





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.



## DEAR FRIENDS,

Every day we strive to improve the health of the people and communities we serve. Memorial remains dedicated to pursuing excellence in quality and patient safety and investing in the health of our communities. We are especially honored by the national and state awards and designations for nursing care, quality and innovation earned in 2016. They recognize just some of the results made possible through our system approach to improve patient outcomes.

Caring for patients is our top priority, but we understand that excellent patient care starts with employees who are committed, compassionate and competent. The more than 7,000 employees value Memorial Health System as a great place to work, as evidenced by our national 96th percentile ranking for employee engagement. The talented and caring Memorial team members often transcend designated roles to meet patients' needs, whether those needs involve a complex surgical procedure or a warm blanket and a smile.

It is because of this culture of caring that we receive heartfelt letters from patients and their families praising Memorial employees for their skills, kindness and attention to the small details that make a difference. And we are proud of what all of us – employees, volunteers, physician partners and community supporters like you – are accomplishing together as our vision to be a national leader in healthcare becomes a reality. We are grateful for your continued trust in Memorial for the health and wellness of our communities.

A handwritten signature in black ink that reads "Randall S. Germeraad".

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

A handwritten signature in black ink that reads "Edgar J. Curtis".

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

## LEADING QUALITY & INNOVATION



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*Everyone was so sweet, kind and gentle the whole time. They made me feel comfortable.*

**STEVIE BONSEY, PATIENT**

**STEVIE BONSEY**, 26, a rising star in flat-track motorcycle racing, intended to win the Springfield Mile on May 29 at the Illinois State Fairgrounds. Instead, traveling at speeds approaching 130 miles per hour, he crashed into the wall after being clipped by another motorcycle rider. He suffered vertebrae and skull fractures, lacerations to his liver and kidneys, a bruised lung and a torn rotator cuff.

In an instant, his plans changed from racing to surviving. And Memorial Medical Center's care teams rose to the challenge. From the physicians, residents and nurses who acted quickly in the Emergency Department, to his care teams on the Intensive Care and the Intermediate Care Units to the physical therapists who helped him get back on his feet, Stevie was able to head back home

to California for additional rehabilitation just a few days after the accident.

"My family wasn't here, but I definitely felt like I had family here. Everyone was so sweet, kind and gentle the whole time. They made me feel comfortable," Stevie said. "Some rehabilitation and I'll be back on the motorcycle next year."

## ▶ QUALITY PROJECTS IMPROVE PATIENT OUTCOMES

Quality and safety projects, implemented at the front lines of care by skilled clinicians, help patients like Stevie. These projects are vital because they improve outcomes by reducing variation and increasing effectiveness. In 2015-16, three projects in the Emergency Department, on MMC's Intermediate Care Unit and one house-wide, directly affected Stevie's care. The first project streamlined a process that cut the time it takes EMTs to hand-off a patient to the trauma team by one third—that's an average of 2.5 minutes faster per patient. Another quality project decreased the time patients need to spend in the Intermediate Care Unit, which improves capacity to serve more patients with critical needs.

These projects are just a few examples of the many ways we're improving quality and safety for our patients across the health system. In 2016, Memorial completed 98 quality improvement projects using the Lean Six Sigma methodology. Our organizational goal, the "30-30-30 Solution," challenges us to do 30-percent more projects each year, train 30-percent more Lean Six Sigma belt experts and produce at least a 30-percent improvement in each project.

For patients like Stevie who rely on our trauma and hospital services each year, these quality improvements are more than numbers. They make it possible for patients to heal better and faster.

## NATIONAL LEADERSHIP

**IN JULY**, Memorial Medical Center was the only hospital in the United States and the first hospital in Illinois to receive the American Hospital Association-McKesson Quest for Quality Prize. This prestigious award recognizes Memorial's national leadership, system-wide focus on quality improvement and culture of safety.

Memorial was selected as the winner by a multidisciplinary committee of healthcare quality and patient safety experts. The award promotes quality-improvement structures and processes that can be adopted by others in the field.

"I am proud of all those who have helped make Memorial the standard for exceptional healthcare in Illinois," said U.S. Rep. Rodney Davis in a proclamation read into the Congressional Record on July 14 to commemorate the honor.

Additionally, two Memorial Medical Center teams were recognized for top projects at the Illinois Health and Hospital Association's 2016 Quality Excellence Achievement Awards. The Memorial Medical Center Emergency Department reduced the length of stay for chest pain patients by 40 percent.

The second project reduced the average time for a palliative care patient consult by 86 percent, length of stay by 8.1 days and readmission rate by 80 percent.



*I am proud of all those who have helped make Memorial the standard for exceptional healthcare in Illinois.*

**U.S. REP. RODNEY DAVIS**



Abraham Lincoln Memorial Hospital and Passavant Area Hospital were recognized by The Joint Commission as a 'Top Performer on Key Quality Measures®.'



Memorial Medical Center and SIU School of Medicine earned a top quality award from the World Hospital Congress.



The Memorial Medical Center Emergency Department served the most patients ever recorded in one year. **70,290**

## NEW DEAN AT SCHOOL OF MEDICINE

**THE SOUTHERN ILLINOIS UNIVERSITY BOARD OF TRUSTEES** voted to appoint Jerry Kruse, MD, MSPH, as dean and provost for the School of Medicine effective Jan. 1, 2016. Dr. Kruse, a professor of family medicine, has been executive associate dean of SIU School of Medicine and chief executive officer of SIU HealthCare since 2013. He first joined the school in 1984 and is the fourth dean for the medical school since its founding in 1970.

Since 1970, Memorial Medical Center has partnered with SIU School of Medicine to train new generations of healthcare leaders.



## LEADING-EDGE SIMULATION

**MORE THAN 50** healthcare providers, educators, quality improvement experts, educators and support personnel from Memorial Medical Center and SIU School of Medicine participated in a complex simulation exercise that followed a critically ill “patient.”

