients, and created more space for teaching and specialty clinics.

In addition, Memorial Health System hospitals are also partners in FQHC clinics located in Jacksonville and Lincoln.

“It’s a wonderful team effort,” said Janet Albers, MD, professor and chair of SIU School of Medicine Department of Family and Community Medicine.

One example is the FQHC in Lincoln, which opened its doors in the spring of 2017. Renovation of the 1,500-square-foot clinic, located inside the Logan County Department of Public Health, was funded by the Abraham

Lincoln Memorial Hospital Foundation. Additional clinic funding came from a United States Health Resources and Services Administration grant awarded to SIU. In addition to comprehensive primary care services, that clinic is the first of the local FQHCs to integrate medical, behavioral and dental health services in one location.

By providing a primary care home, FQHCs also reduce reliance on emergency department visits for uninsured and underinsured patients.

Prior to the Jacksonville clinic opening in 2016, there weren’t many options, said Morgan County Health Department administrator Dale Bainter. “We had our local providers, but we didn’t have anybody who worked specifically with the uninsured and underinsured population,” he said.

An agreement is in place with the Passavant Area Hospital Emergency Department to direct patients who lack a primary care provider to the clinic, which is located at the Morgan County Health Department in Jacksonville. The Passavant Foundation funded construction of four exam rooms.

“The partnerships between the public health departments, the hospitals and SIU allow us to help a larger number of people,” Dr. Albers said.



Healthy Schools for Kids

A partnership between Abraham Lincoln Memorial Hospital and local schools is creating school environments that make the healthy choice the easy choice.

CATCH, or Coordinated Approach to Child Health, is a nationwide program aimed at combating childhood obesity and was first implemented in two Logan County schools in the fall of 2014. The effort was reinforced by the 2015 Community Health Needs Assessment, which identified obesity prevention as a top priority in Logan County. Now, 15 schools countywide, including two early childhood programs, utilize CATCH and reach more than 3,000 students.

Angela Stoltzenburg, director, ALMH Community Health Collaborative, said staff at local schools, as well as kids across the county, have embraced the CATCH message, which promotes healthy eating and an active lifestyle. Schools using the program receive staff training, as well as resources like physical education equipment and classroom curriculum.

The CATCH Kids Club, an after-school program presented in partnership with the local YMCA, extends the message beyond school walls. And CATCH slogans are now featured on community billboards and park banners.

“We are taking CATCH community-wide,” Stoltzenburg said. “Healthy eating and active living are important for all ages.”

A survey conducted last year showed 95 percent of staff members at participating schools felt the overall health of the students, faculty and staff was positively affected by the CATCH program.

“CATCH schools are taking steps to make the healthy choice the easy choice,” Stoltzenburg said. “It’s about creating a healthy school environment for our children.”





“Our goal is to continue to build self-sustaining programs in the neighborhood.” *Dr. Tracey Smith*



Leaders of Change

The Enos Park Collaborative was founded in 2015 with the goal of increasing access to healthcare in a historically underserved Springfield neighborhood. Nearly two years later, leaders can show significant progress toward that goal—as well as some other positive outcomes they didn't predict.

Tracey Smith, DNP, director of the Enos Park Access to Care Program and Director of Population Health Integration at SIU Medicine, said those outcomes “show how healthcare providers can be leaders of change in the community.”

The Enos Park Access to Care Collaborative, which brings together Memorial Medical Center and HSHS St. John's Hospital with the SIU Center for Family Medicine and the Enos Park Neighborhood Improvement Association, grew out of the 2015 Community Health Needs Assessment. Enos Park lies adjacent to both hospitals, but data showed residents of that area had many unmet needs for medical care.

In its second year, the collaborative impacted 640 people, including 136 clients who accessed care with the help of community health workers—totaling 300 people in two years. Now, 100 percent of the residents served have health insurance coverage and a primary care provider. Unnecessary emergency department visits decreased by 22 percent, and patients have also received access to mental health and dental care.

But Dr. Smith said this group, and the entire neighborhood, saw gains in other areas as well. Among the group served by community health workers, employment levels

increased by 64 percent, driving a 52-percent increase in household income.

For parolees served by the program, only 25.6 percent returned to prison within a year—much lower than the 56.7-percent national average. The Springfield Police Department saw a 22-percent overall reduction in calls to Enos Park during the first two years of the program.

