

Community Benefit Annual Report

2017





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.

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

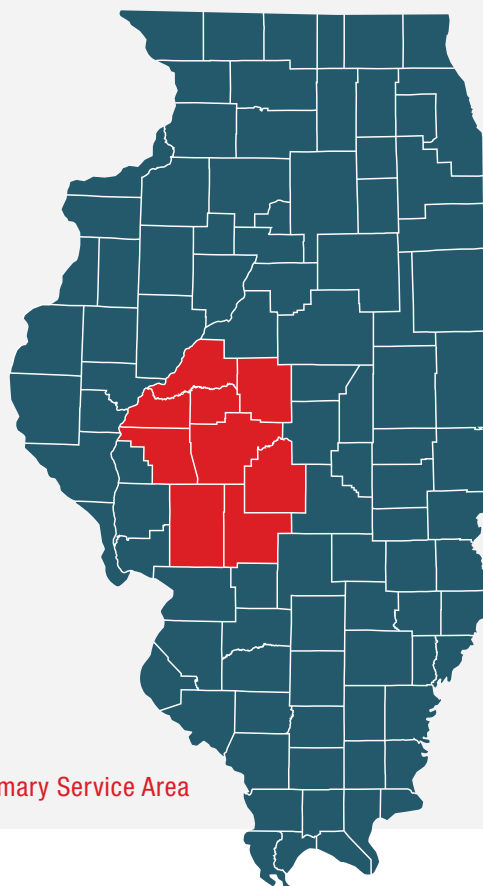
PAH is a Magnet® hospital (for nursing excellence) in Jacksonville serving the residents of Morgan, Cass, Greene, Scott, Macoupin and portions of Brown and northern Pike counties since 1875. PAH provides inpatient and outpatient services, including rehabilitation and behavioral health services.

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

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

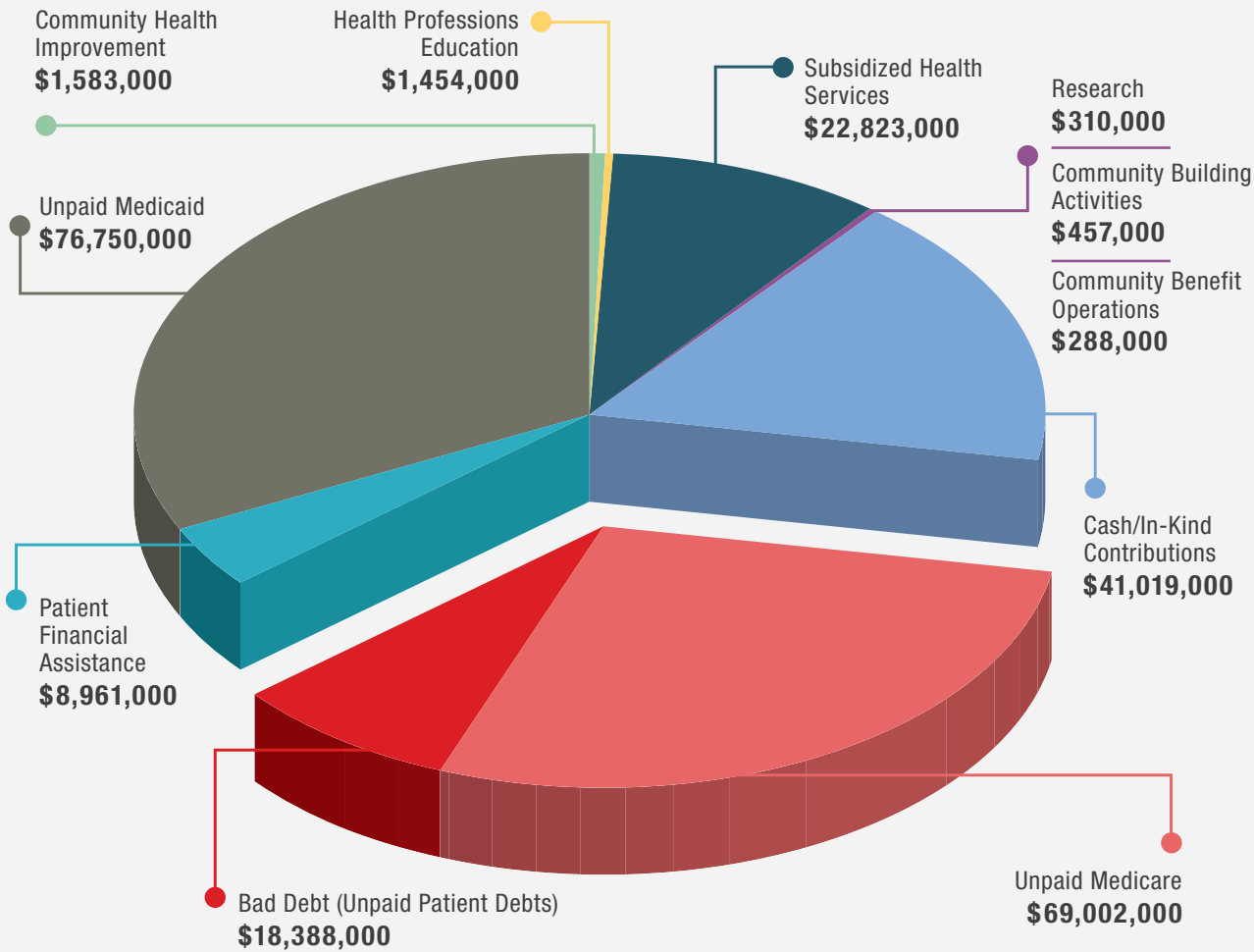
\$725,000 from Memorial Home Services

\$2 million from Memorial Health Ventures

\$1.3 million from Passavant Physician Association

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

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



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

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



“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.

