our mission

to improve the health of the people
and communities we serve.

our vision

to be a national leader for
excellence in patient care.
Dear Friends,

Within the walls of our health system’s three hospitals, and throughout the communities served by all six of our affiliates, are powerful stories of healing. Each patient has a story to tell, and each is impacted by our mission to improve the health of the people and communities we serve. So many facets of Memorial Health System — from the processes we use to provide care, to the compassionate and highly skilled employees who apply that crucial healing touch — contribute to these stories and helped us achieve great results in 2010.

It was indeed a great year. We served more than 1 million patients. Over 100,000 received inpatient and emergency care at our three hospitals. More than half came to us for outpatient tests, treatments or procedures. Many others were cared for at our primary care physician offices, three ExpressCare clinics and behavioral health care sites. We also visited many in their homes through our home health and hospice programs.

As we grew the number of people we served, the financial strength of our health system continued to grow as well. This is vital to ensuring that we have the resources needed to invest in the technology and facilities required to deliver high-quality, patient-centered care in the years ahead. We are also very proud to report that our health system returned $99.6 million in community benefits to the people and communities we serve in 2010.

These impressive outcomes are not happenstance. They evolve out of our dedication to achieving great results through our use of innovative medical procedures and new technologies; how we continuously seek ways to improve our processes, our facilities and ourselves; how we partner with others in our community; and how we utilize one of our greatest advantages — a highly engaged workforce that’s like none other in the country.

That our team is fully committed to our mission is reflected in our patients’ stories. You’ll see it in the story of Christa Newman, a local teacher’s assistant who says she’s walking testimony of the “miracle” that is therapeutic hypothermia, an advanced technological procedure gaining national recognition for resuscitating patients who have suffered cardiac arrest. It’s evident in the story of Don Gleason, who is able to enjoy the outdoors again after spending years on dialysis prior to a kidney transplant. And it’s also in the story of Memorial Medical Center employee Tamadrian Fuller, who exemplifies our hard-working, caring staff members who are dedicated to our patients’ best interests.

All that Memorial Health System has achieved this year aligns with our vision to be a national leader for excellence in patient care. It’s an aspiration we don’t take lightly. Toward that end, we are guided by our value to be of service to humanity. We are committed to living out that value for the benefit of all who come to us for care … every patient, every day.

We move forward into 2011 with confidence as we further expand and improve how we serve our patients. As always, we are grateful to have the privilege of playing such a vital role in our communities and for the trust you place in us.

Thank you,

Edgar J. Curtis
President and Chief Executive Officer

Joseph M. Hurwitz
Chairman, Board of Directors

Pictured from left : Edgar J. Curtis, MHS president and CEO and Joseph M. Hurwitz, chairman, MHS board of directors
“They’ve got one heck of a team there. I was amazed at how fast and how well-managed things were.”
Newfound Freedom: Kidney Recipient Gets His Life Back

The call that Don Gleason never expected to hear came shortly after he finished more than three hours of dialysis. “The kidney’s yours,” the voice on the other end of the phone told him.

After that, most of April 19, 2010, was a blur to him. Everything happened so fast. Someone from the dialysis center, RAI Care Center of Springfield, insisted that he be driven to Memorial Medical Center, where hours later he received a kidney and began the journey to get his life back.

“They’ve got one heck of a team there,” Don said. “I was amazed at how fast and how well-managed things were.”

The day before, Don had received a call from a nurse coordinator with Memorial Transplant Services that a kidney had become available and he may be a candidate to receive it. He was told to stay at home and close to the phone. It was one of the most restless nights he’d ever had, and he convinced himself that the kidney wouldn’t be his, and that he was going to spend the rest of his days on dialysis – three times a week, more than three hours per session.

“Dialysis drags you down,” Don said. After most sessions, all the burly, retired carpenter wanted to do was return to his ranch home, which he had built almost 40 years ago, and sleep.

Diabetes, a condition that runs on both sides of his family, had contributed to Don’s severe kidney disease. He had spent the past three years on dialysis.

“I thought when I retired we’d have more time to do some traveling,” he said. “The dialysis totally changed our lifestyle.”

But all that is changing again. In October, six months after his transplant, he and his wife, Donna, and their family went on his first post-transplant camping trip – a weekend getaway to Hannibal, Mo. For an avid outdoorsman who has “lived and breathed” hunting and fishing all his life, the trip couldn’t have happened too soon. Even Buddy, Don’s 11-year-old yellow Lab, who would accompany him when he hunted ducks and geese, joined the family.

Don is one of more than 760 patients who have received kidney or pancreas transplants – or both – since the transplant program was founded in 1973 by Alan Birtch, MD, professor emeritus of surgery at Southern Illinois University School of Medicine.

