



Memorial  
Health



A Year of  
**Transformation**

2021 Annual Report

## Mission

To improve lives and build stronger communities  
through better health

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## Vision

To be the health partner of choice

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### **ON THE COVER:**

*Jacksonville Memorial Hospital launched the Healthy Jacksonville initiative to improve the health and well-being of the residents of northeast Jacksonville. Local volunteers helped community health workers improve Minnie Barr Park, which is now the setting for block parties, family gatherings and more. Also pictured: front-line caregiver.*



# Memorial Health



## Dear Friends,

In many ways, this year has represented a turning point in our history. Our colleagues responded with compassion and resolve during two surges of COVID-19 activity, in winter 2020 and summer 2021. When COVID-19 vaccination became available to the public, we quickly mobilized mass vaccination efforts alongside our community partners. While these were some of the most difficult months we've ever known, we emerged from them with a greater sense of purpose and outlook on the future.

We had the opportunity to assess how the pandemic had changed Memorial—how it strengthened the bonds between our affiliates and reaffirmed our commitment to central Illinois and the people we serve. In response, we adopted a new mission: to improve lives and build stronger communities through better health. And on Oct. 1, we officially became Memorial Health. You'll read more about these changes in the pages that follow.

The theme of this Annual Report is **"A Year of Transformation."** It's an opportunity for us to reflect on 12 months of change and challenges—as well as hope and determination. Thank you for your continued support of our mission throughout all we've experienced during the past year.

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


**Dean "Robbie" E. Robert Jr.**  
Chair, Board of Directors  
Memorial Health



## **2021 was a year of transformation.**

In the last months of 2020, as the colleagues of Memorial Health cared for a surge of COVID-19 patients, came a message of hope: the first COVID-19 vaccine had been authorized for use by the Centers for Disease Control and Prevention and the U.S. Food and Drug Administration. Two more highly effective vaccines followed, transforming the nationwide response to the pandemic. Memorial colleagues continued to focus on prevention and treatment of COVID-19. But now, they were able to administer lifesaving vaccine—a powerful new weapon in the battle against the virus.

Memorial was in the midst of a transformation, too. The pandemic had shown the value of a fully integrated health system as affiliates and departments across the organization came together to share resources and ideas. It was time to share that unity with the public on Oct. 1, 2021, when Memorial Health System officially became Memorial Health. The new name was a fitting end to a year filled with change and challenges—but also compassion, collaboration and hope.



**My WHY for  
being vaccinated...**

It's the right thing to do!



**STAND UP TO COVID-19.**

# Transforming the Fight against COVID-19

The introduction of safe, effective COVID-19 vaccines truly transformed the response to the pandemic both within Memorial Health and around the world.

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In late December 2020, the Pfizer and Moderna vaccines were made available to healthcare workers nationwide, and Memorial began administering the two-shot series to its colleagues—starting with those on the front lines of the pandemic. Spirits were high at colleague vaccination clinics across the organization with colleagues sharing “My Why” for choosing to be vaccinated.

During the first few months of 2021, Memorial Health hospitals teamed up with local health departments to administer the vaccines—which now included a third option manufactured by Johnson & Johnson—to the public.

Memorial Care on South Sixth transitioned from a respiratory clinic treating COVID-19 patients to a drive-thru location offering convenient vaccination. Drive-thru lab services had become widespread during the pandemic and offering drive-thru vaccination was a natural extension of this option. Jacksonville Memorial Hospital and Taylorville Memorial Hospital partnered with their local health departments while Decatur Memorial Hospital worked alongside Crossing Healthcare, a federally qualified health center, to reach the community.

Lincoln Memorial Hospital (LMH) was selected to participate in a statewide program aimed at ensuring equitable distribution of the COVID-19 vaccine in rural areas. LMH received a weekly allocation of 500 doses of the Johnson & Johnson vaccine, and Gov. Pritzker even hosted a news conference at the hospital that highlighted the program. In a six-month span, LMH vaccinated nearly 7,000 members of the public.







