



A Year of **Transformation**

2021 Community Benefit Report



Providing a Center for the Community

When Jacksonville Memorial Hospital launched the Healthy Jacksonville initiative to improve the health and well-being of the residents of northeast Jacksonville, Minnie Barr Park quickly became a priority. While the park is centrally located, it hadn't received a lot of attention in recent years and was showing wear and tear.

"There weren't a lot of places for people to gather and spend time with family and friends in that neighborhood," said Lori Hartz, director of Community Health at Jacksonville Memorial Hospital. Plus, since the closure of a nearby school, local children lacked a safe playground. Improving Minnie Barr Park would provide a new center for the neighborhood and give residents an appealing place to spend time outdoors.

Healthy Jacksonville deploys community health workers to increase access to healthcare and improve the social determinants of health in the neighborhoods of northeast Jacksonville. Since 2018, the collaboration has evolved beyond healthcare to address a wide range of needs. In 2020, thanks to grant support from the KA-BOOM Foundation, JMH, the city of Jacksonville, the Jacksonville Children's Foundation and civic organizations, two new play structures were added to Minnie Barr Park. Local volunteers pitched in to help with the installation.

The basketball court was also due for an upgrade. It was one of the most popular spots in the park for local kids and teens, but grass was growing up through cracks in the pavement and the hoops were in need of repair. Healthy Jacksonville staff received around \$30,000 in grants, including major support from DOT Foods, to repair the basketball courts and double their size. That project wrapped up in 2021.

Today, Hartz said, that work has paid off. Minnie Barr Park is now the setting for block parties, family gatherings and more. "The neighborhood is really excited," she said. "The kids are there all the time. They can walk from wherever they live and have a safe place to play."

Healthy Jacksonville leaders aren't finished with their plans for the park. In partnership with local civic organizations and city government, they hope to add more trees and benches and repair the fence. Hartz is confident those goals will be achieved thanks to the commitment of volunteers, donors and the residents of the neighborhood.

"Any time we've asked anyone to help, they've been willing," she said. "Jacksonville is just that kind of place."

Improving Lives, Building Stronger Communities

For years, Roy Bellamy resisted getting help for the chronic health problems that had come to define his life. The Cairo native, who survived a difficult childhood, as well as stints in prison and homelessness on the streets of Springfield, had been struggling with alcoholism for many years.

“I was trying to kill myself with alcohol,” he now admits.

Roy became one of the first clients served by the Access to Health Initiative, then known as the Enos Park Collaborative after the neighborhood that was its initial focus when it was founded in 2016. The Access to Health Initiative is a partnership between SIU Medicine, Springfield Memorial Hospital and HSHS St. John’s Hospital that works to increase access to healthcare and improve social determinants of health in underserved Springfield neighborhoods.

At the time, Roy, now 58, was a frequent patient in the SMH and St. John’s Emergency Departments due to type 2 diabetes, which had made it necessary for doctors to amputate a portion of his foot. He rarely attended follow-up visits with his care providers and didn’t administer the insulin he needed to control his blood sugar levels, leading to further medical complications.

“When people started to talk about who would benefit from the program, they mentioned Roy first,” said Melissa Mooney, formerly an SIU Medicine community health worker.

Roy said he initially resisted the community health workers’ efforts to help him. “I was still stubborn,” he recalled. But over time, he forged connections with the team. They reached out multiple times a day to make sure he administered his insulin and helped him stay sober and find a better place to live. He was moved that people who didn’t know him cared so much about his well-being.

“I had to learn to love myself first,” he said. “They taught me to do that.”

Personal Connections and Widespread Impact

The Access to Health Initiative relies on the expertise of community health workers who engage individuals like Roy and form trusting relationships. Their goal is to help individuals and families find solutions to issues accessing healthcare, connect them with services available in the community and eventually become self-sufficient. Once they no longer need assistance providing for basic health needs, they graduate from the program.

But the impact has spread to the community as well. Enos Park was initially chosen as the Initiative's focus because it is located adjacent to the two hospital campuses and the SIU Medicine Federally Qualified Health Center. Half of its 2,300 residents live below the federal poverty level. Residents also report a high rate of unmanaged chronic conditions, including diabetes, heart disease, mental health concerns and pediatric asthma.