The program, which now includes Springfield Clinic in its cooperative initiative, also follows and manages the care of approximately 250 post-transplant patients. An estimated 150 patients are on the waiting list to receive a kidney.

Memorial’s transplant support group, which Don joined in August 2009, proved to be a huge help to him as he befriended and learned from post-transplant patients.

And today, he spends his days keeping busy by helping with chores at home. He mows the lawn and power-washed his deck and shed in the fall.

“I couldn’t do anything around the house for the last three years,” he said. “It feels good to get out and do something.”

Memorial Offers Minimally Invasive Procedure for Kidney Donors

In September 2010, Memorial Medical Center began offering a minimally invasive surgical procedure, known as a laparoscopic nephrectomy, to remove a kidney for transplant from a living donor.

Compared to the traditional open-incision procedure, this less invasive method provides kidney donors with a shorter recovery time and allows them to return to their daily routines sooner. Other benefits include smaller incisions, less scarring, less pain and less chance of complications associated with an open incision.

About one-third of the kidney transplant procedures at Memorial involve living donors. Marc Garfinkel, MD, and Edward Alfrey, MD, both with Southern Illinois University School of Medicine, perform all of the transplants.

Brad West, MD, a transplant nephrologist with Springfield Clinic, manages patient care before and after transplant.

On the Web: Meet Dale and Virginia Deihl, an Ashland couple who benefited from the laparoscopic nephrectomy procedure in September 2010 by visiting MemorialTransplantServices.com
Sam Madonia needs sleep. The local radio personality gets up at 4:30 a.m. five days a week to broadcast “AM Springfield” on 1450 WFMB-AM before heading to work at the Secretary of State’s office. He’s also the voice of high school football, calling games on the weekend. So when he was feeling tired and his wife of 41 years, Alice, complained that his snoring was keeping her awake, Sam sought help.

A sleep study at Memorial’s Sleep Disorders Center led to a diagnosis of sleep apnea, a condition that causes an obstruction in the airway when muscles relax during sleep, which interrupts breathing, said Lori Hutchinson, RT, RN, director of durable medical equipment at Memorial Home Services.

Technology used to treat apnea is a bedside machine called a Continuous Positive Airway Pressure (CPAP). CPAP therapy gently blows air through the airway, keeping passages open to allow a good night’s sleep.

At Memorial Home Services, patients receive one-on-one education about sleep apnea and CPAP machines in a comfortable, home-like setting and have all their questions answered to help reduce anxiety and make certain they are comfortable using the equipment at home.

“I walked in not knowing what to expect, and the staff was very accommodating. They took me to a private room where they explained everything but didn’t force any products on me,” Sam said. “I was given a lot of options.”

Sam, who tried two CPAP masks last summer before finding the one that worked best for him, called his experience with Memorial Home Services “fantastic.”

“With my work schedule, it’s imperative that I get good, quality sleep, and now, with treatment, I feel much better.”
Hyperbaric Oxygen Therapy Heals Chronic Wounds

Memorial’s Wound Healing Center uses cutting-edge technology to treat chronic, non-healing wounds that could otherwise result in amputation. Hyperbaric oxygen (HBO) therapy places patients in specially designed chambers where they breathe 100-percent oxygen at pressures significantly higher than the normal atmosphere. HBO therapy increases the amount of oxygen in patients’ blood, which helps heal damaged tissue.

HBO chambers, which weigh more than one ton, feature a fully-enclosed reclining bed with a large, acrylic window. Patients receiving treatment can listen to music or watch television. The only physical sensation is slight pressure on the eardrums, similar to the feeling when an airplane lands.

Jeff Kindred, a Lincoln musician who suffered from diabetic foot ulcers, credits the Wound Healing Center with saving his foot. What began as a crack in his foot grew into a deep fissure that continued to worsen despite a variety of traditional treatments.

A friend who had already undergone amputation recommended Memorial’s Wound Healing Center to Jeff. There he met Osaretin Idusuyi, MD, who developed a treatment regimen in early 2010 including HBO therapy that eventually healed Jeff’s foot.

“It’s a blessing not to have to ride around in a wheelchair or even use crutches. I’m so grateful that I can do everything I did before,” Jeff said. “I was able to walk out of the Wound Healing Center with a spring in my step thanks to Dr. Idusuyi.”

Since opening in August 2008, the Wound Healing Center has performed over 6,400 patient visits and 5,770 HBO units. It currently serves over 150 active patients with issues including diabetic foot ulcers, venous stasis ulcers and pressure ulcers that haven’t healed within 30 or more days.

Pharmacy Robot Goes Online

A new member of the pharmacy team at Memorial Medical Center has been working around the clock to dispense more than 7,400 doses of medication every day since coming on board last May.