## A New Symbol of Health

On Oct. 1, 2021, Memorial Health System officially became Memorial Health, adopting a new name and logo to signal to the public that its five hospitals and three outpatient affiliates were part of a single organization offering a comprehensive continuum of care.

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“The COVID-19 pandemic transformed the field of healthcare—and Memorial,” said president and CEO Ed Curtis. “Today, we are a stronger organization with a reaffirmed commitment to our shared values and a clearer sense of commitment to our communities. Our newly integrated brand is a way we can demonstrate that transformation to the people we serve.”

The new logo is a modern evolution of the Triple Cross, which represented Memorial for nearly five decades. Its dynamic shape suggests innovation, integration and our focus on our mission.

Three hospitals underwent name changes to reaffirm their commitment to their communities. Abraham Lincoln Memorial Hospital became Lincoln Memorial Hospital, Passavant Area Hospital became Jacksonville Memorial Hospital and Memorial Medical Center became Springfield Memorial Hospital. While the names of Decatur Memorial Hospital and Taylorville Memorial Hospital did not change, they—like all Memorial locations—adopted the new logo.

Across the region, Memorial Physician Services locations transitioned to Memorial Care clinics, offering primary, urgent and virtual care services, as well as embedded services like behavioral health, labs and imaging. The Memorial Care model paves the way for future growth in the ambulatory space as patient needs and expectations continue to shift.

“The brand integration project marks a true turning point in our history,” said Aimee Daily, senior vice president and chief transformation officer for Memorial Health. “It’s an important step in making us One Memorial and providing a seamless experience for everyone who accesses our care across the region.”



## Creating a Unified Organization

While the Memorial Health brand refresh project was the most visible signal of change within Memorial Health in 2021, it was only one component of the complex and wide-reaching work underway behind the scenes to unify the health system.

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Decatur Memorial Hospital (DMH) joined the system in October 2019—only months before the pandemic upended normal life and put unprecedented pressures on healthcare organizations. “All of us at DMH felt the benefits of being part of a strong regional health system,” said DMH president and CEO Drew Early. “We were able to collaborate and share resources with the other hospitals and draw on the expertise of colleagues across the organization.”

Work to integrate DMH policies, procedures and systems continued into 2021. But integration work wasn't confined to this newest affiliate. The Strategy Realization Office oversaw an array of projects large and small aimed at creating a more cohesive experience for Memorial patients, colleagues and community partners.

One of the most crucial integration projects underway in 2021 was the effort to implement a single electronic health record system across all Memorial sites of care. This continuing project will bring DMH and Jacksonville Memorial Hospital (JMH) onto the Cerner platform – a monumental undertaking anticipated to last at least two years, but one with numerous benefits. After the DMH and JMH integration is complete in 2023, the project will expand to LMH and TMH as well.

“A unified electronic health record offers many advantages for us as providers and the patients we serve,” Scott Boston, MD, president and CEO of JMH, said of the Cerner integration project, which is scheduled to wrap up in 2022. “With Cerner, our patients will experience a seamless experience no matter which Memorial hospital or clinic provides their care. Our clinicians can also feel more confident knowing they have the most up-to-date information on their patients. It provides peace of mind for everyone.”



## Reaffirming Our Commitment to Our Communities

In 2021, leaders refreshed a strategic plan (adopted in 2019) to address the pandemic's impact on the healthcare landscape. "Destination 2025" is intended to guide decision-making with intentional changes to our mission, vision, values and eight strategies to support our objectives guiding the next three years.

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Historically, MH leaders produced five-year strategic plans. But the lessons learned from the COVID-19 pandemic highlighted the need to adopt a more agile strategic framework that would allow work on longer-term goals to proceed while granting the flexibility to address shorter-term needs.

The most significant changes that came about as a result of these conversations were updates to the Memorial Health mission, vision and values. The new mission—to improve lives and build stronger communities through better health—reflects a greater awareness of the complex factors that impact individual and community health.

