Dear friends,

Memorial Health System experienced a year of new and exciting beginnings in 2013. We broke ground at Memorial Medical Center to launch our historic Advancing Care by Design expansion project, which will further improve access to quality healthcare for the people we serve. We began work with our BJC Collaborative partners and already are realizing some of the benefits the Collaborative was intended to produce. And we adopted a new, five-year strategic plan that clearly identifies five goals that we refer to as our 5 Greats. By focusing on Great Patient Outcomes, Great Place to Work, Great Partner for Physicians, Great Regional Presence and Great Financial Stewardship, we will be well-positioned to successfully navigate changes related to national healthcare reform and fulfill our mission to improve the health of the people and communities we serve.

Beyond these new beginnings, we continued to experience success with already well-established programs and initiatives. The health system again saw strong financial results, and we achieved great results with quality outcomes and patient satisfaction on behalf of the hundreds of thousands of patients we serve each year.

We hope you experience as much pride as we do when reading some of the stories that made 2013 so successful. Every story reflects our employees' compassion, hard work and commitment to excellence. Memorial's success, year after year, is directly attributable to our engaged, caring workforce. Whether they are serving our patients at the bedside or behind the scenes, employees know the work they do matters and is fully aligned with both our mission and our vision to be a national leader for excellence in patient care.

No matter what additional new beginnings or changes come our way, our commitment to provide great care to every patient, every time, will never waver. As we continue to identify and implement new ways to improve, we will never lose sight of the valuable and humbling role we hold for those who depend on us. It is a privilege we do not take for granted.

Sincerely,

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

James P. Bruner
Chairman of the Board
Memorial Health System
On Sept. 12, 2012, the boards of Memorial Health System and Memorial Medical Center approved a multiphase, multiyear expansion project for MMC that, when completed in early 2016, will position the hospital to better provide for the community’s health needs and meet the expectations of our patients for decades to come. The expansion project would later be christened Advancing Care by Design.

A quick snapshot of the project’s scope includes:

- Construction of three new patient-care floors with a total of 114 private patient rooms on top of the hospital’s two-story E building. The new floors will serve cardiology, orthopedic and intermediate care patients. The final element of the E building expansion will be the renovation of the main lobby, entrance and driveway to improve access at the hospital’s front door.

- Construction of six new operating rooms, 23 post anesthesia care unit rooms and 30 pre-op/discharge rooms. The family waiting room for surgery patients will be doubled in size.

- Construction of the Memorial Center for Learning and Innovation (MCLI), a four-story, 72,000-square-foot facility on the southeast corner of Rutledge and Miller streets. It will feature a large conference center to accommodate up to 350 people and classroom, computer training and collaborative spaces. A state-of-the-art Clinical Simulation Center and a Surgical Skills Laboratory will include facilities to provide hands-on training and patient-care education.

- Upgrades to our hospital facilities infrastructure, including boilers, chillers and medical gas systems.

Throughout fiscal year 2013, plans were finalized and the first phase of construction was launched. Since then, the Memorial campus has been hopping with activity.

Outside the hospital, a 200-foot crane arrived in July and now towers over the entrance of Memorial as it assists in the construction of the Patient Care Tower. Miller Street in front of the hospital is closed to traffic. And the MCLI ended fiscal year 2013 with its structural steel in place.

The helipad on top of the eighth floor has been relocated temporarily to parking lots north of the campus. Nearly 1,800 commemorative bricks, which made up the Centennial Walkway at the hospital’s entrance, have been carefully removed and stored until they can be safely reinstalled in a new configuration adjacent to the driveway when construction is complete.
A new two-lane access driveway to the Garden Lobby entrance off Rutledge Street opened in July to provide convenient drop-off and pick-up access for patients visiting departments in the A, C and D buildings.

Inside the medical center, the entrance to the Wedeberg Conference Center on the lower level vanished in the early summer as workers began preparing for its demolition to allow for the construction of the new operating rooms. Additionally, the Main Lobby waiting room was largely closed off, and the pathway to the first-floor units and offices changed to allow for construction barriers.

Here’s a look at the first six months of construction...by the numbers.

- **89.5** — the cubic yards of concrete required to form a foundation for our tower crane to construct our three-floor Patient Care Tower. The crane weighs upward of 100,000 pounds.

- **90** — the percent of material from the demolished Wedeberg Conference Center that was recycled.

- **198** — the number of feet our tower crane stretches toward the sky. Its horizontal axis is 230 feet.

- **120** — the number of feet we extended the canopy over our Main Lobby drive (60 feet both directions) to provide safe overhead protection for pedestrians and vehicles.

- **600** — the approximate tons of aggregate rock used to strengthen the ground upon which the MCLI will stand. That is enough rock to fill 50 tandem dump trucks.

- **183** — the number of new employee parking spaces created on the MMC campus to account for spaces lost due to construction projects.

- **125** — the estimated number of patients we welcome daily via our Garden Lobby driveway, which opened in July and accesses our Garden Lobby off Rutledge Street between Miller and Dodge streets.

- **1,500** — the number of miles our new shuttle, which transports patients, visitors and employees from lots on the south side of campus to the Main Lobby driveway, traveled in its first three months (July - September). The shuttle averages 75 to 100 passengers a day.
Cindy Fedor and Dr. Christopher Rivera review a patient evaluation.
Care Patients Need, Where They Need it Most

Memorial Physician Services (MPS) and Mental Health Centers of Central Illinois (MHCCI) have partnered to provide an innovative approach to address behavioral health concerns in primary care settings. Therapists from Memorial Counseling Associates, a program of MHCCI, have been embedded in four MPS primary care facilities, ensuring patients can access the behavioral health support they need in a familiar and convenient setting. These locations include Memorial Physician Services – Koke Mill in Springfield, as well as the Lincoln, Jacksonville and Petersburg facilities. Behavioral health clinicians are also located at Memorial Physician Services – Vine Street, whose psychiatric specialists provide consultations to the primary care physicians. The hope is that all Memorial Physician Services facilities will offer this same service within the next year.

“This really helps me care for my patients in a more in-depth way than I otherwise might be able to,” said Christopher Rivera, MD, a specialist in family medicine at Memorial Physician Services – Lincoln. “As a family medicine physician, my training isn't specialized in counseling. These behavioral health specialists can provide a level of treatment that is more beneficial.”

The new approach is referred to as an Integrated Care Team and is made up of the patient’s primary care provider and a therapist, called a care manager. Psychiatrists at Memorial Physician Services – Vine Street can provide psychiatric consultation to the physicians as needed. If the need is urgent, the physician can consult with and bring in the care manager during the patient’s medical appointment.

“With both of us on-site, we can discuss—face to face—issues that may arise with the patient,” Dr. Rivera said. “We can be completely in the loop in a way we might not be communicating over the phone or electronically. We can discuss medication issues, new challenges and even provide same-day service for urgent matters.”

A grant from the Memorial Medical Center Foundation enhanced this collaboration by funding the start-up of IMPACT (Improving Mood – Providing Access to Collaborative Treatment), an evidence-based treatment that has been shown to be twice as effective as traditional care in decreasing symptoms from depression in primary care settings. Treatment through IMPACT also improves physical and social functioning and a patient’s quality of life while reducing overall healthcare costs.

The care managers at Memorial Physician Services – Lincoln conducted more than 1,300 sessions with patients in 2013. Of those in the IMPACT program, all patients showed an improvement in their symptoms and health or had a change in their treatment plans to realize improvement.

Cindy Fedor, one of the care managers collaborating on patient care at the Lincoln MPS location, agrees that her immediate presence is a great benefit to the patients. “It’s incredible to provide that instant care,” she said. “Patients tell me how much it means to have someone care and be so close.”

One patient, Jeanna Reed, came to her physician with anxiety. A single, working mother, as well as a student, and pregnant with her second child, Jeanna was struggling. “I went into a dark place,” she said. “I just felt like I wasn’t good enough.”

Working with Fedor, Jeanna began rearranging her thought patterns to accept her inability to change certain things. She also began setting personal goals, including setting aside time for herself every day—not an easy task as a busy mom, but a necessary one. “As a mom, I have to take care of me,” Jeanna said. “If Mommy is stressed and upset, they’ll think that’s OK. I have to be an example for my children and show them how to have a good life.”
Free App Provides Wait Times for Memorial’s Three ExpressCare Sites

In fall 2012, Memorial Medical Center launched a free iPhone app that lets consumers know the wait times at all three of Memorial’s ExpressCare locations.

The ExpressCare app is available to download on iTunes. The app tells consumers how many people are currently in line to be seen at each location and the length of the longest duration between waiting room to exam room. Within its first year, the app saw nearly 1,200 downloads.

“Our patients can use the wait-time information to help them choose the ExpressCare location that will be able to take care of their non-emergency medical needs quickly,” said Tom Westrick, administrator of ambulatory services for Memorial Health System.

Other app features include directions to the nearest ExpressCare facility, estimated driving distance and times from your location to your chosen clinic, one-touch direct-dial phone calls to ExpressCare, hours of operation for each site and for lab and imaging services, and advice on where to go for different situations, whether it’s an emergency department, ExpressCare or your primary care physician.

Consumers can also view wait times for all three ExpressCare sites by texting “wait” to 411217 or by visiting MemorialMedical.com.