The Pharmacy Department’s new automated drug management system packages medications into individual doses, using patient-specific and medication-specific bar-code technology.

“This new bar-code-to-dose technology improves safety as well as efficiency surrounding many pharmacy processes,” said Alisa Groesch, R.Ph, Memorial’s director of pharmacy. “This allows more time for pharmacists to interact directly with physicians and patients.”

Memorial’s pharmacy robot has two parts. The first is a fully automated and bar-coded system, called PillPick, which packages and stores medication by individual doses. The system stores approximately 550 different types of medications, placing them in individual bar-coded packages. The PillPick system processes orders by gathering and placing all of a patient’s medicine on the same plastic ring, called a PickRing, which is then delivered to the nursing unit.

The second part of the pharmacy robot, called the BoxPicker, also relies on automated bar-code technology, but for bulk storage of more than 570 additional patient-specific medications and supplies. These items are stored in hundreds of boxes, similar to bank safe-deposit boxes, and are retrieved by computer-controlled robotic arms.

In addition to improving patient safety, another advantage of the pharmacy robot is more efficient inventory management. The system tracks and can dispense medications before they reach their expiration date or will advise when medications have expired and must be pulled.

“Pharmacy Robot Goes Online”

Pictured: Stephanie Hudson, Pharmacy technician
“I’m happy the technology was there, and that I was able to come out alive.”
Innovative Cooling Procedure ‘A Miracle’ for Cardiac Patient

Christa Newman had no idea she had been born with a rare heart condition until she woke up in Memorial Medical Center’s Intensive Care Unit two days after suffering sudden cardiac arrest on Sept. 28, 2009.

On that day, the then-33-year-old special education attendant at Fairview Elementary School in Springfield had just returned to the classroom after grabbing lunch when she began to feel ill. She had just returned to the classroom after grabbing lunch when she began to feel ill.

“I never made it out of the classroom,” she said. “I was two to three steps from my desk and collapsed.”

A series of lifesaving events, including a groundbreaking technological procedure that helps preserve brain function for cardiac patients like Christa, helped play a role in her survival and recovery.

Within an hour of being resuscitated at Memorial Medical Center’s Emergency Department, an unconscious Christa was rushed to the ICU to undergo a process called Therapeutic Hypothermia (TH), a procedure that has been used at Memorial since May 2009 and involves strategically cooling the body down by wrapping a patient’s trunk and extremities with cooling pads. Cool water circulates through the pads to bring the patient’s temperature down to a range of 89.6 to 93.2 degrees Fahrenheit. The process takes about two to four hours. Memorial was among the first hospitals in downstate Illinois to begin using the procedure.

Theresa Jones, RN, a nurse on Memorial’s 7C ICU unit who helped initiate and develop MMC’s Therapeutic Hypothermia protocols with fellow ICU nurse Linda Yusko, RN, said experts believe this cooling process does several things to aid a patient: It is hypothesized that TH slows the inflammatory response following a cardiac arrest, as well as a host of other cellular reactions, so there’s less damage to brain cells. And it also slows the brain’s metabolism, which aids in recovery.

This is the first time technology has been available to help save brain function, although the idea itself isn’t new.

“It’s something we’re finally able to do because we have the technology,” Jones said. “We have the technology, the knowledge and the research to support it now.”

The American Heart Association recommends that clinicians try TH on any patient who has been successfully resuscitated from cardiac arrest with a particular heart rhythm — ventricular tachycardia or ventricular fibrillation — within an hour of resuscitation. However, MMC includes all patients with cardiac arrest as potential candidates for the procedure.

Jones, who has been a nurse for nearly 30 years, said she’s “fascinated” by the procedure and reads everything she can on it.

“It’s phenomenal,” she said. “Until the technology was available to do this, we really didn’t have anything to resuscitate the brain. Our ability to offer this service to the community is really what nursing is all about. And to allow evidence-based practices by staff nurses to evolve into a full-fledged program really says something about Memorial. ”

After undergoing open heart surgery to repair the defect to her right coronary artery, Christa returned home Oct. 12, 2009, and went back to work after Thanksgiving with a new lease on life. She began eating healthier and enrolled in a master’s program at the University of Illinois at Springfield; she expects to earn her degree in human services in May 2012 and hopes to make a career out of serving children and families.

She said she’s grateful to have benefited from the Therapeutic Hypothermia procedure at Memorial.

“I’m happy the technology was there, and that I was able to come out alive,” she said. “It’s a life saver. I’m a walking testimony, and a miracle.”

Memorial Enhances Web Presence

Memorial Health System strengthened its web presence this year, introducing a mobile version of MemorialMedical.com, online wait times at ExpressCare clinics and informative video clips.