"The pandemic put a harsh spotlight on health disparities within our region and across the country," Curtis said. "For many years, our mission was to improve the health of the people and communities we serve. The updated mission expands on that responsibility."

The Memorial Health vision was also changed from "To be the health system people choose above all others" to "To be the health partner of choice."

"Our vision also benefited from a more expansive outlook and a recognition that we are partners in the pursuit of health—with our patients, our community partners, our medical staff and everyone we serve," Curtis said.

While the four Memorial values – Safety, Integrity, Quality and Stewardship – remain the same, leaders updated the "anchor statements" that underpin each value to reinforce the behaviors expected of all colleagues.

"Our Equity, Diversity and Inclusion team took a careful look at our values and how we could weave these concepts into our anchor statements," Curtis said. "While these principles have always been a part of what we do, this is an opportunity for us to be intentional about putting them into action."



## An Investment in the Community

Three years after crews broke ground on a new facility, Taylorville Memorial Hospital construction was completed – beginning a new era in the hospital’s long history of service to the community.

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“Taylorville Memorial Hospital (TMH) has served our family, friends and neighbors in Christian County for more than 100 years,” said Kim Bourne, president and CEO of Taylorville Memorial Hospital. “We believe in providing innovative and patient-centered healthcare, and this modernization project demonstrates our continued commitment to provide the people we serve with a state-of-the-art hospital for decades to come.”

The second and final phase of construction on the two-story, 97,000-square-foot facility wrapped up in summer 2021. The new building replaced most of the former hospital, which was built in 1954 by the Adorers of the Blood of Christ.

The first phase of construction had wrapped up at a pivotal moment in March 2020. Only hours after moving the first patients into the new suite of 25 private rooms, hospital colleagues turned their attention to a new and pressing crisis: the COVID-19 pandemic. Throughout the pandemic’s first year, patients and colleagues alike benefited from the modernized facility, which also included outpatient services, therapy services, laboratory, pharmacy, specialty clinic and a central utility plant.

Construction on the second phase continued as TMH colleagues responded to a fall and winter surge of COVID-19 patients. That process involved demolishing the five-story former hospital and expanding the new addition to include a kitchen and cafeteria plus administrative offices. The general contractor was O’Shea Builders in Springfield, and the architect was BSA Life Structures in St. Louis.

Throughout the project, leaders sought ways to honor the past. The Sacred Heart of Jesus statue that was donated to the hospital by employees in 1958 found a new home in the courtyard. Stained-glass windows that originally graced the chapel were painstakingly restored by preservationists with Emil Frei & Associates of St. Louis and moved to a place of honor near the new dining area.

“This project reflects our desire to reinvest in our community with a brand-new facility meant for the 21st century,” Bourne said. “We may have finished construction, but our investment in the people of Christian County and its nearby communities continues with our updated focus on quality, safety and convenience for everyone we serve.”





## System Strength Highlighted for Springfield COVID-19 Patient

While showering in early January 2021, Brian Su realized he could not smell his shampoo or body wash. He had a minor cough, but his lack of smell convinced him to go to the drive-thru lab at Memorial Care on South Sixth for a COVID-19 test.

Su, 55, soon learned he had tested positive, but even though he was unvaccinated, he wasn't overly worried. He had friends and acquaintances who had contracted COVID-19 and recovered with mild symptoms. By the next day, however, his breathing had worsened so he went to Springfield Memorial Hospital (SMH) Emergency Department.

Upon arrival, Brian was given oxygen, and the Emergency physician informed him his COVID-19 condition was serious enough to require hospital admission and even possible placement on a ventilator—a device Brian did not really understand.

He would learn firsthand about a ventilator within a few days as his condition worsened, and he was admitted into intensive care. He spent more than two weeks in intensive care, fearing the worst. He has limited memory of his time there, but he knows he was fighting for his life.