Over the past five years, thanks to the efforts of community health workers and determined neighborhood residents, Enos Park has seen a 57% increase in employment leading to a 126% increase in income, as well as a 22% reduction in unnecessary emergency visits. Crime has decreased by 11%, with a 22% reduction in police calls.

Today, the Initiative continues its focus on Enos Park while extending services into nearby Pillsbury Mills.

"Memorial Health is proud of our long-term support of the Access to Health Initiative and the results that have been achieved during the past five years," said Becky Gabany, system director, Community Health. "This is a great example of what our local healthcare organizations can achieve when we partner to extend our missions outside our hospital walls."



Meeting Goals and Managing Health

Today, Roy shares an apartment with his dog, a boxer mix he named Queen Bee. Having a dog was one of the goals he set out for himself when he began his journey to recovery. Their bond is a reminder of his mother, a dog lover who passed away while he was in prison. The fact that he wasn't able to say goodbye to her, as well as the struggles he put her through as a young man, are never far from Roy's mind. He believes she sent the community health workers to change his life, and he wants to make them—and her—proud.

Roy manages his diabetes and regularly attends his doctor's appointments, something he struggled with before. Mooney said that everyone has seen the change in him—not only the healthcare workers who continue to check in on him regularly, but also staff in the local EDs, the Springfield police and even the business owners of downtown Springfield.

Roy also makes it a priority to talk to people experiencing homelessness about his experience and to encourage them to accept help. Although he admits he still has his ups and downs, he draws strength from the support of the community health workers who believed in him from the first.

"I thought I wasn't going to have any more family in the world," he said. "But they're my family now."

Community Health Needs Assessment

Every three years, Memorial Health conducts Community Health Needs Assessments (CHNA) according to the requirements laid out in the Affordable Care Act. This in-depth process took place during 2021 and resulted in new Community Health priorities that will be addressed during FY22–24.

FY22–24 Final Priorities

Memorial Health

Mental Health

Decatur Memorial Hospital

- 1 Mental/Behavioral Health
- 2 Economic Disparities
- 3 Access to Health

Jacksonville Memorial Hospital

- 1 Mental Health
- 2 Obesity
- 3 Cancers

Lincoln Memorial Hospital

- 1 Youth Mental Health
- 2 Obesity
- 3 Substance Use

Springfield Memorial Hospital

- 1 Mental/Behavioral Health
- 2 Economic Disparities
- 3 Access to Health

Taylorville Memorial Hospital

- 1 Mental Health
- 2 Obesity
- 3 Lung Health

The CHNA Process

- Secondary Data Reviews
- Community Advisory Councils
- Surveys/Community Focus Groups
- Identify Potential Joint Priorities
- Internal Advisory Councils
- Board Approvals
- Reports Published

Informed by the Community



Secondary
data review sources



85
organizations within
Community Advisory Councils



1,600+
survey responses



50
focus groups

Major Contributing Factors

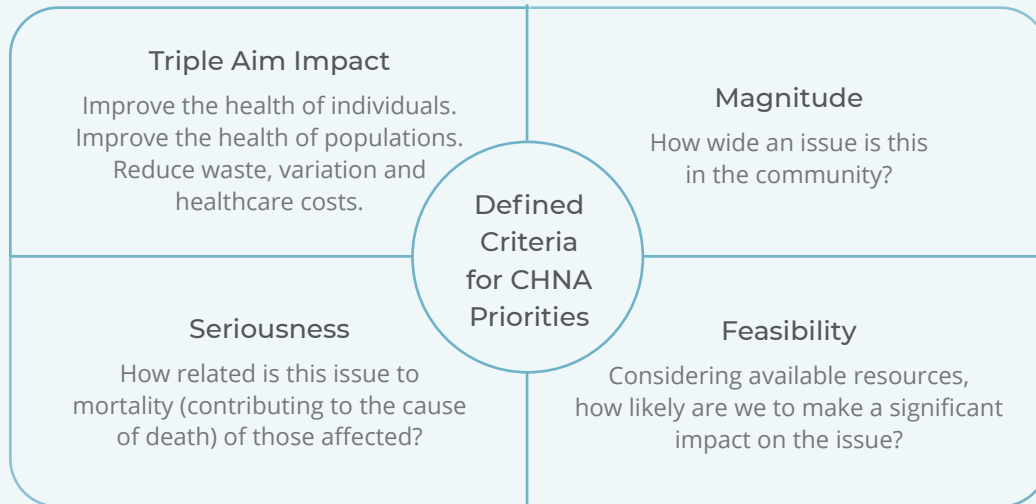
Access to Health and
Healthcare

Social Determinants
of Health

Racial Inequities and
Inequalities

Criteria for Final Priorities

The following criteria were used by MH affiliates during the CHNA process for determining significant needs and selecting final priorities.