MMC Gift Shop First in Nation to Offer Nook Rental

In an effort to enhance patient and visitor experiences at the hospital, Memorial Medical Center’s Gift Shop has begun offering patients, visitors and employees the opportunity to rent Nook e-reader tablets through a first-of-its-kind partnership with Barnes & Noble Booksellers.

Available since May 2013, the Nooks cost $2 an hour or $25 a day to rent. Each is preloaded with a half-dozen magazines, several game apps and internet access; it’s not possible, however, for renters to purchase or add anything onto the Nook.

Memorial is the first hospital in the nation to rent Nooks for use in this manner, said Phyllis Roate, senior volunteer specialist. The Gift Shop staff and volunteers came up with their own training and developed the rental agreement.

Roate said she pursued this idea to help enhance the selection of magazine titles available to read, as well as be more environmentally friendly. In the future, she said she hopes to load a few books – some classics – onto the Nooks.
BJC Collaborative Expands

The BJC Collaborative was launched in September 2012 by four leading nonprofit healthcare systems in Illinois and Missouri: Memorial Health System, BJC HealthCare in St. Louis, CoxHealth in Springfield, Mo., and Saint Luke’s Health System in Kansas City, Mo. Since then, the innovative venture has welcomed two new participants: Blessing Health System in Quincy joined under Memorial Health System’s sponsorship in May, and Southern Illinois Healthcare in Carbondale joined under BJC HealthCare’s sponsorship in September 2013.

“These new members of the Collaborative will further strengthen our efforts as we work together to treat more patients, lower our costs and deliver higher quality care,” said Ed Curtis, president and chief executive officer for Memorial Health System.

In its first year, members of the Collaborative, who remain independent, established four operating committees: clinical engineering, information technology infrastructure, supply chain and contracted services. Each has representation from the six participating members and is hard at work identifying opportunities for savings and improved efficiencies for all six health systems. Additionally, several roundtables have been established, again with representation from each health system, to support the work of the operating committees and Collaborative as a whole.

Curtis said Memorial was pleased to bring Blessing into the group. “Blessing shares the same values and commitments as the four founding members of the Collaborative, and through its presence as a partner, all members of the Collaborative – and their patients – will benefit,” he said.

Memorial also is partnering with Blessing and Springfield Clinic to form the not-for-profit Central Illinois Corridor, LLC, to expand healthcare services in west-central Illinois. The partnership was announced in May.

MMC Provides Rehab Services to Cancer Survivors

Memorial Medical Center began offering cancer rehabilitation services to its patients in 2013 after receiving STAR Program certification.

This certification from the Massachusetts-based Oncology Rehab Partners provides hospitals and cancer centers with the tools needed to quickly and effectively implement an exceptional rehabilitation plan for each patient.

Feeling well and being able to resume normal day-to-day activities are essential to enjoying a good quality of life for cancer survivors and their families. Through the STAR Program, Memorial provides comprehensive care that is reimbursable by most health insurance providers.

To receive certification, Memorial carried out Oncology Rehab Partners’ evaluation and treatment protocols and rehabilitation training.

Specialty caregivers from a pool of disciplines – physicians, nurses, physical therapists, occupational therapists, speech-language pathologists, registered dietitians and mental health professionals – work together with each patient to increase strength and energy, alleviate pain and improve daily function and quality of life.
Meet Susan…

With a family history of severe arthritis, Susan Boggs, 61, knew she couldn’t escape the joint disease. She dealt with the pain as long as she could, but when it began to prevent her from doing the things she loved, it was time for a change. “I got to where I couldn’t even carry a gallon of water,” the rural Taylorville resident said.

Here’s how we helped her:

Susan had severe osteoarthritis in both knees, which would have made rehabilitation from a single knee replacement difficult. To ensure proper recovery, bilateral knee replacement was necessary. A self-described home-town girl, she chose Springfield Clinic orthopedic surgeon Jeffrey Schopp, MD, because he travels to Taylorville Memorial Hospital to perform surgery.

Susan was the first patient to undergo a bilateral knee replacement through TMH’s JointWorks program, which became available to TMH patients in 2013. She was an ideal first candidate because she was otherwise physically fit and had a can-do attitude. With the help of a multidisciplinary team, including the surgeon, nurses, therapists and social workers who guide the patient through education, surgery and rehabilitation, she made a complete recovery.

“I don’t have pain anymore,” Susan said. “Everyone involved was truly amazing. I should have done it 20 years ago.”
Memorial Medical Center Receives Recognition for Cardiac Care

In July 2013, Blue Cross and Blue Shield of Illinois recognized Memorial Medical Center with a Blue Distinction Center designation for delivering quality cardiac care. Blue Distinction Centers are hospitals shown to deliver quality specialty care based on objective, transparent measures for patient safety and health outcomes that were developed with input from the medical community.

To receive a Blue Distinction Center for Cardiac Care designation, a hospital must demonstrate success in meeting both general quality and safety criteria, such as preventing hospital-acquired infections, and cardiac-specific quality measures for cardiac surgical and non-surgical procedures, such as cardiac stent placement.

Weight Loss & Wellness Center: Providing Change for the Better

Memorial Medical Center launched the Memorial Weight Loss & Wellness Center in October 2013, offering a comprehensive, customized approach to providing patients with the safest and highest quality of care for their weight-loss and wellness needs.

The Weight Loss & Wellness Center assists a wide range of patients whose health has been negatively affected by weight issues. The center works with a broad spectrum of patients – from those who are morbidly obese and considering surgical options to patients of all sizes who have experienced weight-related limitations and conditions, such as high blood pressure, diabetes, heart disease and sleep apnea.

A physician-led, multidisciplinary team of nearly two dozen clinical staff members works together to develop a customized treatment plan for each patient, which covers that patient’s medical, surgical, physical, nutritional and lifestyle needs.

Team members include physicians, nurse practitioners, physician assistants, licensed clinical social workers, health psychologists, registered dietitians, certified diabetes educators, physical therapists, physical therapy assistants and exercise physiologists.

Special Procedures Area (SPA) Renovation Intended to Enhance Patient Satisfaction

Completed in early April 2013, the renovated SPA facility was redesigned for a better patient experience and improved outcomes. The renovations feature a centralized nursing station, five treatment rooms, a staff lounge, additional recovery bays, expanded waiting area and upgraded finishes.

“This remodel will improve patient privacy by providing larger rooms with state-of-the-art technology to accommodate advanced procedures in a separate area,” said Keri Justison, RN, BSN, SPA nurse manager.

“Patients and families have responded very positively. The entire flow is streamlined and improved. Patients can register in a more private area, admitting and recovery are in separate bays and the larger nursing station is right in the middle for quicker patient access.”

The SPA averages 32 daily procedures, Monday through Friday. The average procedure time from registration to discharge is now approximately three hours.
Regional Cancer Center Contributes to High Survival Rates for Melanoma Patients

According to the American Cancer Society, in 2013 alone, nearly 77,000 people were diagnosed with melanoma, the deadliest form of skin cancer. While rates increase with age, melanoma is one of the most common cancers in young adults—particularly women.

The first line of defense is the liberal use of a broad-spectrum sunscreen. But, for some, age, gender or family or personal history can put them at greater risk. That’s where the Regional Cancer Center at Memorial Medical Center comes in.

According to a recent quality study performed by the cancer center, survival rates for melanoma patients treated at Memorial Medical Center are higher than the national average. The study’s findings indicate this is largely due to early diagnosis—with more than 60 percent of cases diagnosed at Stage 0 or 1.

The Regional Cancer Center adheres to national guidelines for surgical management of these cancers. Memorial’s plastic surgeons routinely perform melanoma excisions, meaning they remove the layers of skin with cancer after a positive biopsy. The survival rates at MMC for early-stage melanoma is nearly 98 percent—compared to a national average of just more than 90 percent.

Group Assists Clients Who Experience Trauma

In 2013, in an effort to better serve patients, Mental Health Centers of Central Illinois began incorporating trauma-informed practices throughout the organization. An important part of this initiative was offering the weekly group “Working Together to Survive and Thrive” for clients who want to deal with trauma that has negatively affected their lives.

“As research has indicated, up to 80 percent of individuals seeking mental health services may have experienced a traumatic event in their lives that impacts their mental well-being,” said Cindy Butler, administrator of Clinical Operations. “After MHCCI sponsored the full-day conference ‘Trauma-Informed Care: A Change in Perspective’ in 2012, we decided it made sense to provide specific treatment for our clients who want to recover from traumatic experiences.”

Sondra Wise, a licensed clinical social worker, leads the group for women who have experienced traumatic events such as physical, sexual and/or emotional abuse, and who also have been diagnosed with post-traumatic stress disorder and/or a mood disorder.

“These are all good people who have had bad things happen to them," Wise said. “They all managed to develop creative skills that helped them survive unimaginable pain. The goal of this group is to help them get beyond survival so they can thrive and enjoy life.”

Heart Failure Clinic Offered at ALMH

Since April, a heart failure clinic has been available to patients at Abraham Lincoln Memorial Hospital in Lincoln. Modeled after Memorial Medical Center’s heart failure clinic, the Lincoln clinic sees patients two times a month.