Dr. Smith said the summer enrichment programs offered for neighborhood children have had a significant impact. Enos Park youth can take part in an array of summer clubs, including Bike Club, Reading Club and Construction Club, as well as a unique Boy Scout troop.

“The community is committed to their kids,” Dr. Smith said, noting the summer programs were created in response to Enos Park residents' concerns about limited activities for youth in the neighborhood. “They wanted programs that would keep kids engaged.”

She and other leaders hope to see that kind of community-building and pride continue through the final year of the collaborative and beyond. “Our goal is to continue to build self-sustaining programs in the neighborhood for the health of the community,” she said.

One of the leading healthcare organizations in Illinois,

Memorial Health System in Springfield is a community-based not-for-profit corporation dedicated to patient care, education and research. The health system's seven affiliates provide a full range of inpatient, outpatient, home health, hospice, behavioral health and primary care physician services. With four hospitals and other clinics in Sangamon and its neighboring counties, we deliver high-quality, patient-centered care in support of our mission to improve the health of the people and communities we serve.

Abraham Lincoln Memorial Hospital

ALMH is a critical access hospital in Lincoln serving the people and communities of Logan and eastern Mason counties. ALMH also offers a spectrum of outpatient rehabilitation, therapy and diagnostic testing.

ALMH.org

Memorial Behavioral Health

Memorial Behavioral Health offers a continuum of behavioral healthcare and rehabilitation services for children and adults in Sangamon, Menard, Logan, Mason, Scott and Morgan counties.

MemorialBehavioralHealth.org

Memorial Home Services

Memorial Home Services provides home health, hospice and medical equipment services across an 18-county region in central Illinois.

MemorialHomeServices.com

Memorial Medical Center

MMC is an acute care Magnet® hospital (for nursing excellence) in Springfield that offers comprehensive inpatient and outpatient services to residents of 40 central and southern Illinois counties. Since 1970, MMC has been a teaching hospital affiliated with Southern Illinois University School of Medicine for the purpose of providing clinical training for residents.

MemorialMedical.com

Memorial Physician Services

Memorial Physician Services is a primary-care network that serves patients in nearly 400,000 visits each year in central Illinois locations in Chatham, Jacksonville, Lincoln, Petersburg and Springfield.

MemorialMD.com

Passavant Area Hospital

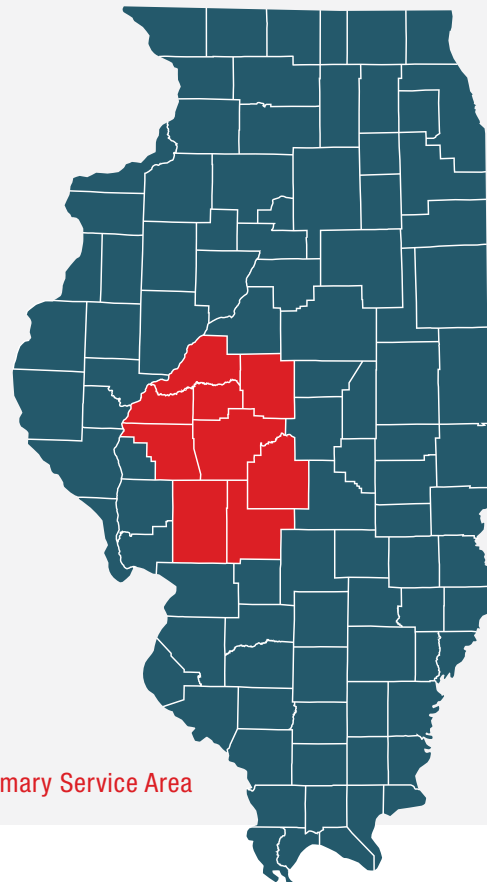
PAH is a Magnet® hospital (for nursing excellence) in Jacksonville serving the residents of Morgan, Cass, Greene, Scott, Macoupin and portions of Brown and northern Pike counties since 1875. PAH provides inpatient and outpatient services, including rehabilitation and behavioral health services.

PassavantHospital.com

Taylorville Memorial Hospital

TMH is a critical access hospital in Taylorville offering a full range of inpatient and outpatient services to residents of Christian County.

TaylorvilleMemorial.org



■ Primary Service Area

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