The CHNA process was a collaborative effort between area hospitals, county health departments, as well as Hospital Sisters Health System for Macon and Sangamon counties. A system-wide priority of Mental Health was also designated as an area of regional focus. Full reports are available on the Memorial Health website.



Access to Healthy Foods

In the winter of 2020, the Salvation Army and University of Illinois Extension Office reached out to Decatur Memorial Hospital for help. They needed a partner to support the increased need for food due to the COVID-19 pandemic. DMH provided two industrial coolers for their food pantry, allowing for increased access to food and reduced waste.

“This gift will help thousands of people receive fresh produce, dairy and meat products for many years to come,” said donor relations director Lynne Slightom. Increasing the availability of healthy foods is one of many ways DMH addressed their priority of Access to Care this year.



Off-Site Clinics Increase Vaccination Rates

In an effort to increase vaccination efforts in Logan County last April, vaccination teams from Lincoln Memorial Hospital “hit the road” to provide off-site vaccinations to residents of a local senior living facility and a vaccination clinic for employees of a local manufacturer.

Last spring, Lincoln Memorial Hospital collaborated with the Logan County Department of Public Health to brainstorm community outreach opportunities related to increased distribution of the COVID-19 vaccines. Taking vaccines to hard-to-schedule people emerged as a workable idea. Vaccination teams mobilized, coordinated by Alyssa Schmidt, director of Compliance and Medical Staff Affairs at Lincoln Memorial Hospital.

Workers reluctant to schedule a vaccination due to potentially missing work from side effects received the shots on Friday afternoons, ahead of the weekend.

Residents at the local senior living facility who faced transportation or health obstacles to attending the hospital-based vaccination clinics responded with enthusiasm to the opportunity to receive the vaccinations in their own apartments.

“The residents were so grateful for the vaccinations,” said Schmidt. “One resident hadn’t been out of the room in months; another person had limited physical mobility so getting out was physically taxing; another was afraid to have a procedure before being vaccinated. All were very appreciative for our assistance.”

Partnering for Psychiatric Support

A partnership that enables patients to speak with a counselor quickly through telehealth offered in the privacy of a patient room has proven a great asset for patients at Taylorville Memorial Hospital.

"We worked with Memorial Behavioral Health to develop a new model for psychiatric response team availability using telehealth for our Emergency Department (ED) patients and patients in our medical and surgical units," said Kim Bourne, president and CEO of TMH. "The telehealth option allows patients to speak with a counselor more quickly, which leads to the appropriate treatment starting earlier."

According to Eli Heicher, RN, chief nursing officer for TMH, the telehealth process starts at triage. A patient is assessed by nurses and the provider. Once the patient is medically cleared, permission is requested to contact MBH and set up a telehealth appointment for evaluation and counseling. After the initial evaluation, the counselor works with the provider to discuss a plan of care for the patient whether that is discharge or a transfer for additional services.

Improving local residents' mental health was identified as a strong priority for Christian County in both the 2018 and 2021 Community Health Needs Assessment. "This partnership has led to timely, coordinated care," said Heicher. "Through working together, we can really help achieve our goal to improve access to mental health services in Taylorville and surrounding communities starting at point of entry."

Memorial Behavioral Health offers several options for follow-up care, which helps continue the patient's treatment process after discharge. But that initial quick response when a patient enters the hospital is key.

"The Psychiatric Response Team (PRT) wants to provide as much support as possible to our hospitals when they have patients experiencing mental health distress," said Monica Farquhar, MS, LCPC, director with Memorial Behavioral Health. "Due to the geographic locations of our hospitals and required staffing numbers for shifts, telehealth allows us to provide a 24/7 behavioral health crisis response. We utilize the available technology and centralize our teams to be able to provide screenings across locations without having to be physically present."