Advance practice nurses see heart failure patients by referral from physicians or following heart failure admission. Because this is often a difficult disease process to manage, the heart failure team follows proven clinical practice guidelines to manage the patients’ heart failure disease process in order to reduce symptoms, improve quality of life and reduce readmissions. A nurse practitioner, pharmacist, social worker, dietitian and other members of the patient’s multidisciplinary team provide education to help patients better understand and manage their heart failure.
Art & Soul Wall Celebrates the Healing Power of Creativity

Part of the trauma-informed care initiative at Mental Health Centers of Central Illinois has involved assessing patient areas in all of its sites of care from a trauma-informed perspective. As a result, some waiting rooms were redesigned to make the spaces more welcoming and comforting, and an Art & Soul wall was created. Over the years, creating art has provided many clients with an opportunity to express the thoughts and feelings that are difficult to talk about. Their work has been inspiring and Sondra Wise, a licensed clinical social worker, thought they deserved an opportunity to display the pieces.

In April, the first Art & Soul wall was created at MHCCI’s office in Springfield. It includes the work of various clients, such as pen and pencil drawings, a watercolor painting, poems and a sculpture.

“People who are challenged with mental illness often feel misunderstood. They may have difficulty explaining how they feel, or what they’ve experienced. Sometimes art provides them with an outlet to express themselves when words alone have fallen short,” Wise said. “The creative process often provides distraction from negative thoughts and helps comfort and relax them. The benefits are unique to each person on his or her healing journey.”

The displayed art rotates throughout the year, creating a living gallery with a message of hope for all who walk through the doors at MHCCI.
MMC Earns Fivefold Accreditation for Rehab Services

Memorial Medical Center once again received a rare fivefold accreditation for its rehabilitation services in August 2013 from the Commission on Accreditation of Rehabilitation Facilities (CARF).

Memorial is the only healthcare organization in Illinois – and one of 40 in the world – to earn full, three-year accreditation for these five distinct program areas for rehabilitative services:

- **Comprehensive inpatient rehabilitation**: adults, children and adolescents
- **Brain injury patient rehabilitation**: adults, children and adolescents
- **Spinal cord system of care**: adults
- **Interdisciplinary outpatient medical rehabilitation**: adults, children and adolescents
- **Stroke inpatient specialty**

In 2007 and 2010, Memorial earned three-year CARF accreditations in the same five areas.

Memorial Rehab Services improves the functional living skills of people recovering from disabling medical illness or injury through intensive treatment from an interdisciplinary team. Patients and families are served by physicians, nurses, physical therapists, occupational therapists, speech therapists, psychologists, therapeutic recreational specialists, dietitians, pharmacists, social workers and chaplains.

A six-member survey team spent two days in early July conducting a comprehensive evaluation of the rehabilitation services offered at Memorial, Koke Mill Medical Center and Memorial’s SportsCare.

Joint Commission Awards Full Accreditation to MMC, Home Services

In January 2013, The Joint Commission awarded both Memorial Medical Center and Memorial Home Services full, three-year reaccreditation for all services provided under their respective standards manuals. The announcement followed a weeklong onsite survey in November 2012.

“This accreditation outcome is an outstanding achievement by our organization, a testament to the dedication and expertise of our staff, and another signpost that we are directionally ‘on-course’ in our quest to be a national leader for excellence in healthcare,” said Charles Callahan, PhD, senior vice president and chief quality officer for Memorial Health System.

Ultrasound-Guided Biopsies Launch in Lincoln and Taylorville

In June, both Abraham Lincoln Memorial Hospital and Taylorville Memorial Hospital began offering ultrasound-guided biopsies. The hospitals were initially approached by Robert Haag, MD, an interventional radiologist with Clinical Radiologists, S.C., who wanted to begin providing the service in Lincoln and Taylorville.

Previously, patients who required an ultrasound-guided breast biopsy were referred to Memorial Medical Center’s mammography services in Springfield.

Using state-of-the-art equipment, the hospitals’ ultrasound teams locate the area of the breast previously indicated in a mammogram as requiring attention. The radiologist then places a needle into the affected tissue, draws a sample and sends it to the laboratory for examination. The process takes only 30 to 45 minutes—the amount of time the patient would previously spend on the drive to Springfield for the same procedure.

The service is not limited to breast biopsies. Ultrasound-guided biopsies are also used for lymph node and thyroid biopsies, with additional procedures likely to be offered in the future.
Meet Hillary & Ada...

From the start, first-time mom Hillary Needham, 34, was ready for little Ada’s arrival. She took educational classes, knew she wanted to breastfeed and had a birth plan.

After delivery, she and husband Eric decided to leave the hospital one day early in hopes of settling into a home routine. But, once home, they had dozens of questions and no answers.

**Here’s how we helped her:**
Three days after delivery, Hillary and Ada received a visit from Anna Quattrin, RN, with Memorial Home Services’ Maternal Child program. The program assists moms and babies who choose to leave the hospital early, as well as pregnant patients who may need monitoring for medical conditions like diabetes or high blood pressure. Quattrin checked to see that Ada was gaining weight properly, answered questions about her needs and made Hillary feel confident and capable in her new role.

“She was so much help,” Hillary said. “It was just a matter of tweaking things, but she also gave us confirmation that we were doing things right.”
Dr. Richard Jeisy exams a patient in the Memorial Medical Center Emergency Department.
MMC Patients Benefit from SIU’s First Graduating Class of Emergency Medicine Residents

The first class of Southern Illinois University School of Medicine’s emergency medicine residency program graduated in June, and two of the six graduates are now practicing in Memorial Medical Center’s Emergency Department. All six graduates entered the emergency medicine residency program when SIU launched it in 2010. A three-year program, it’s one of 17 residencies offered by SIU. Today, the program has 16 residents. Of those first six graduates, Richard Jeisy, MD, and Charles “Dusty” Reeve, DO, are practicing in Memorial’s ED. A third, James Waymack, MD, is now part of the core faculty in the residency program and will be based at MMC. One other graduate, Tony Cummings, MD, stayed in Illinois, and is practicing in Carbondale. Ryan Joshi, DO, returned to Tennessee to practice medicine, and Quoc Pham, MD, is in Texas.

“So, really, four of the six stayed within the region to practice emergency medicine from the first class,” said Chris McDowell, MD, program director of SIU’s emergency medicine residency program. “I think that's a big benefit.”

The ability to have an emergency medicine residency program close to home is a significant advantage for the hospital and the community, said Drew Early, administrator of cardiovascular and emergency services for Memorial Medical Center. “The residency program is critically important for the long-term sustainability and growth of the Emergency Department,” Early said. “It provides a critical avenue for the recruitment of emergency-trained physicians.”

First-year residents start out doing five shifts at both Springfield hospitals in their orientation month to allow them to get “the lay of the land,” Dr. McDowell said. The doctors also sharpen their skills in Memorial’s Clinical Simulation Center and Surgical Skills Lab.

The Memorial Center for Learning and Innovation, which is expected to be completed in late 2014, will take that training to the next level, Dr. McDowell said. “We use the Surgical Skills Lab heavily in our orientation and we go back from time to time in procedure training, and we use the Clinical Simulation Center monthly,” he said. “The Memorial Center for Learning and Innovation is going to be a tremendous asset in the improvement of our ability to train emergency medicine residents.”

The doctors spend progressively more time in the Emergency Department each year. By the time they conclude their residency, they will have spent just over 50 percent of their time in the Emergency Department.

The doctors also experience rural medicine. In their third year, residents spend a month in Taylorville Memorial Hospital’s Emergency Department. “And that again provides a very unique experience because (continued on next page)
Rapid Clinical Exam Process Proves Successful in Emergency Department

As the unofficial “front door” to the hospital, Memorial Medical Center’s Emergency Department plays a key role in patient satisfaction. For families and patients experiencing emergent situations, emotions run high, the need for information is great and what they experience sets the tone for any inpatient stays that might follow.

Fortunately for the nearly 70,000 patients each year who visit Memorial’s ED, the care they receive is great — and it keeps improving.

One driver to this success has been the ED’s Rapid Clinical Exam (RCE) process, which was optimized in early 2013 after launching as a pilot program in 2012. RCE involves making two physicians and two midlevel providers available to non-acute patients soon after registering.

These patients, who are not ill enough to require a bed in the ED, are moved through the care-delivery system more quickly, which is a major patient satisfier. This also helps the ED staff conserve emergency resources for those who need it most. As a result, the number of patients who left without treatment decreased — which is both a patient satisfier and quality-of-care improvement — as well as total length of stay and “door-to-doc” time. The process ultimately provides everyone with better, faster care.

MMC and ALMH Named Most Wired Hospitals

Both Memorial Medical Center and Abraham Lincoln Memorial Hospital have been named among the nation’s Most Wired Hospitals in the 15th annual Health Care’s Most Wired Survey, an industry-standard benchmark study, measuring the level of information technology utilized in U.S. hospitals and health systems.

“We are gratified and proud that two of our Memorial Health System hospitals have earned recognition as ‘Most Wired’ hospitals for 2013,” said David Graham, MD, senior vice president and chief information officer for the health system. “This validates the successful execution of our commitment to the use of state-of-the-art technology to provide safe, high-quality and patient-centered care to all those we serve.”

Health Care’s Most Wired Survey, conducted between Jan. 15 and March 15, asked hospitals and health systems nationwide to answer questions regarding their IT initiatives. Respondents represented 1,713 hospitals, or roughly 30 percent of all U.S. hospitals.