When the nurses asked him if he wanted to FaceTime his family in the evenings, he often refused because he did not want to scare them. Day after day, his caregivers kept his hope alive. He is grateful for the lifesaving care he received.

"The care in Springfield was extremely professional," he said. "The nurses were doing dirty, heavy work, but they stayed very positive. They would have to clean the ventilator tube, which was painful, but they would tell me 'you're doing great, Brian! You are going to be OK.'"

Upon his release from SMH on January 30, Brian spent several days rehabilitating at Taylorville Memorial Hospital (TMH). He loved the quiet setting there and appreciated the help from physical and occupational therapists who helped him regain strength for important tasks like showering, dressing himself and walking.

When he was discharged, he was finally able to see his wife and daughters for the first time in nearly a month. Despite Brian's walker and oxygen machine, the family reunited with tears and hugs. As soon as they were able, the entire Su family was vaccinated, and Brian now encourages friends, family and co-workers to be vaccinated as well.

"Battling COVID-19 was a horrible experience for me," he said. "But every time I saw a nurse or doctor come in—I was so happy. Because they always tried to deliver some positive messages to me."

# Welcome Back, Memorial Volunteers

Memorial Health (MH) colleagues were excited to welcome back volunteers in 2021. Volunteer services were discontinued in March 2020 as the organization launched its pandemic response. In spring 2021, volunteers returned to their duties across Memorial Health, providing much-needed support and friendly interaction for colleagues, patients and their families.



## A Year of Covid-19

During FY21, Memorial Health responded to three surges of COVID-19 activity in central Illinois—one in fall and winter 2020, and one in summer 2021. These numbers help tell the story of the more than **9,000 colleagues** who worked tirelessly to serve our patients and communities throughout the year.

### During fiscal year 2021...

**3,107** patients were treated for COVID-19 at MH hospitals

**100,000+** patients were treated at MH respiratory clinics

Physicians and other care providers conducted **43,000+** telehealth visits with patients

**2.8 million** medical-grade masks and **2,012 gallons** of hand sanitizer were used at MH facilities

**709** colleagues redeployed to COVID-19 support roles, working **43,300** redeployment hours

**30,000+** people vaccinated: colleagues, medical staff, volunteers and the community

MH worked with the media more than **340 times** to provide crucial COVID-19 information to the public

**70,000** masks and COVID-19 educational materials were distributed to community organizations across the region

Memorial Behavioral Health answered **1,140 calls** on their Emotional Support Hotline



COVID-19 was just one of many stories of care provided to patients in 2021.



## Recognizing the Symptoms of Stroke

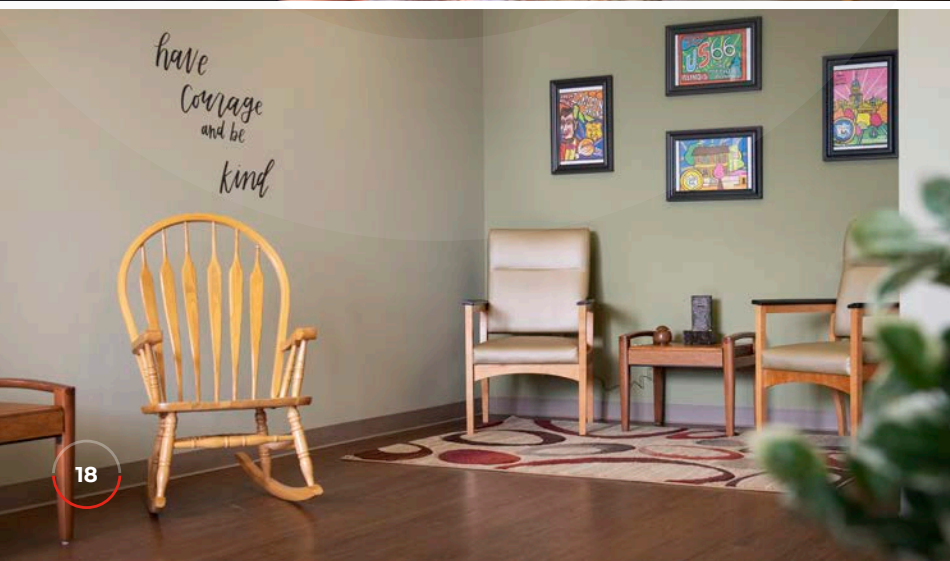
John Steven Taylor, 53, of Decatur, has survived numerous ischemic strokes during the past 10 years and is able to quickly recognize stroke symptoms.