“MemorialMedical.com is optimized for display on mobile devices, which makes the site easier to view because it doesn’t include design and navigation elements that don’t display well,” said Mindy Glaze, web services manager. “The site automatically knows when you’re accessing from a cell phone or other mobile device. It doesn’t require anything of the user.”

In July 2009, MemorialExpressCare.com introduced online wait times, which allow patients to choose an ExpressCare site based on the number of people waiting at each location. Patients can see at a glance where the wait is shortest.

“We want our patients to route themselves to the ExpressCare location best able to serve their needs,” Glaze said.

ExpressCare is open 9 a.m. to 8 p.m. daily. Wait times are updated online every 10 minutes.

Memorial Physician Services’ website, MemorialMD.com, expanded to add a “Meet Our New Physicians” section that includes video clips. The videos allow prospective patients to “meet” new doctors and hear about their background, philosophy and approach to medicine.
“I just feel a strong need to let patients know they are safe.”
Memorial Employee Creates A Great Patient Experience

Tamadrian Fuller, a tech on Memorial Medical Center’s Cardiac unit, didn’t hesitate for an instant when he noticed a patient’s need.

On a chilly day last winter, he helped a patient who had been admitted for chest pains gather her things upon discharge from the hospital. Tamadrian, affectionately known as “T” by his co-workers, knew her apartment had been condemned two weeks earlier and that she was staying at the Salvation Army shelter. When she began to walk toward the door in her short-sleeved shirt, Tamadrian asked if she had a coat.

“She said no, and then I asked if she had one at all,” said Tamadrian, who was named Memorial’s 2010 Employee of the Year. “When she said no again, I just went to grab my coat. I have an extra one at home, and it’s no big deal for me to just walk to my car and be a little chilly.”

Tamadrian’s story of selflessness is one of many that take place every day in each of Memorial Health System’s affiliates. It’s part of a growing awareness among employees to put the patient’s needs above all else.

“People get into healthcare to serve others,” said Mitch Johnson, senior vice president of Marketing and Planning. “But sometimes we forget to see things through our patients’ eyes.”

In order to ensure every employee knew how they could influence a patient’s care, the health system organized a first-ever, mandatory off-campus retreat in the fall of 2009. More than 5,500 employees attended one of 11 sessions held over a 10-day period at Hope Church in Springfield. Only one topic was covered – how to improve the patient experience.

“We know that we have great people who work in our organization. We wanted to give them a great process to engage patients and family members,” Johnson said. “So we focused on two strategies, Greet & Feet and A.I.D.E.T.”

Greet & Feet is a simple concept that can easily put someone at ease. It encourages employees to approach patients and visitors who seem lost or confused and then to personally escort them to their destination.

A.I.D.E.T., which stands for Acknowledge, Introduce, Duration, Explanation and Thank You, provides enhanced communication with the patient and family. The purpose is to reduce patient anxiety and provide reassurance that they are in good hands. Upon walking into a room, a patient is acknowledged with a positive greeting. Caregivers provide second-level introductions, which include an explanation of their credentials and expertise. The process and expected timeframes are addressed. Patients and families receive a full explanation of the steps involved with their care. At the end of the interaction, employees ask, “Is there anything else I can do for you right now?”

“Our vision is to be a national leader for excellence in patient care,” Johnson said. “To fulfill our vision, we have to both achieve great clinical results and create great patient experiences.”

Memorial monitors patient satisfaction through survey results from randomly selected patients. At the end of Fiscal Year 2010, the results exceeded previously established goals. The high marks are a clear reflection of every employee’s commitment to provide high-quality, patient-centered care.

“Every one of us is here for a reason,” Johnson said. “And that reason is to serve the patients and families who depend on us in their time of need.”

For Tamadrian, who is now an LPN, it’s a calling he doesn’t take lightly.

“I just feel a strong need to let patients know they are safe,” he said. “Every day, every time I go into a patient’s room, I know they don’t want to be here. I make sure they all know I’ll do my best to take care of them, and most times you can see the relief on their face.”

Employees Give Generously to MASH

Memorial Medical Center employees donated more than $203,000 in the 2010 annual employee-giving MASH campaign. Despite the tightening economy, 775 employees pledged financial support for patient care initiatives as well as staff education programs and clinical research.

MASH (Membership Annually Supports Health) is one of the Memorial Medical Center Foundation’s largest annual fundraisers. More than $3.2 million has been raised through MASH since its inception in 1988.