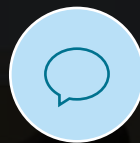
An actor launched the simulation, playing a patient who suffered from an abdominal aortic aneurysm—a life-threatening emergency. The simulation followed his progress through the healthcare system, beginning with the arrival of paramedics from the Chatham Fire Protection District. From there, he was treated in several simulated environments, including an ambulance,

an emergency room, an operating room and an intensive care unit. In the operating room, a mannequin designed for surgical procedures took the place of the actor.

The complexity of the scenario made the live simulation, performed at the Memorial Center for Learning and Innovation, the first of its kind.



Additional simulations, including stroke treatment, featured a live feed so students and providers could simultaneously observe the exercise in a classroom setting and discuss the experience.



Debriefs following simulations often included the actors who provided feedback about their experience from a patient perspective.



## CONVENIENT AND QUICK

**LYNNE GRAY**, 58, keeps busy with two jobs. So when sinus problems slowed her down, committing time to make the long trip to see her family physician wasn't an option. Instead, she logged onto MemorialMD SmartVisit, a new, secure, internet-based healthcare service.

She heard back from a Memorial Physician Services advanced practice nurse within an hour. It was so quick she didn't even have to miss work.

"All I had to do was go to my pharmacy and get my medicine, and I was on the road to recovery," Lynne said. "For just a simple cold or flu, this is just so much better."

Since its launch in fall 2015, the average visit lasts less than 15 minutes. SmartVisit is available to all adults for non-emergent care. The service is staffed from 8 a.m. to 8 p.m. daily and can be accessed around the clock.



A free smartphone app, powered by Intellivisit, is available for download from iTunes, Google Play or at [MemorialMDSmartVisit.com](http://MemorialMDSmartVisit.com).

## IMPROVING TRAINING

**NEW VOICE-ACTIVATED SIMULATORS** have changed the way Memorial employees renew their CPR certification. Research indicates the use of simulators as teaching tools increases effectiveness of compressions and ventilations provided during CPR. Employees have 24-hour badge access to the simulators for scheduling flexibility when completing their CPR certification.

"The voice-activated mannequin, otherwise known as 'VAM,' provides immediate feedback to improve compression and ventilation effectiveness by the person performing CPR," said Audra Chestnut, MS, RN, CHSE, system director of Organization Learning and Simulation. "We researched leading-edge technology, and once we saw the improved outcome data with the use of this technology, we knew this was something we wanted to utilize at Memorial. The added benefit of VAMs is that CPR renewal training is now available 24/7 to accommodate a full range of schedules."



# CARING FOR EACH OTHER AND THE COMMUNITY



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*I wanted her to be able to be happy and focus on something other than her diagnosis.*

**ASHLEY SHIPLEY-LOVEKAMP, RN**

**DESTINI SCHAFER**, 24, dreamed about getting married one day, but that dream was almost cut short when she was diagnosed with stage 4 terminal stomach cancer. Too weak for chemotherapy, she was counseled to consider hospice care. But thanks to the caring team on Memorial Medical Center's 2E Oncology unit, the young mom of three realized her dream of walking down the aisle in front of 50 guests in the MMC courtyard on a beautiful spring day.

Destini had mentioned to her nurse, Ashley Shipley-Lovekamp, she wanted to be married to her fiancé, Brandon, before she died, even if it was a symbolic marriage. A few hours later, Shipley-Lovekamp came back to talk to her about holding a wedding ceremony at the hospital with the support of the other nurses on the Oncology unit and additional employees.

"I wanted Destini to be able to have a wedding, because we didn't know how much longer she was going to have," Shipley-Lovekamp said. "I wanted her to be able to be happy and focus on something other than her diagnosis."

An employee played the keyboard and sang during the ceremony. Another nurse altered Destini's gown. The rings, gowns and tuxedos were donated by local businesses, and the service was followed by a brief reception in a conference room, complete with the first dance, garter toss and wedding cake, all in the company of the couple's blended family of four young children.

"The nurses and doctors have been wonderful to me," Destini said on her wedding day, just weeks before she lost her battle with cancer. "I can't thank them enough for all the wonderful care they have shown me."

## NURSING EXCELLENCE

Our nurses meet the health needs of patients, and they go above and beyond, coordinating celebrations such as Destini's wedding and other morale-boosting activities that make patients feel like family. Our nurses feel empowered to address not only a patient's physical needs, but also the social and emotional needs that are often just as important.

The excellence of our nurses is the reason Memorial Medical Center achieved its third Magnet designation in 2016, an accomplishment earned by only 3 percent of hospitals nationwide. Passavant Area Hospital has been twice-designated as a Magnet organization, placing it in the top 7 percent of hospitals nationwide.



## HEALTH BEYOND HOSPITAL WALLS

**THE ABRAHAM LINCOLN MEMORIAL HOSPITAL MARKET** debuted in May as an extension of the health system's mission to improve the health of the people and communities we serve.

The ALMH Market promotes fresh food and healthy living while also supporting local farmers.

Community member Diane Campbell volunteered twice a month throughout the season. She enjoyed helping the vendors set up, greeting people and answering questions. She also loved watching kids interact at the Power of Produce booth, which occasionally included "Rock the Bike," where kids pedaled a stationary bike to blend a fruit smoothie.

"There are cooking demonstrations, free samples, health screenings, drawings, fitness opportunities and giveaways," Campbell said.

The indoor market at the Logan County Fairgrounds welcomed 500-700 visitors each Saturday, May through October, to eat breakfast, shop for fresh fruit and vegetables, get a blood pressure screening, take home a bouquet of fresh flowers or connect with friends and neighbors.