A Year of Equity, Diversity and Inclusion

On Oct. 1, 2021, the Equity, Diversity and Inclusion division celebrated its one-year anniversary. Memorial Health launched its EDI work in 2020 with the goal of creating a welcoming and inclusive culture within its facilities and using its resources to improve the health of the broader community.

An EDI coalition representing a diverse group of colleagues from across the health system works together with colleagues in the division to ensure everyone has a voice at Memorial. Among many other initiatives this year, this group helped shape the new behavioral anchors included in the Destination 2025 strategic plan.

In September, Valeria Cueto was chosen to lead the division as vice president, Equity, Diversity and Inclusion. Prior to joining Memorial, she served as executive director of the Office of Diversity, Equity and Inclusion at Illinois College in Jacksonville.

"I'm excited to be a part of Memorial Health's efforts to enhance equity, diversity and inclusion within our walls, as well as to increase healthcare access and decrease health disparities across our region," Cueto said. "We are a stronger organization when we acknowledge, celebrate and incorporate what everyone has to offer."



25+
EDI Coalition
Development Team
Members



1000
Members in the EDI
Workplace Group



230+
Colleagues Registered
for United Way Equity
Challenge

A Year in Review

Equity, Diversity and Inclusion



Panel Discussions
How To Be an Anti-Racist
Autism Awareness
LGBTQ Q&A
And More...



New Onboarding
and Social Media
Content



Participated in Magnet®
Redesignation with
Clinical Ethics and
EDI Interview



Healing Illinois
Ambassador Grant
Partner



New Intro to
Equity Training



Book
Clubs



Cafeteria
Celebrations



Healing Circle
Conversations



Ally Pins
Distributed during
PRIDE Month



Received the Phoenix
Center Community
Partner with Pride
Award



Community
Presentations on
Health Equity



Gap Analysis
and Strategic
Planning



Colleagues Registered
for Crossroads
Anti-Racism Training
& MH Debrief Session



BlueCross BlueShield
Equity Pilot Program
Participant



Benchmarked using
IHA Racial Equity in
Healthcare Progress
Report



Pledges:
Memorial EDI
Building Board
Diversity
IHA #123forEquity
ILPQC Birth Equity

Community Health Needs Assessments and Implementation Strategies

Fiscal year 2021 was the third year of work on three-year strategies developed by the five Memorial Health hospitals to address community health priorities.

In 2018, each hospital completed a Community Health Needs 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. Decatur Memorial Hospital, which was not affiliated with Memorial Health at that time, completed its Community Health Needs Assessment separately.

Detailed information on each hospital's Community Health Needs Assessment and outcomes of the implementation strategies are available at memorial.health/about-us/community/community-health-needs-assessment.