MMC and ALMH join an elite list of the national leaders in the area of technological innovation, including Mayo Clinic in Rochester, Minn., and Cleveland Clinic in Ohio.
Memorial Physician Services Receives Consistently High Patient Satisfaction Scores

As the health system has continued to focus efforts on its Great Patient Experience initiative, several areas have shone through with consistently high scores, including Memorial Physician Services. Since late 2011, patient satisfaction scores for MPS locations have been above the 75th percentile when compared to national peer organizations, Memorial’s system-wide target goal. With results measured quarterly, MPS has been above target for the past nine quarters.

These scores are the result of affiliate-wide efforts to improve operations. Management meetings were restructured to occur on a more regular basis. Instructional videos were created internally to teach better clinical processes. Most importantly, all MPS clinics now operate under the same strategies.

“Before, we operated as silos,” said Lynnette Martin, regional clinic administrator for Memorial Physician Services. “Now, we work consistently as a team with the same goals and share our best practices with each other.”

These shared strategies include, among other processes and initiatives, ensuring the right people are on the team by altering hiring methods to focus on people skills as much as clinical skills. Additionally, action plans are created with feedback from staff, with ideas welcome from all team members, not just those in a leadership capacity.

MPS also credits a movement toward greater accountability for their consistently high marks. “Once someone is made accountable for his or her own success, you get everyone’s attention,” said Travis Dowell, vice president of Memorial Physician Services.

Dowell and the entire MPS team are aware that their work is not done. “What you do today becomes the expectation,” Dowell said. “We have to continue to find new ways to wow ourselves and our patients.”
Meet Margarita...

At just under 5-foot-10, Margarita Martin, 44, weighed 330 pounds and was more than 50-percent body fat. Her weight had led to high cholesterol, diabetes and obstructive sleep apnea. She decided to take action. Her next decision was choosing Memorial.

Here’s how we helped her:
Following gastric bypass through Memorial’s Bariatric Program, Margarita lost 135 pounds. But, surgery was just the beginning. A continued regimen of multidisciplinary care, including physical therapy, nutrition counseling, social work and support groups, has kept the weight off—and changed Margarita’s life. Margarita’s cholesterol has returned to normal, she is no longer diabetic and she was able to get rid of her CPAP device.

She began meeting with a social worker who helped her to work through her insecurities and concerns. She worked with dietitians to plan meals and learn new ways to prepare and enjoy food. She was evaluated by physical therapists who determined she was ready to begin working out. Following a slow introduction of exercise, she is now an avid runner.

Margarita is grateful for every element of care provided by Memorial’s Weight Loss & Wellness Center. “You have the surgery, you lose the weight. But, then what? The surgery is just a tool. I’m successful because I’ve done everything. And you only get one shot at life.”
In June 2013, following the approval of a joint funding team that includes Memorial Medical Center, the SIU Neurosurgery Residency Program received initial accreditation with no citations. The first neurosurgical resident at SIU will start in July 2014.

The neurosurgery residency program is designed to allow thorough training in the art and science of neurosurgery. This training not only involves skills obtained in the operating room, but also in the clinic and in the laboratory. Clinic time will be split between the two local hospitals.

“There is a nationwide shortage of neurosurgeons,” said Dr. Jeffrey Cozzens, professor and chair of SIU’s Division of Neurosurgery and program director of the new residency program. “We look forward to collaborating with all of our community neuroscience partners to make the best possible experience.”

In fall 2012, Memorial Medical Center began offering neurointerventional radiology services to treat strokes.

Neurointerventional radiology uses minimally invasive technologies to diagnose and treat strokes caused by blood clots. Clots are identified in the brain using advanced medical imaging technology, such as CT scanners.

Once clots have been evaluated, neurointerventional radiologists are able treat them by threading tiny catheters and wires through a patient’s blood vessels to eliminate the clots and restore blood flow to the brain.

Neurointerventional radiologists diagnose and treat other vascular conditions involving the brain, spinal cord, and head and neck. The minimally invasive techniques result in shorter hospital stays and quicker recovery times.

The launching of neurointerventional radiology services has allowed Memorial to provide more comprehensive stroke care and to more effectively partner with other community hospitals in central Illinois to work together to provide a rapid response to treat patients.

Augusto Elias, MD, a neurointerventional radiologist with Clinical Radiologists, S.C., leads the neurointerventional team at Memorial’s Stroke Center.

David S. Sumner, MD

David S. Sumner, MD, began his career at Southern Illinois University School of Medicine as professor of surgery and chief of peripheral vascular surgery in 1975. He was later promoted to distinguished professor of surgery, serving in that role until his retirement in 1998. In 2012, Memorial Medical Center renamed its vascular laboratory the David S. Sumner Vascular Laboratory at Memorial to honor his significant achievements to the field of vascular medicine.

Dr. Sumner passed away at home on Nov. 24, 2013. He was 80 years old. During his nearly quarter-century of service at SIU School of Medicine, his contributions to advances in the diagnosis and treatment of vascular diseases were internationally recognized. Between his numerous volumes of articles, presentations and guest lectures throughout North America, Europe, South Africa, China and other international venues, his legacy as a remarkably gifted surgeon and educator will be a lasting one.
Breathe Easy: LVRS Changes Lives for the Better

In 2012, Nancy Bettis couldn’t vacuum her living room without having to take a break to catch her breath. Now, she bowls four days a week, knocking down pins like she never stopped.

“I got out of the hospital on the 19th of December,” Nancy said, “and I went back to bowling in February.”

Nancy’s saving grace was lung volume reduction surgery, or LVRS. LVRS is often the last treatment option available for people suffering from severe emphysema or Chronic Obstructive Pulmonary Disease (COPD), and offers a greatly improved quality of life for qualifying patients.

“People who qualify for this procedure are pretty severe cases,” said Stephen Hazelrigg, MD, a cardiothoracic surgeon with Southern Illinois University School of Medicine who has performed nearly 450 LVRS procedures. “They are extremely limited in what they can do at this stage. So, they’re grateful for any improvement.”

This limited breathing ability is debilitating—not to mention scary.

“You almost go into a panic,” Nancy said. “You feel like you have a chain around your chest.”

“It’s kind of like having your mouth covered and your nose closed shut. It’s just a struggle,” said Robert Robison, another LVRS patient. “It got to the point for me where I had to have oxygen in the shower.”

During this procedure, 20 to 30 percent of the lung area damaged by emphysema can be removed to allow the remaining tissue and surrounding muscles to work more efficiently, making breathing easier. By removing the damaged tissue, the diaphragm can relax and be able to move up and down while breathing. In turn, this enables the compressed lung tissue to re-expand so less air is trapped and high negative pressures, which cause the airways to collapse, can be reduced.

“When you have end-stage emphysema, your lungs actually get bigger,” Dr. Hazelrigg explained. “With this procedure, we go in and remove the worst part. That allows things to shrink down so people can breathe better.”

Memorial’s lung volume reduction surgery program is one of only six healthcare facilities in the United States – and the only one that does not provide lung transplant services – to earn accreditation by The Joint Commission. Because no other Illinois hospitals offer this procedure, patients may travel from Chicago or St. Louis to Springfield for the surgery, rather than vice versa.

“That’s not typical in the medical community,” Dr. Hazelrigg said.

For patients like Nancy and Robert, the procedure has changed—and saved—their lives.

“I feel like a walking miracle,” Robert said. “I was blessed with a second chance at life.”
SportsCare at ALMH Helps People Achieve Fitness Goals

Originally beginning as a school outreach program, Memorial SportsCare at Abraham Lincoln Memorial Hospital has expanded its services to meet the active lifestyle needs of the residents of Logan County.

An extension of Memorial Medical Center’s SportsCare program, Memorial SportsCare at ALMH is led by a team of sports medicine physicians. Serving the community since 2006, the program offers community education seminars, injury prevention programs and athletic rehabilitation services.

SportsCare’s Performance Plus Program, for example, is a six-week series that pairs people with a certified performance enhancement specialist to help them improve their power, agility, speed and endurance. It’s customized to each participant’s personal fitness level as well as his or her sport or personal goals.

The program’s athletic trainers also visit participating schools to assess injured athletes, follow up with students already in a rehabilitation program and assist coaches with injury prevention and recognition. They also provide full-time athletic training to Lincoln College and Logan Community High School.

Memorial Physician Services Establishes Horace Mann Clinic

In March, Memorial Physician Services began providing onsite primary care to all of Horace Mann’s employees at its home office in Springfield.

The clinic provides Horace Mann employees with greater access and convenience to medical services, including physicals, wellness visits and sick visits. The clinic is open from 10 a.m. to 2 p.m. two days a week.

John Lee, MD, and Lydia Villafuerte, MD, both physicians with Memorial Physician Services – South Sixth, staff the clinic.

The clinic operates like any other provider’s office. Employees can schedule appointments or take advantage of same-day scheduling.

MPS also offers a monthly lunch-and-learn series at Horace Mann. The half-hour sessions are held in the company’s auditorium and cover a wide variety of common medical and health topics and include a time for employees to ask questions.

TMH Earns National Clinical Excellence Award

Taylorville Memorial Hospital was one of 40 hospitals and health systems in the country to earn an award for excellence in achieving national performance standards for clinical quality, safety and patient experience.

The VHA Leadership Award for Clinical Excellence recognizes organizations that achieve top performance in care measures tracked by the Centers for Medicare and Medicaid Services. Taylorville Memorial was the only hospital in Illinois to receive the distinction.