"Volunteering at the market is so much fun," Campbell said. "You get to meet new people and see a lot of people you know. It really showcases Lincoln and what we have to offer. I haven't met anyone who hasn't been delighted with what they bought."



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*Volunteering at the market is so much fun. You get to meet new people and see a lot of people you know.*

**DIANE CAMPBELL, VOLUNTEER**

## COMMUNITY TRAIL

**THE NEW ABRAHAM LINCOLN MEMORIAL HOSPITAL WELLNESS TRAIL** opened to the community in fall 2016 and offers a .88-mile loop as an extension of the ALMH healing gardens. The trail was gifted to the community by the Abraham Lincoln Memorial Hospital Foundation in direct response to the ongoing need to incorporate more physical activity into the lifestyle of the community members. It provides a venue for reflection and connection with nature and a place for employees to recharge. The trail includes three boardwalk bridges and a pergola, a pond and fountain and a vantage point, named the “Healthy Outlook.” Improvements will continue through 2017 to add to the beauty of this community gem.



Health for Life focuses on preventive care, which parallels national changes in healthcare delivery and reimbursement.



Employees shared #HealthySelfies to showcase how they incorporate healthier food and fitness into their lifestyles.



Memorial  
**HEALTH FOR LIFE**

## HEALTH FOR LIFE

Memorial is in the business of wellness, and that’s not just limited to patients. Memorial’s Health for Life program, an employee wellness initiative, concluded its first year Nov. 1, 2015, with 3,181 employees participating—82 percent of employees enrolled in a Memorial health plan. As part of the program, employees visited their primary care physician for a wellness exam, performed biometric tests including body mass index and fasting blood sugar and completed an online wellness assessment. In 2016, employees strived to maintain or improve their health, depending on their individual needs. Health for Life ensures Memorial’s workforce is ready and able to meet the health needs of our community.

## DAN ADAIR, MD, MEMORIAL TRIATHLON

**NEARLY 300 COMPETITORS** ran, biked and swam to remember a longtime physician partner and friend at the first annual Dan Adair, MD, Memorial Triathlon on Aug. 28.

A ceremony before the event honored Dr. Adair with the unveiling of a plaque that is now displayed at Memorial SportsCare at the Gus and Flora Kerasotes YMCA in Springfield. The plaque commemorates Dr. Adair's contributions to Memorial and his more than 30 years of experience in medicine. The triathlon took the place of the annual Women's Biathlon, also held in past years at the YMCA. Local businesses came together

to sponsor and promote the event in honor of Dr. Adair who passed away suddenly in 2015.

"Living an active lifestyle was definitely something he really believed in," said his son, Zach Adair, during the unveiling. "I just want to thank my dad for living a life worth celebrating and life that impacted so many people."



*I just want to thank my dad for living a life worth celebrating and life that impacted so many people.*

**ZACH ADAIR, SON OF DR. ADAIR**

## LIFELONG HEARING CARE

**AIMEE BRUNK** remembers receiving her first set of hearing aids at 4 years old. “It was a little overwhelming,” said the now 16-year-old. “All of the sudden, I could hear cars rushing by and everything else.”

Aimee’s mom, Billie, took her as a toddler to a speech therapist and their primary care physician, then for testing at the Hearing Center at Memorial Medical Center.

Victoria Blount, senior audiologist, MS, CCC-A, and Jamie Purdy, AuD, CCC-A, have worked with Aimee for the past 12 years since her diagnosis of mild-to-moderate sensorineural (permanent inner ear) hearing loss.

“They were so good with her,” Billie said about the audiologists at the Hearing Center. “The Hearing Center has been wonderful through all kinds of situations. They bend over backwards to help.”



## TEENS EXPERIENCING NURSING

ALMH hosted its first Teens Experiencing Nursing (TEN) Camp in 2016, giving area teens the opportunity to explore careers in healthcare. ALMH joined the other three Memorial Health System hospitals that also offer teen learning programs. TEN Camp launched at Memorial Medical Center in 2001 and has 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.



3D Mammography is now available at all four health system hospitals, following FDA approval. Taylorville Memorial Hospital was the first to treat patients with the new technology in spring 2016.

# CREATING GREAT PATIENT OUTCOMES



A Memorial Health System Affiliate

## MEMORIAL BEHAVIORAL HEALTH REBRAND

In January, Mental Health Centers of Central Illinois became Memorial Behavioral Health. The new brand reflects the importance of mental health as a part of the Memorial Health System continuum of care.

Along with the new signage at 11 clinics in five communities, a new website features an online self-assessment to determine need for treatment:

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





**JAMES MACRANDER**, 35, lost his job, his 12-year marriage ended and he became homeless. Though he spent countless hours each day cleaning and organizing, his life was crumbling.

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James was diagnosed with Obsessive Compulsive Disorder and received services at Memorial Behavioral Health—Springfield Residential Center. He looked for a job in Springfield with no luck and decided to move to Jacksonville where he began working with Julia DeGroot, a Memorial Behavioral Health employment specialist.

“James has a very kind soul,” Julia said. “He is very motivated and enthusiastic. He really wanted to get out there and get a job.”

James wanted to become independent. “I didn’t want to rely on the system or my family,” he said.

Julia taught James how to navigate situations he might experience at work. She also helped him develop a resume, practice his interviewing skills and learn how to conduct a job search.

Despite his attempts, James didn’t find a job right away and felt ready to give up. Julia encouraged him to keep trying. Not only did he get a job at a local restaurant, he also has retained his employment for more than three years.

“He has dealt with periods of feeling anxious and depressed, but has worked through these things together with me,” DeGroot said.

James developed a reputation for reliability, as demonstrated by the number of times he has been called in to assist when he is not scheduled to work.

“When I first started, I would go hide whenever a bus drove in,” James said. “Now when we get busses, I love it. I’ve come a long way. My boss told me I’m one of the best employees he has.”