Employees may designate their gifts to specific departments or leave their gifts unrestricted to be used where the need is greatest. Employees can also restrict their contributions to SystemCare, which provides financial support to Memorial employees who experience a personal emergency, such as a fire or catastrophic illness in the family, or to the Nursing Excellence Fund, which supports the costs of specialty certifications for nurses.
Memorial’s Rehab Services Team received international and national recognition in 2010 for its comprehensive, multidisciplinary approach to providing care to patients recovering from a disabling illness or injury.

For a second time, Memorial earned a rare, fivefold accreditation for its rehabilitation services from the Commission on Accreditation of Rehabilitation Facilities (CARF). Memorial is the only healthcare organization in Illinois — and one of less than 40 in the world — to receive full, three-year accreditations for rehabilitation services in five program areas:

- inpatient rehabilitation: adults, children and adolescents;
- brain injury inpatient rehabilitation: adults, children and adolescents;
- spinal cord system of care: adults, children and adolescents;
- interdisciplinary outpatient medical rehabilitation: adults, children and adolescents; and
- stroke inpatient specialty.

Also this year, Memorial Medical Center received certification as a primary stroke center from The Joint Commission, which recognized Memorial for “exceptional efforts to foster better outcomes for stroke care.”

Teresa Reiser, PT, MS LVR, director of neuromuscular sciences at Memorial Medical Center and a physical therapist, said these distinctions are a result of Memorial’s integrated, multidisciplinary team approach to providing seamless patient-centered care across the continuum, from emergency and acute care to outpatient therapy and every step in-between. This involves strong medical leadership, specialized nursing units, physical therapy, occupational therapy, speech therapy, psychology, therapeutic recreation, lab, medical imaging, pharmacy, dietary, social services, pastoral care and customer service.

“Our program is comprehensive, and our outcomes are strong and meaningful in meeting the needs of our patients and families,” Reiser said. “These successes are attributed to the level of competency and commitment of the professionals who treat these patients and their desire to achieve great results for each patient.”

Visit MemorialMedical.com/Services/Rehab to see how Memorial’s Rehab Services Team changed the life of a local stroke patient or scan with your smartphone’s QR Reader.
Heart failure is a chronic disease that requires ongoing follow-up and monitoring. Since it began in April 2008, Memorial Medical Center’s heart failure clinic has worked with more than 200 patients to help them manage their health and improve the quality of their lives.

Heart failure occurs when the heart can’t pump enough oxygen-rich blood to meet the body’s needs. When the heart doesn’t pump efficiently, blood can back up into the lungs and other tissues. Symptoms of heart failure include shortness of breath, increased fatigue and weight gain with swelling in the legs and ankles.

“Our patients play an important role in their treatment,” said Marilyn Prasun, PhD, CCNS, FAHA, outpatient heart failure clinic coordinator at Memorial. “They need to make lifestyle modifications to prevent the reoccurrence of their symptoms and the possibility of rehospitalization.”

All of the hospital’s heart failure patients are scheduled to be seen in the clinic, which has played a significant role in decreasing readmission rates. Memorial’s 30-day readmission rate for patients with an admitting diagnosis of heart failure has decreased from 11.07 percent to 9.73 percent.

The clinic, which maintains an active caseload of about 120 patients, is an interdisciplinary team of healthcare professionals who develop individualized treatment plans for each patient that include evaluating their medications, reviewing their activity levels and assessing their dietary habits. They work closely with each patient’s primary-care physician and cardiologist.

“We consistently reassess and make sure patients are on the best possible treatment for heart failure based on the current evidence,” Prasun said.
“We’re trying to transform lives.”
MHCCI Grant Aims at Changing the Odds for At-Risk Children

It’s a challenge like no other. To change the way mental health services for children are accessed and provided is a large scale initiative with dozens of players. And it’s a project that Mental Health Centers of Central Illinois and numerous school, healthcare, social service and community partners have tackled head on.

In May 2010, MHCCI – an MHS affiliate – received a $300,000 planning grant from the Illinois Children’s Healthcare Foundation to take the lead on building an integrated approach to serve the mental health needs of children in high-risk neighborhoods. The MOSAIC Project – Providing Meaningful Opportunities for Success and Achievement through Service Integration for Children – is designed to mesh community mental health services into an interlocking web that can provide continued support to children in a targeted neighborhood, at schools and primary care settings.

“Individual organizations and programs working in isolation cannot provide the maximum long-term impact necessary for the healthy development of our children and youth,” said Melissa Stalets, MOSAIC Project director. “By creating an integrated mosaic of services, community networks and informal supports where a child lives, the positive impact on children and families can be maximized.”

Services provided by MHCCI and the community partners — including Springfield School District 186, The Hope Institute for Children and Families, Sangamon County Community Foundation, SIU School of Medicine, Boys and Girls Clubs of Springfield and the Springfield Urban League — will not change dramatically. The ground-breaking concept is the steps each organization will take to link its services together as one network in the targeted neighborhood where at-risk children live.