The awards were in two categories: the Clinical Value Leadership Award and the Hospital Engagement Network Improvement Leadership Award. Taylorville Memorial was one of 10 critical-access hospitals in the country to receive the Clinical Value Leadership Award.

Winners of the Clinical Value Leadership Award are selected based on a composite score consisting of three elements: a score based on core measures and the Hospital Consumer Assessment of Healthcare Providers and Services (HCAHPS) survey results, 30-day readmissions rates and Medicare cost data.
Memorial Medical Center Honored for Organ Donations

In April, the Gift of Hope Organ and Tissue Donor Network honored Memorial Medical Center for its exemplary organ donation outcomes. For the past three years, Memorial has had a 100-percent organ donation rate, resulting in 67 lives saved through organ transplantation and 2,424 lives enhanced through tissue donation. Additionally, 312 people are now able to see because of Memorial’s partnership with the Heartland Lions Eye Bank.

Representatives from the Eye Bank, Gift of Hope and the Organ Donation & Transplantation Alliance, as well as Illinois Secretary of State Jesse White, commended Memorial for this achievement and for creating a reliable, compassionate system that supports the organ donation process.

“What you have achieved here at Memorial is truly remarkable,” said Helen Bottenfield, executive director for the Organ Donation & Transplantation Alliance. “You do it because it’s the right thing to do — it’s part of your mission. The fact that, for the past 36 months, every patient who qualified to donate has become a donor is a testament to the care that is delivered by each and every person who is part of this amazing staff. What this says about Memorial is that saving lives is a priority for you.”
ALMH Receives STAT Heart Program Award

As part of the Prairie STAT Heart Program, the second a heart attack patient enters the emergency room doors at Abraham Lincoln Memorial Hospital, the clock begins ticking to ensure treatment is received within the critical window of 90 to 120 minutes.

The Prairie STAT Heart Program, a cooperative effort between Memorial Medical Center, Prairie Cardiovascular Consultants (PCC), Carbondale Memorial Hospital and 30 community hospitals in central and southern Illinois, was one of the first in the country to focus on streamlining emergency care to meet the national goal of providing angioplasty within 90 to 120 minutes of a patient’s arrival at the community hospital. This ensures that the patient located in the rural community receives emergent heart care as fast as or faster than patients in larger urban areas.

Abraham Lincoln Memorial Hospital received one of only six prestigious awards for “Best Median Door to Balloon (D2B) time ≤ 90 minutes” with a case study exhibiting a door-to-balloon time of 64 minutes. ALMH also received “Best Median Door In and Door Out” time with a time of 15 minutes. Additionally, ALMH is the only hospital to achieve door-in and door-out times under the 30-minute goal 100 percent of the time.

Memorial Expands Bariatric Program to Include Third Partner

In late summer 2013, Memorial Bariatric Services and Decatur Memorial Hospital reached an agreement that will expand the bariatric services program to Decatur and the surrounding communities.

The phased approach includes pre- and postoperative midlevel medical care, nutrition, physical therapy, social work, laboratory and imaging services, and outpatient Lap-band procedures at Decatur Memorial Hospital. Patients who need the laparoscopic gastric bypass and vertical sleeve gastrectomy surgical procedures go to Memorial Medical Center.

Max D. Hammer, MD, FACS, FASMBS, Orlando J. Icaza, MD, FACS, and Elizabeth Warner, MD, all affiliated with Springfield Clinic, will offer pre- and postoperative surgery clinics for patients onsite at Decatur Memorial Hospital.

Our other satellite locations are Advocate BroMenn Medical Center in Bloomington and Blessing Hospital in Quincy.

Jacksonville Medical Office Building Opens

Memorial Physician Services – Jacksonville opened its doors to the public in June 2013. The new medical office building located on the Passavant Area Hospital campus also houses the Jacksonville offices of Springfield Clinic. The 70,700-square-foot facility allows for more than 50 doctors, advanced practice nurses, physician assistants and affiliated ancillary services to provide care in one convenient location. Imaging, laboratory and full-time audiology services are all available on site. The central location is easily seen and accessed from the road, and the combined medical practices provide greater access to healthcare services.

“Memorial patients are better able to see Springfield Clinic specialists because of the access,” said Marshall Hale, MD, with Memorial Physician Services – Jacksonville. “Doctors can also meet with the specialists on an informal basis to discuss patient care issues, leading to overall better care.”
Meet Tammy…

Several years ago, Tammy Smith, 49, started having problems with her eyes. “I saw a doctor who ordered some routine blood tests. The results came in, and that raised some questions about my kidneys,” she recalled. “I was asked if I had something wrong with them. Of course I didn’t know; everything seemed fine to me.”

Here’s how we helped her:
Tammy was referred to a nephrologist and diagnosed with very low kidney function. She was told there was no expectation or hope for improvement. She was then referred to Bradford West, MD, specialist in nephrology with Springfield Clinic and medical director of Memorial Transplant Services.

She was placed on the transplant list and waited. Things got worse. Tammy became lethargic all the time. During a routine check-up and evaluation, the transplant team discovered her pancreas was failing. Tammy spent almost two years on the transplant list – with two organs failing and her health in jeopardy. Then, the call came.

“The nurse from Memorial’s transplant team called me on my birthday,” Tammy said. “A kidney and a pancreas were available and I needed to get to the hospital right away.”

Today, Tammy is no longer diabetic, and says she has the energy of a teenager. “I feel like I could live to 100,” she said. “I have no fear of dying like I did before my transplant surgery. And, to my donor family, thank you. It was a wonderful birthday gift and I am very appreciative.”
Meet Robert…

Experiencing bouts of pneumonia and bronchitis time and time again each year, Robert Robison, 63, struggled to breathe—and his life wasn’t being lived to the extent he wanted. “My pulmonary doctor was treating me for pneumonia,” Robert said, “and he was having trouble clearing it up to the point where I could breathe. He suggested at that time that I might have the numbers to qualify for lung volume reduction surgery.”

Here’s how we helped him:
Robert was nervous. Not only about the procedure itself, but about the travel that might be involved for such a specialized procedure. “I didn’t know where I might have to go,” Robert said. “We were so fortunate to have them do the surgery right here in Springfield.”

After having the damaged lung tissue removed as a result of his LVRS procedure, a procedure only certified to be performed by six hospitals in the entire country, and without having to leave central Illinois to do so, Robert noticed an immediate change. “As soon as I came to from surgery, I could tell a difference,” he said.

The surgery has changed his life for the better, taking him from being unable to shower without oxygen to being able to exercise at the YMCA four times a week without issue. “I don’t remember exercising and enjoying it like I do now since I left the military in 1971,” Robert said. “I can walk what seems like forever.”
ALMH Named ‘Top Performer’ by The Joint Commission

Abraham Lincoln Memorial Hospital was named one of the nation’s Top Performers on Key Quality Measures by The Joint Commission, the leading accreditor of healthcare organizations in America. ALMH is one of 680 hospitals in the country to earn the distinction of top performer on key quality measures for attaining and sustaining excellence in accountability measure performance in the areas of pneumonia and surgical care.

Each of the hospitals that were named as a Top Performer on Key Quality Measures met two 95-percent performance thresholds on 2011 accountability measure data. A 95-percent score means a hospital provided an evidence-based practice 95 times out of 100 opportunities to provide the practice—for example, giving aspirin at arrival for heart attack patients, giving antibiotics one hour before surgery, and providing a home management plan for children with asthma.

“The physicians and staff of Abraham Lincoln Memorial Hospital understand that what matters most to patients is safe, effective care,” said Dolan Dalpoas, president and chief executive officer for ALMH. “That’s why ALMH has made a commitment to accreditation and to positive patient outcomes through evidence-based care processes. We are humbled and proud to be named to the list of The Joint Commission’s Top Performers on Key Quality Measures.”

MPS Locations Unite Under Shared Name

Beginning with the consolidation of Memorial Physician Services’ Jacksonville locations into their new medical office building on the Passavant Area Hospital campus, rebranding efforts were made to unite all MPS locations—including those in Springfield, Chatham, Petersburg and Lincoln, in addition to the Jacksonville facility—under the name Memorial Physician Services.

The conversion was a swift one, with little fanfare. “We’ve had a presence in the community for so long, the general response seemed to be ‘what took you so long?’” said Travis Dowell, vice president, Memorial Physician Services.

The change in name for the MPS locations was designed to display consistency across the affiliate, as well as to more clearly broadcast its role within Memorial Health System.

ALMH, TMH Among Nation’s Best Rural Hospitals

In March, Abraham Lincoln Memorial Hospital in Lincoln and Taylorville Memorial Hospital were recognized as two of the nation’s top 100 best-performing critical access hospitals.

The recognition was based on iVantage Health Analytics’ Hospital Strength Index and its measures of market conditions, clinical and operational performance, and financial and qualitative outcomes.

Small and rural hospitals play a critical role in providing efficient and effective healthcare that is on par with larger suburban and urban counterparts, an iVantage spokesman said.