2019-2021 Priorities

Decatur Memorial Hospital *Macon County*

Access to Care, Substance
Use, Mental Health

Jacksonville Memorial Hospital *Morgan County*

Access to Care, Mental
Health, Substance Use

Lincoln Memorial Hospital *Logan County*

Obesity, Mental Health,
Substance Use, Cancer

**Decatur
Memorial Hospital**
Community benefit total of
\$22,841,000

Patient Financial Assistance
\$288,000

Unpaid Medicaid
\$12,812,000

Other Community Programs
\$9,741,000

**Decatur Memorial
Hospital Foundation**
Community benefit total of
\$16,000

**Jacksonville
Memorial Hospital**
Community benefit total of
\$16,063,000

Patient Financial Assistance
\$932,000

Unpaid Medicaid
\$9,652,000

Other Community Programs
\$5,479,000

**Jacksonville Memorial
Hospital Foundation**
Community benefit total of
\$32,000

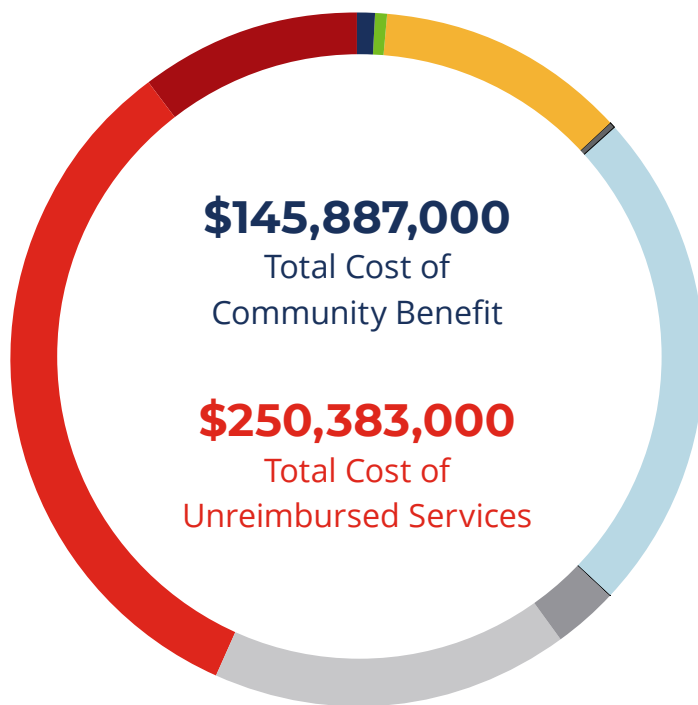
**Lincoln
Memorial Hospital**
Community benefit total of
\$4,084,000

Patient Financial Assistance
\$667,000

Unpaid Medicaid
\$1,057,000

Other Community Programs
\$2,360,000

**Lincoln Memorial
Hospital Foundation**
Community benefit total of
\$225,000



- Community Health Improvement
\$2,152,000
- Health Professions Education
\$1,881,000
- Subsidized Health Services
\$28,143,000
- Research
\$221,000
- Cash/In-Kind Contributions
\$56,956,000
- Community Building Activities
\$89,000
- Community Benefit Operations
\$344,000
- Financial Assistance
\$7,436,000
- Unpaid Medicaid
\$48,665,000
- Unpaid Medicare
\$79,722,000
- Bad Debt
\$24,774,000

**Springfield
Memorial Hospital**
Sangamon County

Access to Care, Mental
Health, Substance Use,
Mother/Infant Health

**Taylorville
Memorial Hospital**
Christian County

Mental Health,
Substance Use

**Springfield
Memorial Hospital**
Community benefit total of
\$90,589,000

Patient Financial Assistance
\$4,728,000

Unpaid Medicaid
\$15,078,000

Other Community Programs
\$70,783,000

**Springfield Memorial
Hospital Foundation**
Community benefit total of
\$910,000

**Taylorville
Memorial Hospital**
Community benefit total of
\$2,163,000

Patient Financial Assistance
\$616,000

Unpaid Medicaid
\$1,376,000

Other Community Programs
\$171,000

**Taylorville Memorial
Hospital Foundation**
Community benefit total of
\$31,000

**Additional Community
Benefit Totaling**
\$8,933,000 came from the
health system's other three
affiliates and additional
business lines. Community
benefit provided was:

Memorial Care
\$8,238,000

Memorial Behavioral Health
\$672,000

Memorial Home Care
\$23,000

About Memorial Health

One of the leading healthcare organizations in Illinois, Memorial Health is a community-based, not-for-profit organization that provides a full range of inpatient, outpatient, home health, hospice, behavioral health and primary care physician services. With eight affiliates based in Sangamon and the neighboring counties, we deliver high-quality, patient-centered care in support of our mission to improve lives and build stronger communities through better health.

learn more online at [memorial.health](https://www.memorial.health)

Decatur Memorial Hospital

DMH provides inpatient and outpatient care to residents of Macon County and the neighboring counties, offering a wide range of general and specialized diagnostic, surgical and treatment services.

Jacksonville Memorial Hospital

JMH 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. JMH provides inpatient and outpatient services.

Lincoln Memorial Hospital

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

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, Christian and Morgan counties.

Memorial Care

Memorial Care offers comprehensive primary care, urgent care, telehealth and other outpatient services in central Illinois locations in Beardstown, Chatham, Decatur, Jacksonville, Lincoln, Petersburg, Springfield and Sullivan.

Memorial Home Care

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

Springfield Memorial Hospital

SMH 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, SMH has been a teaching hospital affiliated with Southern Illinois University School of Medicine for the purpose of providing clinical training for residents.

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.



340 W. Miller St.
Springfield, IL 62702