## ▶ HOMETOWN CARE IS A FAMILY AFFAIR

The Beard family understands they have a choice when it comes to healthcare. In fact, they chose Passavant Area Hospital seven times for orthopedic care in the past several years. Erica, 21, was diagnosed with a predisposition to weak labrum cartilage, resulting in three hip surgeries. Her mother, Kathleen, 45, is familiar with the condition, too, and has had two successful operations.

After recovering fully from her second hip surgery,

Kathleen broke her left ankle in nine places, necessitating a plate and screws. Kathleen’s husband, Noel, 46, knew right where to go when shoulder pain started keeping him up at night and has fully recovered from his subsequent surgery.

“There is such a feeling of security at Passavant, just that sense you will be taken care of as quickly as possible,” Noel said. “The nurses make you comfortable. We just totally appreciate Passavant.”

## RELIEF FROM KNEE PAIN CLOSE TO HOME

**JOYCE MILLS**, 79, tried just about everything to manage her knee pain—anti-inflammatory medicine, cortisone shots and rest. Joyce didn't want to slow down, but eventually she had to put away her bicycle, store the square-dancing shoes and even sit while cooking meals.

She chose to have joint replacement surgery on her first knee and, later on, her second. She was thrilled to learn she could have both joint replacement procedures done in her hometown through Memorial JointWorks at Taylorville Memorial Hospital.

"I felt more comfortable being close to home," Joyce said. "I liked knowing the people who took care of me. I just liked being home."

After both surgeries, Joyce went to outpatient rehabilitation twice weekly for a few months after her surgery.

"Every time I take off for a walk, I'm so grateful," she said. "I'm back to yard work, bike riding and walking. I can't sit still!"



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*I'm back to yard work, bike riding and walking. I can't sit still!*

JOYCE MILLS, PATIENT



Patients will be guided through their telehealth visits by a clinical tele-presenter who has been specially trained by SIU to ensure the process goes smoothly and patients are comfortable.

## IMPROVING ACCESS TO CARE WITH TECHNOLOGY

SIU School of Medicine and Taylorville Memorial Hospital are partnering to bring virtual healthcare to the residents of Christian County.

Through telehealth services, patients can now visit Springfield medical specialists via video-conferencing at Taylorville Memorial Hospital. Patients will have access to advanced care in more than 15 specialties, including neurology, pulmonology, plastic surgery and endocrinology.

Some of the advantages of telehealth services include improved access to care, reduced time from referral to appointment, improved patient outcomes and lower out-of-pocket costs.

An SIU Telehealth virtual visit emulates a regular face-to-face visit and, in most cases, is covered by insurance. High-definition audio and video-conferencing technology enable specialists to deliver the same level of care available at in-person visits.



## 200<sup>TH</sup> WISH FOR SHARING WISHES FUND

When Helen “Buzzy” Burris, 83, a home hospice patient, was asked what one of her final wishes was, she replied with a smirk, “Tall, dark and handsome.”

Buzzy’s real final wish was sentimental: She wanted to enjoy a burger and a chocolate milkshake every day. Buzzy was the recipient of the 200th wish coordinated by Memorial Home Services through the Memorial Medical Center Foundation’s Sharing Wishes Fund. Fulfilling simple wishes like Buzzy's reflects Memorial's commitment to each patient's continuum of care.

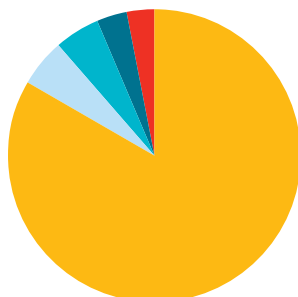
“When I was growing up, my dad used to take me to get a hamburger,” Buzzy said. “I didn’t know what a milkshake was. And one day he said, ‘Let’s get a milkshake, and we’ll split it.’ From that day on, I’ve loved hamburgers and milkshakes.”

The fund purchased a gift card for Buzzy to enjoy her favorite meal whenever she wanted for the rest of her life. Even better than the meal was the smile that lit up her face as she recalled memories of her father.

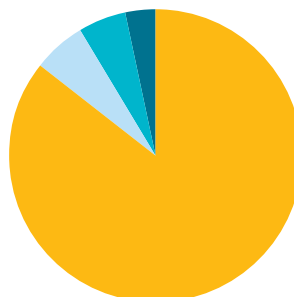
<b>Memorial Medical Center</b>	<b>FY16</b>	<b>FY15</b>
Licensed Beds	500	500
Patient Days of Care	123,208	118,733
Discharges	24,780	24,469
Births	1,535	1,570
Average Length of Stay	4.97	4.85
Surgical Procedures	21,122	19,973
Outpatient Visits	416,383	421,083
<b>Abraham Lincoln Memorial Hospital</b>		
Licensed Beds	25	25
Patient Days of Care	3,001	3,481
Discharges	915	1,003
Average Length of Stay	3.28	3.47
Outpatient Visits	42,446	43,365
<b>Taylorville Memorial Hospital</b>		
Licensed Beds	25	25
Patient Days of Care	3,321	3,799
Discharges	941	1,063
Average Length of Stay	3.53	3.57
Outpatient Visits	37,097	39,150
<b>Passavant Area Hospital</b>		
Licensed Beds	131	121
Patient Days of Care	10,780	9,897
Discharges	3,192	3,023
Average Length of Stay	3.38	3.27
Outpatient Visits	81,173	77,690
<b>Memorial Behavioral Health</b>		
Total Clients Served ( <i>unduplicated</i> )	10,765	10,329
Mental Health Clients	8,082	7,935
Memorial Counseling Associates Clients	2,407	2,109
Developmentally Disabled Clients	276	285
<b>Memorial Home Services</b>		
Hospice Days of Care	45,571	47,349
Home Health Patients	3,432	3,563
<b>Memorial Physician Services</b>		
Clinic Visits	298,199	294,380
<b>Passavant Physician Association</b>		
Clinic Visits	28,480	26,217