“When your eyes start shaking, your face goes numb...you try to stretch your mouth out to talk, move and chew. Then one side of your body starts going numb,” he said. “If you feel like that, you sit down; you get on the phone; and you call for an ambulance. It’s better to be safe than sorry.”

Ischemic strokes are the most common type of stroke and occur when the brain’s blood vessels become narrowed or blocked, causing severely reduced blood flow. Taylor has multiple health conditions that raise the risk of stroke, making him well-versed in recognizing danger signs like changes in balance, eyes, face, arms and speech.

He has benefited from treatment at two Memorial Health hospitals that have earned certifications in stroke care from The Joint Commission. Springfield Memorial Hospital is a Comprehensive Stroke Center while Decatur Memorial Hospital is a Primary Stroke Center. Both designations require care teams to provide the fastest, highest-quality care for stroke patients – which is crucial, since time lost equals brain lost in stroke treatment.

Taylor said his care at both hospitals has been skilled and compassionate. “They listen to the patient,” he said. “They also asked me lots of questions and were surprised I caught it in time. Honestly, if you didn’t know what the symptoms were—you’d be stressing out!”



## A New Kind of Crisis Care

In many communities, hospital emergency departments are the first—and often the only—option for a person experiencing a mental health crisis. Memorial Behavioral Health (MBH) is working to change that with the Living Room, which opened its doors in November 2020.

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The Living Room, located at MBH's Eighth Street location in Springfield, offers a more personal type of crisis care. It's a welcoming environment that provides a safe space and support to anyone over the age of 18, noon to 8 p.m., Monday to Friday. Guests can talk to mental health professionals without an appointment and get help finding the resources they need.

"It's a comfortable atmosphere," said Taylor Blakeley, clinical coordinator for the Living Room. "We're not bringing people into an office setting—it's homelike."

Blakeley and his team, which includes two peer recovery specialists, serve an average of four to five individuals per day. Most guests come to the Living Room seeking crisis support, but the team also helps with next steps like finding detox or rehab programs, applying for jobs or obtaining health insurance or housing.

The Living Room atmosphere is casual and calming, without any of the usual formalities of a clinic visit. There's no check-in, no forms to fill out and—because services are not billed—no need to present proof of insurance. Unlike a hospital emergency department, there's also no waiting. Funding for the program is provided, in part, by a grant from the Illinois Department of Human Services.

During its first nine months, the Living Room served more than 850 people – far exceeding its founders' expectations, particularly since it launched in the midst of a surge of COVID-19 cases in the region. Blakeley said that the personal interaction the program provides is an added bonus for those experiencing anxiety, depression or isolation as a result of the pandemic.

Kathy White, a manager with MBH who oversees the Living Room program, said that the Living Room staff has been very successful at using a collaborative approach to create trusting relationships with guests.

"The Living Room isn't set up where the guest has the feeling of 'I'm the professional, you're the patient,'" she said. "It's much more like talking to a friend—someone who can truly understand your struggles because they have been in your shoes."

# 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

# 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.”





## SMH Earns Fourth Magnet® Designation

On June 23, the Commission on Magnet Recognition announced that Springfield Memorial Hospital has been designated as a Magnet Hospital for the fourth consecutive time—an honor only **2 percent of hospitals nationwide** can claim.