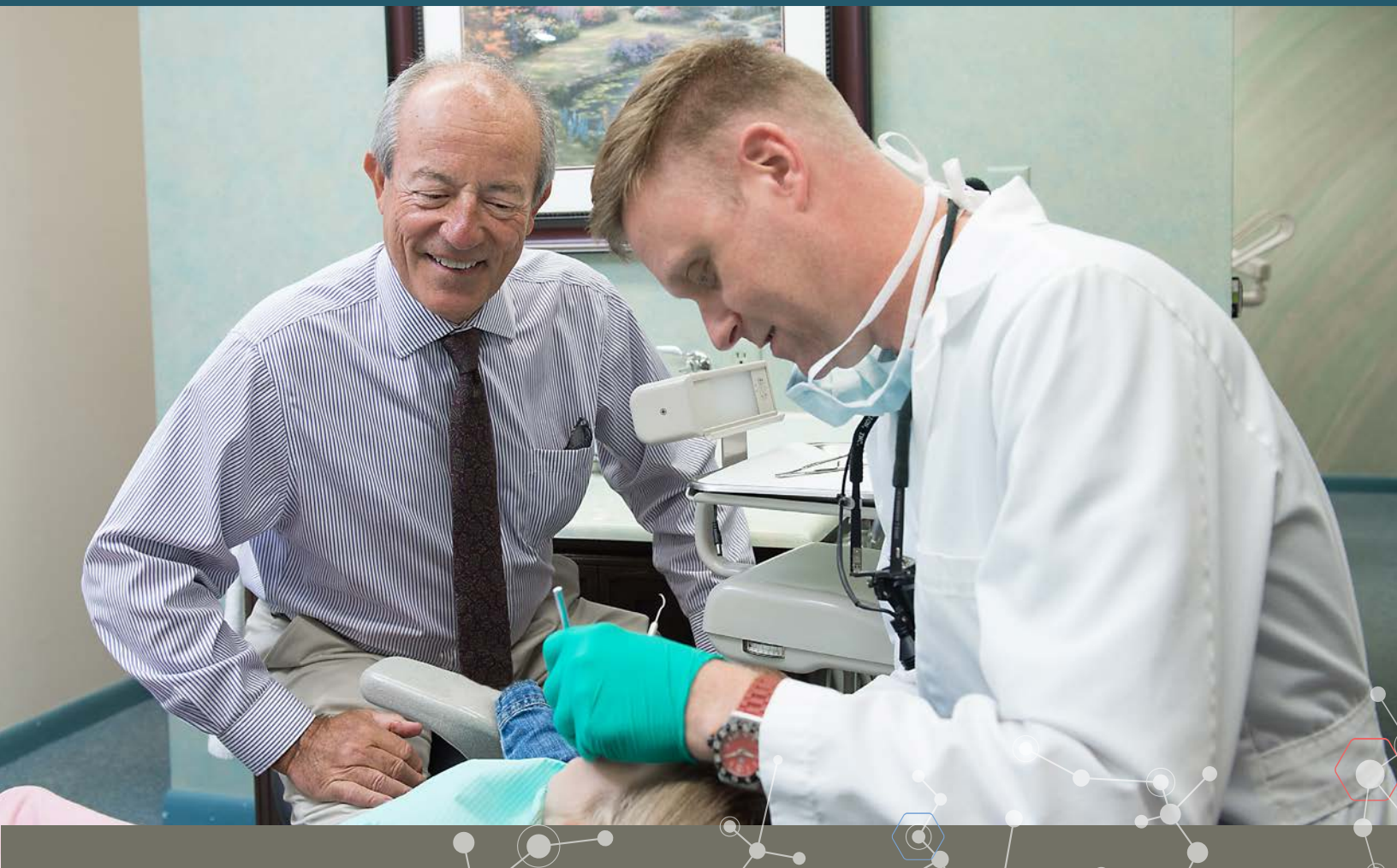
Last spring, Miles of Smiles referred five students at Taylorville schools in need of urgent dental care to Central Illinois Smiles, the dental practice of Greg Haarman, DMD. The school district provided

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.

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.

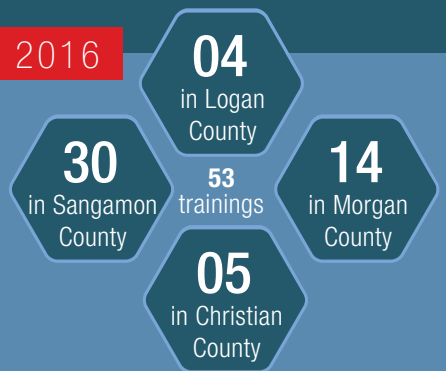
Teeter said early training in Springfield Public Schools has focused on staff at the district's alternative schools. They plan to expand that training to all teachers and administrators.

"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





“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.

Memorial
HEALTH SYSTEM



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