## MHS CONSOLIDATED STATEMENT OF OPERATIONS *(dollars in thousands)*

FY16

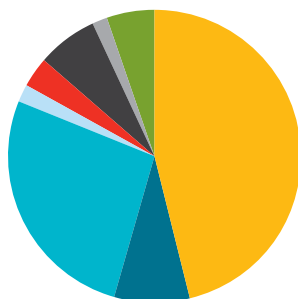


FY15

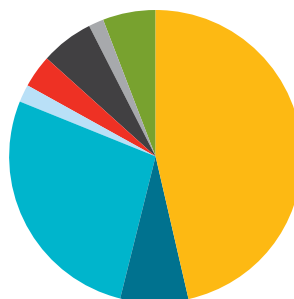


Key	Revenues	FY16	FY15
●	Net Patient Service Revenues	\$866,548	\$819,032
●	Capitation Revenues	54,771	56,966
●	Hospital Access Improvement Payments	50,595	50,345
●	Other Operating Revenues	34,506	29,549
	<b>Total Operating Revenues</b>	<b>1,006,420</b>	<b>955,892</b>
●	Total Non-Operating Gains (Losses), Net	30,256	(7,192)
	<b>Total Revenues</b>	<b>\$1,036,676</b>	<b>\$948,700</b>

FY16



FY15



Key	Expenses	FY16	FY15
●	Salaries and Benefits	\$478,278	\$440,674
●	Physician Fees	88,162	70,634
●	Patient Service Supplies	276,632	258,863
●	Hospital Provider Assessment	20,406	19,868
●	Purchased Medical Services	32,928	33,771
●	Depreciation and Amortization	68,654	55,608
●	Interest Expense	17,510	15,670
●	Excess Available for Facilities Improvement Funds	54,106	53,612
	<b>Total Expenses</b>	<b>\$1,036,676</b>	<b>\$948,700</b>

# MEMORIAL HEALTH SYSTEM LEADERSHIP

## MEMORIAL HEALTH SYSTEM

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▶ **Memorial Home Services** implemented Person Centered Care, a fresh take on care delivery. Patients now use a stoplight model to improve their independence and to know when to ask for help. Care goals are extremely individualized, making care relatable and improving engagement.

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Springfield Clinic joined the Midwest Healthcare Quality Alliance (MHQA), launched in 2014 by Memorial Health System and Southern Illinois University HealthCare, and became a client of the Quality Alliance Patient Safety Organization (QAPSO). QAPSO is one of only 81 federally certified patient safety organizations in the United States and the only one in Illinois outside Chicago.

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*Sites of Care*

MBH—Counseling  
Associates  
MBH—Jacksonville  
MBH—Lincoln Center  
for Developmental  
Rehabilitation  
MBH—Springfield  
Adult Services  
MBH—Springfield  
Children’s Center  
MBH—Springfield  
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*Clinic Sites*

MPS—Capitol  
Healthcare, Springfield  
MPS—Chatham  
MPS—Jacksonville  
MPS—Koke Mill,  
Springfield  
MPS—Lincoln  
MPS—North Dirksen,  
Springfield  
MPS—Petersburg  
MPS—South Sixth,  
Springfield  
MPS—Vine Street,  
Springfield  
MPS—Women’s  
Healthcare, Springfield

*Satellite Clinic Sites*

Concordia Village—  
Springfield  
Villa Health Care—  
Sherman

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**On a cold, blustery May morning**, Memorial teams raised awareness of heart disease and stroke at the American Heart Association’s Heart and Stroke Walk in Springfield’s Lincoln Park. Memorial’s teams together raised more than \$18,000.





# 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, 2016**, Memorial Health System affiliates provided **\$239 million** in unreimbursed services to the communities we serve. This includes community benefit totaling **\$148.9 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 **\$90.1 million**, including **\$73.5 million** for patients insured by Medicare and **\$16.6 million** in other unpaid medical bills.

## MEMORIAL MEDICAL CENTER

COMMUNITY BENEFIT TOTAL OF **\$111 MILLION**

Patient Financial Assistance .....**\$3.9 million**  
Unpaid Medicaid .....**\$48.1 million**  
Other Community Programs .....**\$59 million**

## PASSAVANT AREA HOSPITAL

COMMUNITY BENEFIT TOTAL OF **\$15.2 MILLION**

Patient Financial Assistance .....**\$1.2 million**  
Unpaid Medicaid .....**\$10.3 million**  
Other Community Programs .....**\$3.7 million**

## ABRAHAM LINCOLN MEMORIAL HOSPITAL

COMMUNITY BENEFIT TOTAL OF **\$9.5 MILLION**

Patient Financial Assistance .....**\$503,000**  
Unpaid Medicaid .....**\$6.6 million**  
Other Community Programs .....**\$2.4 million**

## TAYLORVILLE MEMORIAL HOSPITAL

COMMUNITY BENEFIT TOTAL OF **\$4.3 MILLION**

Patient Financial Assistance .....**\$471,000**  
Unpaid Medicaid .....**\$3.4 million**  
Other Community Programs .....**\$395,000**

**ADDITIONAL COMMUNITY BENEFIT TOTALING \$8.9 MILLION CAME FROM THE HEALTH SYSTEM'S OTHER THREE AFFILIATES AND THREE ADDITIONAL BUSINESS LINES. COMMUNITY BENEFIT PROVIDED BY EACH WAS:**

**\$2.6 million** from Memorial Physician Services  
**\$351,000** from Memorial Behavioral Health  
**\$877,000** from Jacksonville CRNAs

**\$727,000** from Memorial Home Services  
**\$3 million** from Memorial Health Ventures  
**\$1.4 million** from Passavant Physician Association