The notification came in front of an audience of colleagues and leaders at the M.G. Nelson Family Auditorium at the Memorial Learning Center, as well as via a live Workplace broadcast across the organization.

Marsha Prater, PhD, senior vice president and chief nursing officer, received the news by a virtual call with Jeanette Ives Erickson, executive committee chair for the Commission on Magnet Recognition.

“Receiving a fourth Magnet designation is validation of the wonderful work you’ve done over the past four years, especially during these most recent difficult months facing the challenges of the COVID-19 pandemic,” Erickson said.

After the call ended, Prater proudly spoke of the team effort required for the prestigious designation, which recognizes hospitals for nursing excellence.

“The Magnet Program standards are demanding and require extensive knowledge, skills and dedication from every member of the Memorial team—and once again, this team has proven our resolve to be the best of the best, for the benefit of the patients and communities we serve,” she said.





*Anna Richie, MD, clinical director of Memorial Care, Urgent Care, takes the ceremonial first shot at the Memorial Health Championship Korn Ferry PGA Tour, which was held at Panther Creek Country Club, July 15-18. Memorial Health is the new title sponsor for the championship.*

## Memorial Health Championship Presented by LRS Benefits Local Communities

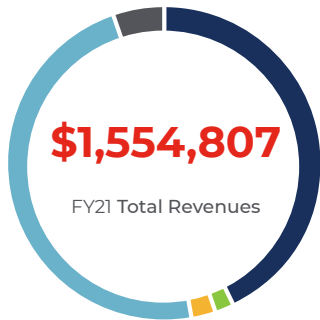
MH invested in this annual event as a way to help the local economy—particularly the hospitality industry—recover from the ongoing effects of the COVID-19 pandemic. Proceeds benefited the five MH hospital foundations, which support Memorial’s mission to improve lives and build stronger communities through better health. Memorial also offered free grounds admission to all local healthcare workers, first responders and MH colleagues during tournament play.

## Lincoln Land, Memorial Health Open Nursing Education Center

In August, Lincoln Land Community College, in partnership with Memorial Health, opened a new state-of-the-art Nursing Education Center on the LLCC campus in Springfield. This facility is a component of a comprehensive expansion plan that will enable 90 additional students to enroll in the nursing program each year, for a total of 215 new nursing students annually. Memorial helped fund the project—which allowed LLCC to renovate the west wing of Montgomery Hall, purchase high-tech simulation equipment and hire additional faculty and staff—as a means of increasing access to nursing education in central Illinois and helping relieve the statewide nursing shortage that continues to impact MH and other local healthcare organizations.



# MH Consolidated Statement of Operations



- **\$1,269,168** Net Patient Service Revenues
- **\$58,788** Capitation Revenues
- **\$71,673** Other Operating Revenues

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- **\$1,399,629** Total Operating Revenues
- **\$155,178** Total Non-Operating Gains (Losses), net

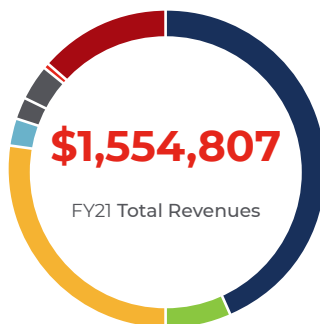


- **\$1,161,323** Net Patient Service Revenues
- **\$63,895** Capitation Revenues
- **\$96,464** Other Operating Revenues

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- **\$1,321,682** Total Operating Revenues
- **\$47,392** Total Non-Operating Gains (Losses), net\*

\*Excludes inherent contribution of acquired entities



- **\$674,457** Salaries and Benefits
- **\$105,541** Physician Fees
- **\$421,532** Patient Service Supplies
- **\$43,035** Hospital Provider Assessment
- **\$35,207** Purchased Medical Services
- **\$56,997** Depreciation
- **\$10,016** Interest Expense and Other Financing Costs
- **\$208,022** Excess Available for Facilities Improvement Funds