“We’re trying to transform lives,” said Stacy Reed, Sangamon County Community Foundation program director and one of the community partners. “Through these incredible partnerships, we can take a very close person-by-person look and learn what their issues are, what barriers they’re facing and the resources their community already has to help.”

The team has their work cut out for them. Challenges they face include families who are not aware of services or how to access services, long waits to access care, lack of transportation, the stigma surrounding mental health, and services that aren’t matched to the needs of the children. The strategy is to focus on the targeted areas and then build on the success and expand the effort community wide.

The targeted neighborhood, also called the “Promise Neighborhood,” will be selected based on the number of vulnerable, at-risk children who are underserved. Each of the targeted areas must also contain strengths that the team hopes to draw upon, like neighborhood churches and businesses.

“Families need to be linked up with appropriate resources and support where it is convenient for them,” Stalets said. “The MOSAIC team will work together to identify gaps in services and barriers families face in accessing services.”

The team is focused on developing the proper infrastructure to make their network sustainable long term. In June 2011, the team will submit their project proposal to the Illinois Children’s Healthcare Foundation in hopes of securing additional funding to implement the plan over the next three years.

“We feel we’ll be successful with the foundation because we’re sowing the seeds of success now by connecting the organizations that provide services to kids,” said Jan Gambach, MHCCI president. “Like a jigsaw puzzle, we’re identifying the issues and fitting the pieces together. The children will have a better life because of it.”

MHS Enhances Nursing Partnerships

In an effort to help strengthen and grow the pool of future nurses, as well as increase the value of student nurses’ education, Memorial assisted several of its academic partners in 2010 by enhancing relationships and pursuing additional avenues of support.

“One thing we’ve really been focusing on is giving away serviceable equipment to our academic partners,” said Cecilia Wendler, RN, PhD, director of nursing research and academic partnerships at Memorial Medical Center.

MMC and Taylorville Memorial Hospital have donated several ICU beds and a labor-and-delivery bed to nursing programs at Mennonite School of Nursing, MacMurray College and Lincoln Land Community College. Because these academic partners maintain skills laboratories for their students, they are in constant need of updated lab equipment.

“These donations help them re-create the modern hospital environment in their skills labs and create a much more realistic environment for clinical simulation,” said Wendler, who noted this serves as a community benefit because the equipment enhances the student simulation of a real practice environment.

Additionally, Memorial gave a copy of its “Smart Pump” drug library software to LLCC so it could be used on the IV Pump in their skills lab.

Memorial also partners with colleges by providing qualified nursing staff to serve as faculty for clinical rotations and nursing courses. Memorial nurses also serve as guest lecturers.

“We have people from all over the organization helping in these roles,” Wendler said. “We’re helping fill that gap that exists and helping our academic partners focus on the demands to meet their students’ needs and further develop the future workforce.”
Partnering with Students

Memorial Health System is dedicated to supporting the healthcare workforce of tomorrow. Several programs are in place to promote healthcare occupations to high school students. All are designed to both inform participants of the career opportunities available in healthcare and to partner with them and provide resources as they pursue their career goals. These partnerships include:

Community Healthcare Career Academy: Memorial Medical Center hosted two sessions of the Community Healthcare Career Academy in FY10. Twenty-four students representing several Sangamon County schools participated in the program, which provides students with a preview of a career in nursing during four after-school sessions held at Memorial that include hands-on activities related to a nursing career, a tour, nursing occupation education and more.

Memorial Explorer Post 1897: Explorer Post 1897 is hosted by the health system in collaboration with the Boy Scouts of America. The program is designed to educate high school students about the career opportunities available in healthcare. The Post meets at MMC once a month and highlights a different department each month. In 2009-10, the program had 79 registered participants.

TEN Camp: MMC hosted the ninth annual Teens Experiencing Nursing (TEN) summer camp in July 2010. This program provides high school students interested in a nursing career with the opportunity to learn and practice basic nursing skills, participate in simulated nursing classes and skills labs, and job shadow nursing staff. The 2010 TEN Camp had 30 students participate representing 20 high schools in central Illinois. Upon completion, 100 percent of the participants surveyed indicated they plan to pursue a career in nursing.

Career Exploration: Career Exploration is an experience offered to students who are planning to pursue a career in the healthcare industry. During the Career Exploration Day, participants are paired with a healthcare professional to observe the profession and their day-to-day responsibilities. In 2010, Memorial Medical Center provided over 200 career exploration opportunities.
Memorial a Leader in United Way Pacesetter Campaign

Memorial employees helped raise $202,500 during the medical center’s 2010 United Way Pacesetter campaign. That’s $17,000 more than the previous year’s collection and represents nearly one-third of all funds raised by the 12 community organizations that agreed to be pacesetters in 2010.