Total Cost of  
Community Benefit  
**\$148,934,000**

Total Cost of  
Unreimbursed Services  
**\$239,077,000**



● Financial Assistance — **\$6,537,000**



● Unpaid Medicaid — **\$76,705,000**



● Health Professions Education — **\$1,473,000**



● Community Health Improvement — **\$1,495,000**



● Cash/In-Kind Contributions — **\$42,424,000**



● Subsidized Health Services — **\$19,361,000**



● Research — **\$436,000**

● Community Building Activities — **\$282,000**

● Community Benefit Operations — **\$221,000**



● Unpaid Medicare — **\$73,521,000**



● Bad Debt (Unpaid Patient Debts) — **\$16,622,000**

● Community Benefit Services ● All Other Unreimbursed Services

## IMPACTING COMMUNITY HEALTH: 2016 COMMUNITY HEALTH NEED ASSESSMENT IMPLEMENTATION STRATEGIES

Fiscal year 2016 was the first year of work on three-year strategies developed by Memorial Health System's four 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](http://ChooseMemorial.org/healthycommunities)

### 2016–2018 PRIORITIES

#### MEMORIAL MEDICAL CENTER

SANGAMON COUNTY

Access to Care, Mental Health, Obesity

#### ABRAHAM LINCOLN MEMORIAL HOSPITAL

LOGAN COUNTY

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

#### PASSAVANT AREA HOSPITAL

MORGAN COUNTY

Access to Care, Mental Health, Obesity

#### TAYLORVILLE MEMORIAL HOSPITAL

CHRISTIAN COUNTY

Access to Care, Mental Health, Obesity



## PRIORITY: ACCESS TO CARE

### ENOS PARK ACCESS TO CARE COLLABORATIVE

The historic Enos Park neighborhood sits only blocks from Springfield's two largest hospitals, Memorial Medical Center and HSHS St. John's Hospital, and yet, residents in the 36-square-block area have numerous unmet chronic health needs. Some of the socioeconomic factors that may contribute include a higher-than-average unemployment rate, a 50-percent poverty level, drug abuse and transient lifestyles.

The Enos Park Access to Care Collaborative is an innovative program that sets aside competition between the two hospitals to improve access to healthcare services for Enos Park residents. Following their 2015 community health need assessment, the two hospitals partnered to increase awareness of services and outreach to the most at-risk individuals. SIU Center for Family Medicine, a Federally Qualified Health Center (FQHC),

is leading the project with a key partner: the Enos Park Neighborhood Improvement Association.

The Collaborative is designed to improve the physical and mental well-being of residents by clearing obstacles to improve access to care. Often, it includes improving living standards so health can rise as a priority.

The Enos Park Access Advisory Council comprising neighborhood residents was created to foster a long-term impact on the neighborhood by prioritizing engagement of youth in meaningful activities. The Council led a summer enrichment program for 27 children that included a bike club, art activities, sports, games and healthy meals.

In the first 11 months, the Enos Park Access to Care Collaborative improved access to healthcare for 111 individuals.

## PRIORITY: ACCESS TO CARE

### ENOS PARK COLLABORATIVE IMPROVES RESIDENT'S HEALTH

The Collaborative supports community health workers like Shelly Weatherholt who is working in conjunction with the Springfield Housing Authority to identify Hildebrandt High Rise tenants who need healthcare services.

One resident, 50-year-old Jeff Moore, struggled to find work and moved frequently for employment opportunities. For eight years his health took a backseat to financial concerns, and it was difficult for him to know where to seek healthcare. He reported some alarming symptoms: shortness of breath, sudden chest pain, swollen feet and extreme fatigue.

Weatherholt scheduled an appointment for Jeff with primary care provider, Bright Odei, MD, at the SIU Center for Family Medicine, who immediately referred him to the Emergency Department at MMC. There he received a full work-up of tests and an overnight stay.

“I was used to taking care of myself. It was alien having people around me and checking on me every hour. These people were kind, caring and attentive,” Jeff said.

The tests showed an arrhythmia requiring treatment from cardiologist, Shobashalini Chokkalingam, MD, with Prairie Heart Institute of Illinois. Jeff’s critical heart condition stabilized with procedures and medication, and he was cleared to seek employment.

“I would look for help before, and it seemed like I would always get the bare minimum,” Jeff said. “For someone like me who doesn’t have a lot of family, friends or money, all you have is negativity. It’s just really nice to experience some positivity. These people really have some heart.”

## PRIORITY: CHRONIC DISEASE MANAGEMENT

### LADIES' NIGHT OUT IN LINCOLN SHOWS STRIDES MADE

Nearly 150 local women attended Abraham Lincoln Memorial Hospital’s Auxiliary and Healthy Communities Partnership’s Ladies' Night Out last April. The event focused on incorporating local foods into their diet, increasing activity and general tips for living a healthy lifestyle. Speakers included Nicole Florence, MD, and Andrea Sheley, APN, both from Memorial Physician Services.



## PRIORITY: ACCESS TO CARE

### MMC AND SIU CENTER FOR FAMILY MEDICINE EXPAND FQHC

Memorial Medical Center provided \$16 million in financial support to double the size of the existing SIU Center for Family Medicine.

The expansion has positioned the Federally Qualified Health Center (FQHC) to serve a growing number of low income and vulnerable residents who are now able to receive primary care services in an outpatient setting with access to physicians, prescription medicines and other services.

The new SIU Center for Family Medicine building will increase the annual number of patients served from 17,000 to more than 25,000. The 50,000 annual ambulatory visits are projected to grow to more than 75,000 in the next several years.

“We also continue to expand the number of services that our interdisciplinary team can provide to our patients and the community, including care coordination, community outreach, behavioral health and medical-legal services,” said Janet Albers, MD, professor and chair of the SIU School of Medicine’s Department of Family and Community Medicine. “The synergy of this team in addressing the social determinants of health and our collaboration with other service providers continues to improve the health of our community.”