Key findings from the study include:

- The top 100 critical access hospitals (CAHs) perform as well as or better at the median overall than the full census of all U.S. general acute care hospitals.
- The top 100 CAHs face the least population-based demand for future healthcare services while their quality is near the top quartile when compared to all U.S. general acute care hospitals.
- Top 100 CAH performance is in the top quartile of all U.S. general acute care hospitals in the financial and cost and charge categories of the study.
Angela Stoltzenburg, Chaplain Robert Henderson and Michelle Green were three of the seven dedicated ALMH employees determined to help Lester and Carol Happ celebrate their 60th anniversary despite being in the hospital.
ALMH Employees Team Up to Provide Patients with Vow Renewal Ceremony

When Lester Happ was admitted to Abraham Lincoln Memorial Hospital, he was concerned. Not only for his health, but because he was likely going to miss an important milestone: his and his wife Carol’s 60th anniversary.

The caring staff at ALMH was not about to let that happen.

In a conversation with Sasha Bruns, unit secretary, Acute Care, Lester mentioned the idea of a vow renewal. Sasha then spoke to Chaplain Robert Henderson, who further discussed the possibility of a ceremony. “You could tell Lester was so proud,” Bruns said. “He was like a kid, so happy it was their 60th, and he wanted everyone to know.”

From there, a beautiful ceremony, complete with cake and flowers, came together in the ALMH chapel—in just under a day. Lester’s nurse, Carol Skorzak, RN, readied her patient with the right medications so he’d be able to attend his big day; Kimberly Gilmore, nursing technician, brought him down to the chapel and tended to him during the ceremony. Chaplain Henderson presided, reading from a nearly 100-year-old book of wedding and vow renewal ceremonies, reminding the couple of the importance of communication and daily celebration of their love for one another.

“I was just honored that they wanted to do this here,” Henderson said. “I was happy that we could do this for them.”

The ceremony itself was just the beginning. Rachel Sanders, a baker with the ALMH cafeteria, baked the couple a wedding cake, which was decorated by Jennifer Steele, manager, Food and Nutrition. Angela Stoltzenburg, manager, Marketing and Community Partnerships, acted as photographer, capturing the event, and later gifting Lester and Carol with a souvenir photo. ALMH staffers also brought flowers and put together a bouquet for the bride.

“At ALMH, and in the whole health system, people really work together for our patients,” Henderson said. “Not only do they do their jobs well, but they’re just good people. I’m honored to work with all these good people. I’m very lucky to be here.”
Record Scores for 2013 Employee Survey

Memorial Health System ranked in the 97th percentile for employee satisfaction on the 2013 Employee Survey, the highest score the health system has ever earned, and up from the 94th percentile in 2012. “We are in the top 3 percent in the nation for employee satisfaction,” said Aimee Allbritton, PhD, vice president, organization development, and chief learning officer. “Such meaningful results confirm that we have a fully engaged staff that is committed to helping Memorial Health System fulfill our mission, and exemplifies that when it comes to employee engagement, we are a national leader.”

Participation rates among MHS employees increased by 4 percent to 88 percent this year with 4,873 employees participating in the survey. “This is the highest participation rate the health system has ever achieved and is evidence of our employees’ commitment to Memorial,” Allbritton said.

The results of the 2013 survey place Memorial Health System in the top 3 percent among a peer group of over 365 healthcare systems that employ more than 1 million healthcare workers. Memorial continues to be an organization that focuses on being a great place to work, with an emphasis on valuing our employees and the work they do on behalf of our patients.

Visilert System Enhances Employee Satisfaction at TMH

Taylorville Memorial Hospital was among the first in the nation to trial the Visilert system, a visual tool used to assist staff with hourly rounding on patients. TMH began using the Visilerts in October 2012.

The Visilert tool is a digital timer that allows staff members to set the time for which they want a reminder to round on their patients. In TMH’s case, patients should go no longer than 60 minutes without a staff member checking them to assess their pain level, whether they need assistance to the restroom or retrieving a personal item, or if they need to be repositioned for comfort.

Each Visilert is placed outside a patient’s room and has a red, yellow and green indicator light. Once 90 percent of the indicated time has passed (54 minutes in TMH’s case), the green light changes to yellow to alert staff that it’s nearly time to round on the patient; it begins flashing once the full time has passed. The light turns to red if 110-percent of the allotted time passes.

The Visilerts have proven to be both a patient and employee satisfier.

“They are a good visual tool to assist us with rounding on our patients,” said Tracy Seaton, RN, director of Nursing at TMH. “With a mere glance down the hallway, any member of the team can see if a patient is approaching the time for their next hourly rounding. The Visilerts allow for not just staff assigned to the patient, but anyone working on the unit to participate in the rounding process. It also provides a tool for the department manager to have a sense of the activity on the unit and assist as needed.”

TMH’s inpatient units have seen an increase in overall patient satisfaction, Seaton said, and the Visilerts have certainly contributed to making TMH a Great Place to Work.

“The Visilerts help staff to work together as a team as they care for their patients,” she said. “And the absence of the paper rounding log at the patient’s bedside has been a huge employee satisfier.”

Since the implementation of the Visilerts, TMH has expanded their use to infusion patients who require an extended stay on the outpatient unit, and staff is looking at initiating the process on its Transitional Care Unit.
One of the more rewarding aspects of Kelsi Dobson’s job as a medical social worker for Memorial Home Services Hospice is the influential and meaningful role she has with her patients.

In June 2012, Dobson learned one of her patients, Dorothy Ferrara, had always wanted to visit the Abraham Lincoln Presidential Museum. She knew just the group to approach to help make Dorothy’s wish come true: the Sharing Wishes fund, a program through the Memorial Medical Center Foundation that grants the wishes of hospice patients in central Illinois. Dobson worked with the Sharing Wishes fund to give Dorothy a day she’d never forget.

On July 11, Angie Clifton, hospice home health aide, arrived early to curl Dorothy’s hair, do her makeup and help dress her in new clothes, bought especially for this occasion.

“Dorothy told me she felt like a lady,” Clifton said, “because she was all ‘done up.’”

A limousine arrived to take Dorothy, as well as Clifton and a dietary staff member at Oak Terrace—two friends who have become like “family” to her—to lunch at Chili’s, then to the museum. Not only would this be Dorothy’s first time in a limo, but it was also the first time she would be leaving Oak Terrace in five years.

“Seeing Dorothy smile about getting to ride in a limo for the first time was just heartwarming,” Clifton said. “It made me happy seeing her glow. You could tell she loved every minute of it.”

After her big day out, Dorothy was tired, but happy.

“It was a terrific day,” she said. “The nicest thing I have ever been able to do.”

The day was special for Dorothy’s caregivers as well, who relish the ability to provide days like this to their patients.

“Being a home health aide is very rewarding,” Clifton said. “My role allows my patients to open up to me, and I get to spend a lot of quality time learning about them.”

Thanks to the Sharing Wishes fund, this wish for a “Girls’ Day Out” came true.
MMC Volunteer Department Celebrates 50 Years

The roles and responsibilities of Memorial Medical Center’s volunteers may have changed over the past 50 years, but one thing has not: each volunteer’s commitment to making Memorial a great place to give and receive care. On April 25, 2013, the department celebrated its rich history at the annual Volunteer Recognition Dinner.

“Memorial’s volunteer department has provided invaluable support and assistance to the hundreds of thousands of inpatients and outpatients we have served over the past five decades,” said Ed Curtis, president and chief executive officer. “Our volunteers’ generous sharing of their time and talents to serve the needs of others is an inspiration to us all.”

The first organized group of volunteers began assisting Memorial in 1909 as the Springfield Hospital Club, a small cluster of female volunteers and fundraisers. The group changed and grew, ultimately including help from several women’s community groups and the Women’s Auxiliary of Springfield Hospital by the early 1930s. As the years went by, participants in Springfield’s Junior League and Friends of Memorial also provided volunteer hours for the hospital.

In 1963, Memorial’s board of directors voted to create a separate Department of Volunteers, with Elaine Hoff as its first director.

“Nobody has volunteers like those at Memorial,” said Dee Clump, who served as director of the Department of Volunteers and Community Service from 2004 to 2007. “They’re there because they want to be there – they just want to make a difference. They just love the hospital.”

The heart of the volunteer program always has been to support staff so that employees can do their jobs to the best of their abilities. The current director, Lance J. Lahr, added, “Our staff recognizes and appreciates the daily contributions provided by all of these humanitarians. The impact our volunteers have on staff, patients and families is immeasurable.”
MHS Awarded for Quality Efforts

Memorial Health System captured top honors in the healthcare system category in a quality excellence competition sponsored by the Illinois Hospital Association. This is the IHA Institute for Innovations in Care and Quality’s third annual Quality Excellence Achievement Awards. The awards were presented during the IHA’s Leadership Summit on Sept. 24 in Lombard.

The health system was recognized for a project titled “Lean Six Sigma Methodologies Reduce Hospital-Acquired Pressure Ulcer Prevalence by 79 Percent in a Tertiary Medical Center.” The initiative had a 50-percent reduction goal, but Memorial Medical Center achieved a 79-percent reduction in hospital-acquired pressure ulcers.

More commonly referred to as bedsores, hospital-acquired pressure ulcers occur when bedridden patients have limited mobility and are unable to change positions on their own. Older patients, people who are paralyzed (including stroke patients) or those with diabetes or dementia are the most at-risk populations for developing a pressure ulcer. Nationally, an estimated 2.5 million patients are treated for pressure ulcers in acute-care facilities each year; nearly 60,000 die from complications of these ulcers. The average length of stay increases almost threefold for patients with pressure ulcers, resulting in tens of thousands of dollars in increased hospital costs and less than optimal outcomes for patients.