Pacesetter organizations jump-start the United Way’s annual fundraising campaign by beginning to raise funds about three months prior to United Way’s official kickoff. The money Memorial collects is a result of employee pledges, Leaders Guild pledges and several fundraising activities, including a basket raffle and book and flower sales.

Cancer Research Partnership Celebrates 25 Years

The Central Illinois Community Clinical Oncology Program (CICCOP) was awarded $1.27 million in 2010 to fund local research. This marks the 25th year the National Cancer Institute has directed funding to Memorial Medical Center’s Regional Cancer Center and its community physician partners.

Memorial employs six cancer research nurses, a research coordinator, and a clerical assistant who work with area oncologists, known as physician investigators, on the most promising investigational drugs and radiation for treatment, prevention strategies and management of symptoms. Over the past 25 years, CICCOP has enrolled 7,550 patients in treatment and cancer control trials.

“The patients who volunteer for clinical trials have access to new drugs and therapies that they wouldn’t be able to get otherwise,” said Linda Jones, DSN, RN, AOCN, FACHE, administrator of oncology, pulmonary and clinical research services. “Our team is truly making a difference in people’s lives.”

Stroke Center Receives LPGA Funds

Memorial’s Stroke Center was awarded $30,000 during the LPGA State Farm Charity Award Day. The Stroke Task Force will use grant money to further Memorial’s mission to improve the health of the people and communities it serves.

In past years, this grant money has been used to assist in prevention and treatment of stroke, including patient education campaigns, acute emergency services management, and acquisition of advanced therapeutic treatment technologies used in Memorial’s award-winning neuromuscular rehabilitation programs. Memorial’s Stroke Center is accredited by The Joint Commission as a Primary Stroke Center.

Officials Break Ground on New YMCA Facility

Following a groundbreaking ceremony in mid-September, the Springfield YMCA began construction of a new 64,000-square-foot fitness and wellness facility on the southwest side of Springfield. Scheduled for completion this fall, the building will be the new home of Memorial’s SportsCare, athletic training, outpatient orthopedic rehabilitation and JointWorks educational programs.

“Together with the Y, we’ll be fulfilling a shared commitment to good health, wellness and community service through this project,” said Ed Curtis, president and chief executive officer of Memorial Health System.

Memorial Medical Center is a partner in the project. The hospital provided the YMCA with a $5 million community benefit grant and contributed $3 million toward construction. The hospital will use about 10,000 square feet of the building for its programs.

Features for the new building include two pools, including Springfield’s first indoor, eight-lane competitive lap pool. The other pool features a three-lane therapy pool connected to a warm-water pool with an edge that slopes from the deck into the water, making it ideal for older adults and families with children.

Other features include a cardio fitness center, an aerobics and multipurpose exercise studio, gymnasium and child watch center.

Located on 40 acres at Iles Avenue and Archer Elevator Road, the new branch will formally be known as the Gus and Flora Kerasotes Y, named after the grandparents of Springfield native and movie theater entrepreneur Tony Kerasotes, who provided a $2 million gift for the project.
“No other place in the world gives you the attention you receive there.”
Jose Arcila, MD, practiced medicine as a surgeon and family physician for 60 years. A native of Colombia, he has worked all over the world and seen his fair share of emergency medical facilities.

In his opinion, Memorial Medical Center’s Emergency Department is world class when it comes to providing efficient and effective care to those who need it quickly.

“No other place in the world gives you the attention you receive there,” said Dr. Arcila, 85, who now enjoys retirement at his home in Petersburg.

Dr. Arcila knew almost immediately that he was suffering a stroke in May 2010 when he lost control of his left leg, fell to the floor and couldn’t get up. An ambulance brought him to Memorial, and while traveling to the Emergency Department, the emergency medical technicians communicated with the ED and began early treatment to help restore blood flow to his brain.

When he arrived at the ED, the staff was quick to complete labs and brain imaging studies and administer life-saving medications. Dr. Arcila then received treatment on Memorial’s Inpatient Neurology and Inpatient Rehabilitation units before returning home to continue his recovery. Today, he attends therapy as an outpatient at Menard Medical Center to further strengthen his leg function and mobility skills.

As a Joint Commission-designated Primary Stroke Center, Memorial has been recognized for its performance in administering evidence-based treatments and achieving better outcomes for stroke patients. Memorial’s dedicated stroke response team recognizes stroke symptoms quickly and provides rapid diagnosis and treatment using state-of-the-art technology.