An added benefit is that inter-professional learners—medical students, residents, physician assistants, family nurse practitioner students and others—are trained and can use the new model in their future practices.

## PRIORITY: OBESITY

### FRESH VEGGIES, EDUCATION FROM URBAN GARDEN

GenHkids planted a community garden at Poplar Place Apartments in Springfield in fall 2016 with the financial support of Memorial Medical Center. More than 25 children from Hazel Dell Elementary who live at Poplar Place participated in the planting of the garden. During their after-school program, they watered, weeded and harvested cool-weather crops such as carrots, turnips, spinach and salad greens from the garden. In conjunction with the garden, genHkids provided gardening and cooking lessons as well as produce give-aways to families utilizing their mobile farmers market.



## PRIORITY: MENTAL HEALTH

### MOSAIC PROVIDES A NETWORK OF CARE FOR CHILDREN

The Children's MOSAIC Project is a community collaboration to change the landscape of children's mental healthcare by moving access to care and intervention into the community. MOSAIC identifies at-risk children earlier and engages them in appropriate services and supports in schools, primary care offices and target neighborhoods. By leveraging trust and relationships, the system involves even the most vulnerable children and families to provide services needed to give children the best opportunities to grow up successful, happy and healthy. Families and children experience a system of care that is easy to access and responsive to their individual needs.

Since the program began in 2011, MOSAIC has conducted more than 31,000 mental health screenings. These screenings have led to approximately 2,800 local children receiving necessary social and emotional health services. The impact of MOSAIC has inspired continued growth this year.

Memorial Medical Center provides significant financial assistance as MOSAIC transitions from the grant support that started the program to more permanent funding sources.

In 2016, MOSAIC expanded into two additional schools, bringing the total number of participating schools to 10. The Camp Compass summer program and YMCA summer camp partnered with MOSAIC to bring onsite mental health services to additional children in need. These combined locations helped to provide a venue for 11,500 mental health screenings in 2016.

"The real success of MOSAIC isn't reflected solely in the number of screenings completed, but in each child who is better equipped to lead a healthy and happy life because of the mental health services provided and partnerships built within our community," said Heather Sweet, MPH, CHES, manager, MOSAIC Project, Memorial Behavioral Health.

## PRIORITY: MENTAL HEALTH

### TMH PARTNERS WITH 'FAMILIES ANONYMOUS' TO ADDRESS AREA DRUG USE

As Christian County experiences increased abuse of alcohol, tobacco and other drugs, education is the main focus of a new collaboration between Taylorville Memorial Hospital and the Christian County Prevention Coalition's Families Anonymous program.

Families Anonymous is a support program for people whose lives are affected by the use of mind-altering substances or related behavioral problems of a relative or friend.

TMH provides a group meeting place, printed materials and a staff member who regularly attends meetings. It's an important education initiative, according to Kim Bourne, president and CEO of Taylorville Memorial Hospital.

"We are losing too many people of all ages to the consequences of alcohol and other drug misuse," Bourne said. "We want to be proactive and educate our residents about what happens when drugs ravage the physical and mental health of a parent, a child, a family or even a community."

## PRIORITY: ACCESS TO CARE

### LINCOLN ATHLETE MAKES FULL RECOVERY

It was just like any other basketball game. After sitting out for a brief rest, her coach put her back in and that's when Taylor Colston, a Lincoln College pre-nursing student, went straight for the ball. The only problem—another player from the opposing team did the same. Her concussion symptoms were immediate.

"I was dizzy, and my head was throbbing," Taylor said. "I don't remember my teammates crowding around me, but I do remember thinking this is it. This is the last time I'll play basketball."

Luckily, Taylor was an ImPACT patient at Abraham Lincoln Memorial Hospital. ImPACT is a computerized neurocognitive assessment that measures impacted areas of the brain and the significance of the injuries. She had already completed pre-injury testing, so the concussion team at ALMH was able to compare her old results and determine the best course of treatment.

"I had to sit in my dorm room with the lights off and window covered." Taylor said. "I couldn't be a normal college student."

Taylor was referred for physical therapy at ALMH to regain her ability to perform exertional activities.

"Our goal with any patient is to get them back to their baseline," said Amy Knox, ALMH physical therapist. "For Taylor, that meant getting her back into athletics and what she loves."

After just six weeks, Taylor was back to her old self.

"I'm the real me again," she said. "I get to run, ride my bike and do things that I love that I honestly thought would never be possible again."



## PRIORITY: MENTAL HEALTH

### PAH OPENS BEHAVIORAL HEALTH UNIT

Passavant Area Hospital has long recognized mental health as a top priority—especially in the rural areas the hospital serves. Passavant opened a 10-bed inpatient unit to provide treatment for adult patients with acute behavioral health symptoms requiring hospitalization and stabilization.

The unit increased availability of local psychiatric services, reduced long drives to other communities and alleviated long wait times for inpatient care. Adults 18 and older with acute psychiatric illness can be evaluated for admission to the unit, which has all private patient rooms.

"The new unit fills a large void in psychiatric services to the community," said Pravesh Basnet, MD, the unit's medical director. "Prior to the opening of the unit, many local patients would have to travel a long distance for inpatient psychiatric services," he said.

## PRIORITY: OBESITY

### A SYSTEM APPROACH FOR ACCESS TO MEMORIAL WEIGHT LOSS & WELLNESS CENTER SERVICES

This year, Memorial Weight Loss & Wellness Center expanded services to Passavant Area Hospital and Abraham Lincoln Memorial Hospital. Services include non-surgical weight loss, bariatric surgery, outpatient nutrition, diabetes and support from licensed healthcare professionals.