- **\$684,519** Salaries and Benefits
- **\$104,921** Physician Fees
- **\$382,779** Patient Service Supplies
- **\$38,811** Hospital Provider Assessment
- **\$38,215** Purchased Medical Services
- **\$74,483** Depreciation
- **\$11,805** Interest Expense and Other Financing Costs
- **\$33,541** Excess Available for Facilities Improvement Funds

# MH Operation Statistics

<b>Decatur Memorial Hospital</b>	<b>FY2021</b>	<b>FY2020</b>
Licensed Beds	300	300
Patient Days of Care	32,925	35,161
Discharges	6,433	7,351
Average Length of Stay	5.12	4.78
Outpatient Visits	207,960	202,743

<b>Jacksonville Memorial Hospital</b>	<b>FY2021</b>	<b>FY2020</b>
Licensed Beds	121	121
Patient Days of Care	11,675	11,316
Discharges	2,607	2,635
Average Length of Stay	4.48	4.29
Outpatient Visits	61,435	52,908

<b>Lincoln Memorial Hospital</b>	<b>FY2021</b>	<b>FY2020</b>
Licensed Beds	25	25
Patient Days of Care	2,708	2,768
Discharges	697	763
Average Length of Stay	3.89	3.63
Outpatient Visits	43,008	40,318

<b>Springfield Memorial Hospital</b>	<b>FY2021</b>	<b>FY2020</b>
Licensed Beds	500	500
Patient Days of Care	127,941	117,862
Discharges	21,081	21,909
Average Length of Stay	6.07	5.38
Outpatient Visits	480,014	409,093

<b>Taylorville Memorial Hospital</b>	<b>FY2021</b>	<b>FY2020</b>
Licensed Beds	25	25
Patient Days of Care	2,137	1,922
Discharges	493	480
Average Length of Stay	4.33	4.00
Outpatient Visits	34,182	32,055

<b>Decatur Memorial Medical Group</b>	<b>FY2021</b>	<b>FY2020</b>
Clinical Visits	139,715	189,762

<b>Memorial Behavioral Health</b>	<b>FY2021</b>	<b>FY2020</b>
Total Clients Served (Unduplicated)	7,748	7,970
Mental Health Clients	5,652	5,875
Memorial Counseling Associates Clients	1,837	1,852
Developmentally Disabled Clients	259	243

<b>Memorial Care</b>	<b>FY2021</b>	<b>FY2020</b>
Clinical Visits	232,895	244,585

<b>Memorial Home Care</b>	<b>FY2021</b>	<b>FY2020</b>
Hospice Days of Care	27,178	27,222
Home Health Visits	38,173	21,834

<b>Passavant Physician Associates</b>	<b>FY2021</b>	<b>FY2020</b>
Clinical Visits	0	4,882

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# 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](http://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**