Holding steady at a prevalence rate of 6 percent from 2008 to 2011, the hospital set a goal of minimizing these incidents to 3 percent. A multidisciplinary team comprising Nursing, Quality and Safety, and other departments began focusing on ways to bring Memorial’s hospital-acquired pressure ulcer prevalence to zero with the use of Lean Six Sigma, a process improvement methodology that helps eliminate variation and identify errors (“defects”) within a process. By utilizing Lean Six Sigma principles, MMC achieved its goal and then some, going from 6 percent to less than 1 percent—a nearly $4-million improvement.

“This award is a wonderful recognition of the outstanding work done across all Memorial Health System inpatient nursing units to reduce the rate of this debilitating healthcare-acquired condition,” said Charles Callahan, PhD, senior vice president and chief quality officer for Memorial Health System. “This recognition from the Illinois Hospital Association further validates our work over the last few years to improve our overall quality, safety and efficiency. All our quality-improvement efforts align with our mission to improve the health of the people and communities we serve.”
Energy Conservation Efforts Save Money, Too

Over the last three years, Memorial Medical Center’s Facilities Management department has gone high-efficiency, putting a massive amount of energy into saving Memorial Health System a massive amount of energy.

Due to the team’s commitment to Energy Conservation Measures (ECMs), Facilities Management has not only saved a great deal of money by re-evaluating and revamping its utilities infrastructure, but has received a large amount of money in the form of rebates from City Water, Light and Power and Ameren. Between nearly 80 ongoing and completed ECM projects system-wide, the health system has received rebates totaling more than $900,000.

These ECMs range from the major—a thorough retro-commissioning of Taylorville Memorial Hospital, replacing an outdated steam boiler with two high-efficiency units to completely adjust all electric and gas output—to the relatively simple—upgrading the lights in three outlying Memorial properties and adding CO2 sensors.

These projects have been a major undertaking system-wide and a team effort, thanks to Facilities Management, Engineering & Projects, Plant Operations and the respective locations themselves.

Several new projects are in the works, as well. An ice storage system will be installed in the new Memorial Center for Learning and Innovation, a new technology that utilizes the phase change properties of freezing water to effectively store thermal energy. Adding ice storage to a traditional air-cooled chiller system effectively produces a cooling “battery,” which can be charged at night when it is more efficient to cool and later discharged as “stored cooling” during peak hours in the daytime.

Additionally, the department has approved the installation of solar panels at the Memorial Physician Services – North Dirksen facility. The project is expected to reduce energy consumption at the location by 25 percent. The design and construction process will occur in 2014.

MMC Lean Six Sigma Process Improves Care for Inpatient Psychiatry Patients

An interdisciplinary Lean Six Sigma team has improved efficiency of care for patients with severe psychoses, reducing average length of stay (LOS) by more than 30 percent (from 8.4 days to 5.6 days). A three-pronged, evidence-based intervention focused on optimized anti-psychotic medication management, structured biweekly team rounds and enhanced use of community-based crisis center and partial hospitalization resources. The new process produced annualized savings of over $2 million due to increased operational efficiencies, as well as providing inpatient access for up to 400 additional admissions per year without building additional inpatient psychiatry rooms. Most importantly, no negative impacts on care quality or readmissions were observed. Charles Callahan, senior vice president and chief quality officer for Memorial Health System, said this project is just one example of Memorial’s approach to quality improvement that is driving outstanding results using rigorous methods, strong data and close integration between health system employees and medical staff.
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**REVENUES**

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**EXPENSES**

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<tr>
<th>Description</th>
<th>FY 2013</th>
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<td>Salaries and Benefits</td>
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<td>Physician Fees</td>
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<td><strong>Total Expenses</strong></td>
<td>$798,060</td>
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Mental Health Centers of Central Illinois, Jacksonville
Mental Health Centers of Central Illinois, Lincoln
The Children’s Center
West Lake Center
Memorial Counseling Associates
Logan-Mason Rehabilitation Center

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Mary Kay Reed
Alice Rolf
Katy Roszhart
Mary Lou Roszhart
Adrian Stealey
Andrew Tomaw
Joyce Tomaw
MHS Operating Statistics

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<tr>
<th>MEMORIAL MEDICAL CENTER</th>
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<th>FY2012</th>
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<tr>
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<th>ABRAHAM LINCOLN MEMORIAL HOSPITAL</th>
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<tr>
<td>Licensed Beds</td>
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<tr>
<td>Patient Days of Care</td>
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<td>Average Length of Stay</td>
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<tr>
<td>Outpatient Visits</td>
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<table>
<thead>
<tr>
<th>TAYLORVILLE MEMORIAL HOSPITAL</th>
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<tr>
<td>Licensed Beds</td>
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<td>Discharges</td>
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<td>Average Length of Stay</td>
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<td>Outpatient Visits</td>
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<tr>
<th>MENTAL HEALTH CENTERS OF CENTRAL ILLINOIS</th>
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<tr>
<td>Total Clients Served (unduplicated)</td>
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<tr>
<td>Mental Health Clients</td>
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<tr>
<td>Memorial Counseling Associates Clients</td>
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<tr>
<td>Developmentally Disabled Clients</td>
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A good day for John Bresnahan is spending the entire day outdoors. The Beardstown resident loves mowing the lawn, cutting trees and getting his hands dirty. But, two years ago, a gallbladder attack forced the 61-year-old truck driver inside.

“It was like somebody put a rubber band on my body with the pain going through my back and around my front,” said John, whose employer does not offer insurance. “I was trying to reach 62 so Medicare benefits would kick in. I couldn’t afford it otherwise, so I stuck it out.”

The number of attacks, however, increased and the pain became unbearable.

“A lot of days, I didn’t work,” he said. “I drive a truck and didn’t want to have an accident. And when I don’t work, I don’t get paid.”

Through consultations with his surgeon, Eric High, MD, of Springfield Clinic, John decided to have his gallbladder removed. The outpatient surgery performed at Memorial Medical Center provided almost immediate relief from the pain. However, John still felt the pain of rising medical bills. After discussing his situation with Memorial’s Patient Financial Services, he was encouraged to apply for the hospital’s charity care program.

Charity care is financial assistance offered to all patients without insurance or who are underinsured. It covers the entire balance of services or provides a significant discount. Eligibility is based on federal poverty guidelines with income and assets determining qualification. Inpatients who indicate “self-pay” upon admission are visited while in the hospital. If they qualify for assistance, the application begins before they are discharged. Application forms are also available online, or patients can call a financial counselor any time after discharge.

This past year, Memorial Medical Center provided $15.4 million in charity care.

“The program allows Memorial, a nonprofit, community-based hospital, to continue to fulfill its mission to improve the health of the people and communities we serve,” said Robert Hellman, director, Patient Financial Services. “We meet the needs of all patients, regardless of their ability to pay.”

In John’s case, Memorial covered hospital bills totaling nearly $46,000.

“I still can’t believe they paid for it,” John said. “It would be awfully hard to repay and retire pleasantly without it. I’m more alive now than ever and so thankful for the help.”
In fiscal year 2013, Memorial Health System provided $121,718,000 in unreimbursed services to the people and communities we serve.

These expenses include Memorial Health System’s community benefits and unpaid Medicare and patient debts (bad debt). This represents 16.9 percent of our total expenses of $719.4 million.

Memorial Health System does more than treat injuries and illness. Every day, we deliver on our promise to improve the health of the people and communities we serve. We treat all patients equitably, with dignity, respect and compassion. Wherever possible, we help patients who cannot pay for all or part of their care. Last year, Memorial Health System provided $19.6 million in free care.

For the fiscal year ending Sept. 30, 2013, Memorial Health System affiliates provided more than $121.7 million in unreimbursed services to the communities we serve. Community benefits totaling $73.8 million include charity care as well as unpaid costs for patients insured by Medicaid ($29.7 million). An additional $24.5 million supported health professions education, clinical research, donations and community health improvement initiatives. In addition to these community benefits, MHS had other unreimbursed expenses of $47.9 million. This included $34.5 million for patients insured by Medicare that was not reimbursed by the government; other unpaid patient bills totaled $13.4 million.

In total, unreimbursed services represent 16.9 percent of the health system’s total expenses of more than $719.4 million.

Specifically, Memorial Medical Center returned $57.8 million in community benefits, which included $18.5 million in unpaid Medicaid costs. Traditional charity care and support of Central Counties Health Centers, Southern Illinois University School of Medicine’s Center for Family Medicine and Coordinated Access to Community Health (CATCH) totaled $15.4 million. Remaining community benefit dollars totaled $23.9 million.

Abraham Lincoln Memorial Hospital provided $7.1 million in community benefits to the citizens of Logan and eastern Mason counties; that total includes $5.1 million in unpaid Medicaid costs, $1.9 million in traditional charity care and $126,000 to fund other health activities. Taylorville Memorial Hospital gave back $4.9 million in community benefits; this amount includes $3.0 million in unpaid Medicaid costs, more than $1.7 million in traditional charity care and $200,000 to fund other community services.

Additional community benefits totaling nearly $3.9 million came from the health system’s three other affiliates and Memorial Health Ventures, a non-profit subsidiary. The total community benefits provided by each were:

- $738,119 from Memorial Physician Services;
- $2.1 million from Memorial Health Ventures;
- $979,317 from Memorial Home Services; and
- $86,687 from Mental Health Centers of Central Illinois.