“Residents in or near Jacksonville and Lincoln can now visit their local Memorial affiliate hospital to receive outpatient weight loss services,” said Kimberly Paskiewicz, MPH, RD, LDN, director, Memorial Weight Loss & Wellness Center. “While bariatric surgeries will still be conducted at Memorial Medical Center in Springfield, patients can receive convenient follow-up care at their local hospital.”

The bariatric surgery program was reaccredited in 2016 for another three years by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program administered by the American College of Surgeons.



Also this year, the Memorial Center for Healthy Families, a program of Memorial Weight Loss & Wellness Center, began treating patients ages 3-17. The group-based cohorts involve parents to help the whole family adopt a healthier lifestyle.

“Good habits start at a young age,” said Cheri Harrison, MS, LCPC, pediatric coordinator. “We hope to educate and empower kids to make healthy choices that will extend into adulthood.”

## PRIORITY: MENTAL HEALTH

### TMH SUPPORTS AREA SENIORS DEALING WITH ANXIETY, DEPRESSION

Senior Life Solutions, a Taylorville Memorial Hospital program, provides area seniors with mental health counseling and support, as well as coping mechanisms to better prepare them to adjust to the effects of anxiety and depression. Group therapy helps seniors who feel isolated by anxiety or depression.

“It is an important moment when they realize other people are facing similar experiences—it takes the pressure off,” said Amy Graham, RN, coordinator of Senior Life Solutions. “Our group often has lunch together, and we’ll occasionally do movie days. Laughter is the best medicine.”



## PRIORITY: ACCESS TO CARE

### PAH, SIU SCHOOL OF MEDICINE, MORGAN COUNTY PARTNER FOR NEW FQHC

A new family medicine clinic means easier access to primary care for residents of Morgan County. SIU School of Medicine, Passavant Area Hospital and Morgan County Public Health Department partnered to develop SIU Center for Family Medicine—Jacksonville located at 345 W. State St.

SIU School of Medicine’s Center for Family and Community Medicine, based in Springfield, oversees administration of the clinic. Passavant providers and health department medical staff work on-site at the center.

“This collaboration between our three organizations provides general primary care services for adults and children as well as access by referral to behavioral health, psychiatry, optometry, podiatry, oral health and other specialty care,” said Iris Wesley, CEO of the SIU program. She estimates the center will see about 1,500 low income or vulnerable patients per year and will increase hours as volumes increase.

The clinic also will be a site to train family medicine resident physicians on the patient-centered medical home model.

Community Health Centers, also known as Federally Qualified Health Centers (FQHCs), are non-profit, community-directed healthcare providers located in medically underserved rural and urban communities where healthcare resources are scarce. FQHCs provide access to care regardless of insurance status or ability to pay.



## PRIORITY: MENTAL HEALTH

### MENTAL HEALTH FIRST AID COMES TO CENTRAL ILLINOIS

Memorial Behavioral Health trained 27 community members in August to identify and respond to people showing signs of mental illness and substance abuse. They, in turn, will train people in their communities in Sangamon, Logan, Morgan and Christian counties.

The training is part of the Mental Health First Aid (MHFA) program. The five-day training session at the Memorial Center for Learning and Innovation in August focused on helping adults; another three-day session in September taught community members who are focused on adolescent mental health.

Memorial Health System provided the funding to bring the nationally recognized program to central Illinois. Memorial Behavioral Health is working with the certified MHFA trainers as they train people in the four counties.

## PRIORITY: OBESITY

### LINCOLN KIDS ARE CATCHING ON

Kids are busy. Between school, sports, dance and music lessons, it can be easy to overlook the importance a healthy diet plays in their daily routines. Facing a concerning childhood obesity rate in Logan County, Abraham Lincoln Memorial Hospital took action. Beginning in fall 2014, steps were taken to implement the nationwide program CATCH into local schools.

CATCH stands for a Coordinated Approach to Child Health. The program influences the messaging children receive in physical education, the lunchroom, the classroom and the home to shape their choices when it comes to health. By enabling children to identify healthy foods and increasing the amount of physical activity, the national program has helped decrease childhood obesity by 11 percent in areas where the program is active.

“We chose to bring the CATCH program to the ALMH service area because we know it’s a program that works,” said Angela Stoltzenburg, ALMH marketing and community partnerships

manager. “But we recognize that while we can provide the classroom curriculum and support, it is the individuals at our local schools who are making real changes and creating healthy environments for the children in our community.”

By 2015, eight area schools were designated CATCH schools, and now during the 2016-17 school year, a total of 13 schools have signed on to participate. New physical education equipment and curriculum lessons are provided to CATCH schools. ALMH provides program training and empowers staff to showcase and role model the importance of a healthy lifestyle. And it’s certainly catching on for Lincoln-area students.

A survey showed 100 percent of school staff reported students using CATCH language. More than 90 percent of staff observed students learning about healthier choices regarding nutrition and activity because of the CATCH program. And 100 percent of school staff says they want to continue to “make the healthy choice the easy choice” for students and themselves.



## 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. Our 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.

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### **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](http://ALMH.org)

### **MEMORIAL MEDICAL CENTER**

MMC is an acute care Magnet® hospital (for nursing excellence) in Springfield that offers comprehensive inpatient and outpatient services. 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](http://MemorialMedical.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](http://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](http://TaylorvilleMemorial.org)

### **MEMORIAL PHYSICIAN SERVICES**

Memorial Physician Services is a primary-care network serving more than 280,000 patients each year in central Illinois locations in Chatham, Jacksonville, Lincoln, Petersburg and Springfield.

[MemorialMD.com](http://MemorialMD.com)

### **MEMORIAL HOME SERVICES**

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

[MemorialHomeServices.com](http://MemorialHomeServices.com)

### **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](http://MemorialBehavioralHealth.org)



Memorial Medical Center  
701 N. First St.  
Springfield, IL 62781

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