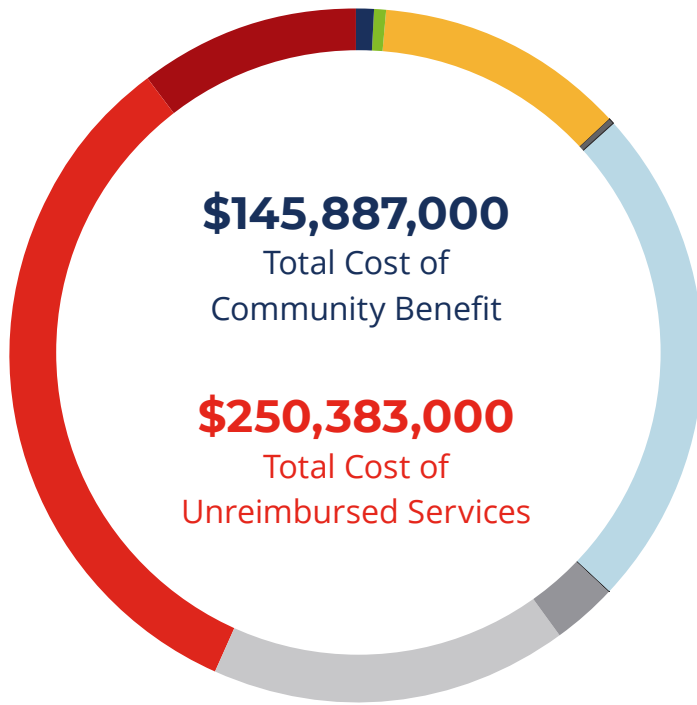
Unpaid Medicaid  
**\$1,057,000**

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**



## 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.

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"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.

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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.

# 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

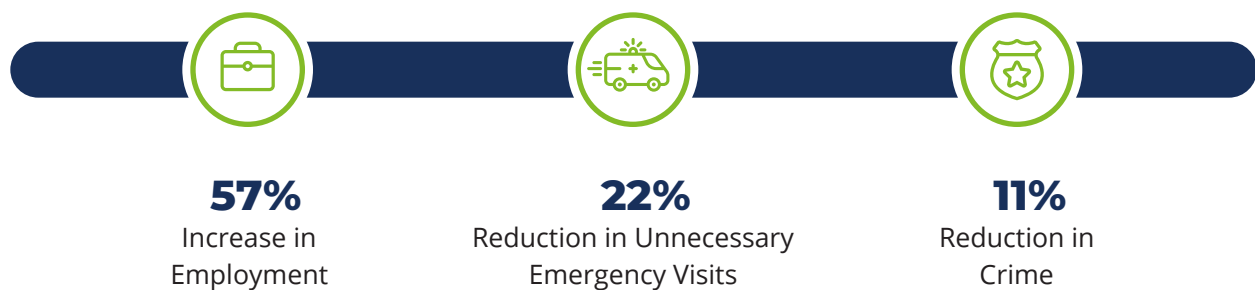
Racial Inequities and  
Inequalities

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.

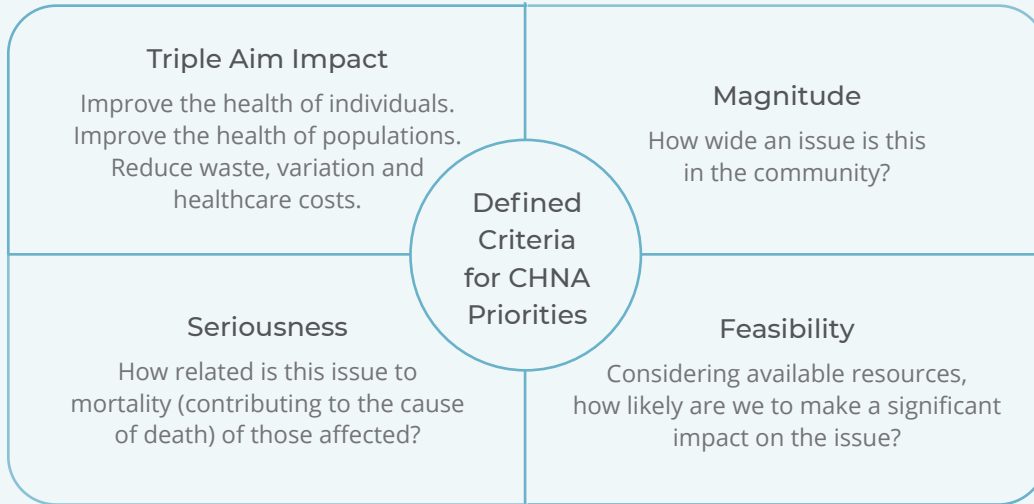
Roy manages his diabetes and regularly attends his doctor’s appointments, something he struggled with before. Mooney said that everyone has seen the change in him—not only the healthcare workers who continue to check in on him regularly, but also staff in the local EDs, the Springfield police and even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

## 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.

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“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.”

## 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.



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