COMMUNITY Benefit
Increasing access to care and addressing cardiovascular disease, diabetes and obesity are the top priorities identified by Memorial’s 2012 community health needs assessment. In 2013, an implementation plan identified a variety of initiatives to tackle these four priorities in the community. These pages highlight some of these programs.

**ADDRESSING CARDIOVASCULAR DISEASE**

**Community Education from the Heart**

Kids Heart Advantage is a hands-on, active education program that teaches kids about heart health, exercise, healthy eating and the dangers of tobacco. Led by staff from Memorial Medical Center, the program reached 646 elementary and preschool children in 2013, including 175 students from low-income schools that participated in the Sangamon County 4-H Health Jam. This nine-week interactive program was a collaborative initiative with 4-H and SIU School of Medicine.

“You Are the HEART of Your Family – Take Care of It” took place on Feb. 23 at Abraham Lincoln Memorial Hospital. Seventy people learned about heart-healthy eating, weight management and the benefits of an active lifestyle. Memorial Physician Services and the Logan County Healthy Communities Partnership collaborated on this special event.
ADDRESSING DIABETES
Foundation Provides Grant to Wellness Program

In 2013, the Memorial Medical Center Foundation awarded a $20,000 grant to the Elizabeth Ann Seton Program, a nonprofit, faith-based organization that works with pregnant women and mothers in need. The program helps these mothers to set goals and to fulfill any emergency needs, such as homelessness, domestic violence, unemployment and depression, among others, throughout the course of motherhood.

With the funds from the Memorial grant, the program launched its Healthy EAS Families Program, providing diabetes-prevention education, nutrition, fitness, healthcare and support to participating families, and includes diabetes testing and classes on how to eat healthy on a budget. They also trained and completed two 5K races.

“Watching our clients not only become healthier, but build on their self-esteem, has been amazing,” said Dawn Morris, executive director of the program.

The Foundation’s support of community programs is in addition to the other community benefit contributions listed in this report.

ACCESS TO CARE
Healthcare for the Uninsured

In fiscal year 2013, Memorial Medical Center provided cash operating support for the Sangamon County Coordinated Access to Community Health (CATCH) program for uninsured adults. MMC also provided free inpatient and outpatient care for 83 CATCH patients in FY13. Memorial Physician Services provided free care for 50 CATCH patients. MMC is also donating free part-time use of office space for several retired physicians who are volunteering to care for CATCH patients.

ADDRESSING CARDIOVASCULAR DISEASE
Memorial Provides Cardiovascular Aid to Student-Led Wellness Program

Developed by students from Southern Illinois University School of Medicine’s Student National Medical Association, the EastSide Community Health Initiative (ECHI) provides health education and screenings to identify individuals on Springfield’s east side who may be at greater risk for heart disease and diabetes. The program, which held its first screening event in May 2013, is not just an important community resource—it is also an approved research study for the medical students overseeing the program.

The health education sessions, held at east-side churches, have included topics such as diabetes, heart health, exercise, nutrition, children’s health (which included a session for parents and a separate session for children on diet and exercise), and featured physical activities.

Memorial Medical Center’s Cardiopulmonary Rehab staff coordinated resources such as blood pressure monitors, scales and materials for glucose and cholesterol testing, and educational material about smoking, exercise, cholesterol, diabetes and heart health for children, all of which was funded by Memorial Health System. Additionally, Memorial Health System supplied funding for a variety of other medical supplies, including gauze, bandages and cholesterol testing strips.

“This is a great project to help improve the health of the people in the communities we serve,” said Paula Harwood, nurse manager for the Cardiopulmonary Rehab program. “We are proud to partner with other community organizations to improve the health of this population.”
ALMH Offers Community Weight-Loss Program

Obesity can increase the risk for diabetes, heart disease, cancer and other serious health problems. In Logan County, 35 percent of adults are obese, compared to a national benchmark of 25 percent. Abraham Lincoln Memorial Hospital is addressing the obesity epidemic one person at a time with a new weight-loss program, Moving Forward.

Moving Forward is a 14-week program designed for individuals who have at least 30 pounds to lose. Participants work toward improving overall health while reducing risk of heart disease, diabetes, hypertension and other diseases.

“As a participant of Moving Forward, we’ll teach you how to lower your risk factors for many diseases and how to develop healthy lifestyle habits that will ultimately lead to weight loss and better overall health,” said Todd Mourning, PT, DPT, manager of Rehabilitation Services at ALMH.

The program includes a personalized health assessment, weekly follow-ups and weigh-ins with a registered dietitian, development of a personalized exercise plan and monthly meetings with a behavioral therapist. Moving Forward participants also have weekday access to the ALMH Rehab gym. All participants must have physician approval.
**ACCESS TO CARE**

**Children’s MOSAIC Project Gives Back to the Community During its Second Year**

Through the Children’s MOSAIC Project, nearly 2,000 children were screened in community-based settings in fiscal year 2013. Approximately 25 percent screened positive for social or emotional concerns and were offered services for treatment and family support, resulting in more than 240 children provided with mental health services.

The Children’s MOSAIC Project, an initiative to transform the way mental healthcare is provided in Springfield, began in August 2011. Mental Health Centers of Central Illinois serves as the lead agency in this community-wide collaborative effort.

In addition to primary-care and school settings, the Children’s MOSAIC Project has neighborhood outreach workers engaging children and families in the Neighborhood of Hope, which encompasses 49 square blocks in east Springfield.

“By taking behavioral health services out of the clinic and into a child’s natural environment, the team hopes to engage families so children can reach their fullest potential,” said Melissa Stalets, project director for the program.

“The need for mental health services is so tremendous, but many families aren’t aware of the extent of their child’s difficulties or have been reluctant to seek services,” Stalets said. “There are many stories about families who likely would not have sought services, but because of MOSAIC they are now engaged and benefiting from the help we are providing. That is rewarding.”

**ACCESS TO CARE**

**Bereavement Support Provided by Home Services in Lincoln**

In April, a new bereavement support group was started at Abraham Lincoln Memorial Hospital. Sponsored by Memorial Home Services Hospice, the bimonthly meetings are geared toward adults who’ve experienced loss.

“Our support group will provide an opportunity for people to mutually share and support each other,” said Bitsy Knepler, bereavement coordinator for Memorial Home Services Hospice. “Those who have suffered a loss can discuss their feelings, gain support from others in a similar situation and know that they are not alone.”

Memorial Home Services Hospice offers similar support groups in Jacksonville, Taylorville and Springfield.

**ADDRESSING CARDIOVASCULAR DISEASE**

**Free Heart Failure Support Group**

A free heart failure support group alternates meetings between Memorial Medical Center and Memorial Physician Services – Chatham. Meetings provide in-depth education and support for people living with heart failure as they learn to improve their diet, cook healthy foods, exercise more and reduce stress.
Memorial Diabetes Program Receives Accreditation

To help address the growing need for diabetes education in the community, Memorial Medical Center’s diabetes program received certification from the American Association of Diabetes Educators, a goal it worked toward throughout the year. AADE-accredited programs are recognized for offering quality, comprehensive diabetes education and care. MMC is one of only three healthcare facilities in central Illinois to earn accreditation.

The hospital’s diabetes education program, known as Memorial Diabetes Services and part of the new Memorial Weight Loss & Wellness Center, helps individuals successfully manage all aspects of their diabetes. The program covers topics such as healthy eating, exercise, medication education, coping skills, preventing long-term complications, problem solving, and monitoring glucose, blood pressure and cholesterol.

“Anything we can do to help someone get their blood glucose under control not only helps them but benefits our society,” said Kathy Levin, a registered dietitian and certified diabetes educator.

The program, which requires physician referral, offers a weekly class that meets for four sessions, and one-on-one diabetes and nutrition education sessions. The goal is to provide patients with self-management skills to help them control their diabetes, Levin said.

TMH Offers Diabetes Support Group

Living with Diabetes, a free bimonthly group offered at Taylorville Memorial Hospital, provides education and support for people with diabetes. Led by Janelle Cornell, clinical dietitian with TMH, the meetings are educational in format, allow for group discussion and feature a topic related to the disease, such as complications, self-management, diet or medications.

Larry Garner, 72, and his wife, Jean, 62, both attend the meetings. Initially, the two were perplexed by Larry’s diabetes diagnosis. He didn’t want to talk about it, and Jean wasn’t sure what approach to take with him. So she asked Janelle Cornell for advice on how she could help him.

“She suggested he go on a lower carb diet,” Jean recalls. “He decided he might be able to handle that.”

Larry gave up bread, embraced other lifestyle changes, including daily walks, and lost 30 pounds within six to seven months. His blood sugar levels also dropped more than 100 points. Now, they both encourage others with a diabetes diagnosis to take advantage of this free support resource.

“Those who attend do learn a lot about diabetes—both the disease and the treatment options,” said Cornell. “There is so much information out there about diabetes; I tell them that it is a lifelong learning process. The meetings help them stay up-to-date and stay informed with the right information. It helps me, too, to keep current with it all, too.”

Memorial Medical Center and Abraham Lincoln Memorial Hospital also offer free diabetes support groups. These groups help people learn from others how to successfully manage diabetes through healthy eating, exercise and making healthy choices, and are open to all people who want to learn about improving their health while living with diabetes.
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.
Meet the patients we serve and see the stories in this report come to life by visiting ChooseMemorial.org for videos and more.