Designation as a Primary Stroke Center is one of several factors that have contributed to strong growth in Memorial’s ED volumes over the past several years. In 2010, ED volume grew by 4 percent over the prior year, making it the seventh straight year of absolute visit volume growth, said Chuck Callahan, PhD, vice president of operations for Memorial Health System. This is in addition to over 60,000 visits provided by Memorial’s three local ExpressCare centers optimized to provide care for more minor illnesses and injuries.

Callahan refers to the ED as the “front door” to the hospital, as more than half of all inpatients now originate there. Knowing that, Memorial has worked hard to decrease waiting and admission times, establish solid partnerships with referring physicians, provide quality and meaningful customer service, and fine-tune lifesaving processes. In addition to being a Primary Stroke Center, Memorial’s ED is certified to provide pediatric care, and its Chest Pain Center is among the best in the country for its fast treatment of heart attacks.

Jennifer Boyer, MBA, RN, NE-BC, director of Emergency Medical Services, said the ED will continue to make multiple operational improvements to help increase efficiency amidst growing volumes. In 2011, for example, eight additional treatment bays will be added to the ED to allow staff to better serve patients.

“Our goal,” Boyer said, “is that our patients have safe, quality care provided by skilled and experienced staff, coupled with compassion and empathy.”
To meet increasing patient demand, Memorial Medical Center completed numerous renovations in 2010.

In January, two new operating rooms opened, each equipped with cutting-edge technology and state-of-the-art teaching tools. Technology in the room allows the surgical team to access radiologic images and see specimen images from Pathology without leaving the sterile surgical environment.

Other surgical renovations included a new visitor waiting room for family and friends of surgery patients; expanded Stage 2 discharge area and pre-op holding bays and a renovated post-anesthesia care unit.

Shortly after the operating rooms opened, Memorial unveiled its newly remodeled Capitol Lobby waiting area. In addition to expanded seating, updates include a soothing water feature, computers equipped with internet access and free gourmet coffee for visitors.

“The redesigned lobby provides visitors a peaceful, quiet place to sit and reflect, away from the stress of the clinical environment,” said Harry Schmidt, vice president of facilities management.

MMC also added 22 private patient rooms for medical-surgical patients, two of which are designed specifically for bariatric patients, and five with patient lifts. Each room has its own private shower. Private rooms provide an increased level of comfort for patients, as well as important health benefits.

“Private patient rooms are appropriate and respectful for our patients. They provide for better infection control practices and are also in alignment with regulations concerning patient privacy,” Schmidt said.

Memorial Breast Diagnostic Services at the Baylis Medical Building was also renovated and modernized following the opening of the Southern Illinois University School of Medicine Simmons Cancer Institute. The redesign creates a systematic flow for patients with personal changing rooms that lead straight into the treatment rooms for optimal privacy.

Construction of a new, 503-car parking ramp at the corner of Rutledge and Miller streets created 150 additional parking spots. This ramp replaces an older ramp on the northeast corner of the MMC campus and will facilitate options for future development.
Memorial’s nursing team integrated and enhanced two nursing roles – Patient Care Facilitators and Mobile Admission Nurses – in 2010 to help further improve patient care and communication.

Patient Care Facilitators are a new role on all medical-surgical units. This position, which was incorporated on a unit-by-unit basis since August 2009, is held by a registered nurse. Most units have two PCFs, whose job it is to help provide a patient continuity of care by serving as a liaison between patients (and family members) and their nurses, physicians, therapists and other care providers. This relationship helps ensure that information is shared among all parties and quality outcomes are achieved.

PCFs are a patient’s constant source of information during their stay, and feedback indicates they are well received. Patients recognize their PCF as somebody who can help them understand what they’re experiencing and to inform them about what they can anticipate during their stay, said Lisa Henderson, nurse manager for Memorial’s 2E-Medical unit.

“The Patient Care Facilitator is accountable for the patient’s stay,” she said. “They work to coordinate all the other disciplines and keep the family informed on what to expect. The PCF is a go-to person who makes sure there’s continuity.”

Additionally, in June 2010, Memorial expanded its Mobile Admission Nurses program, which doubled the number of registered nurses who assist with admissions, as well as discharges and transfers, during the medical center’s busiest admission and discharge times Monday through Friday.

The role of the Mobile Admission RN Team is to facilitate timely and accurate completion of the admission history documentation, medication reconciliation, secure physician orders, to welcome and orient patients and families to the environment, and now includes the facilitation of timely discharge processing as a service enhancement.

Benefits from the program include the absorption of time-consuming admission, discharge and transfer processes from the unit staff nurse, expediting the transfer process from the Emergency Department to the first available inpatient bed, and improvement in both staff and patient satisfaction.
Memorial Physician Services Moves Forward With Electronic Charting

Memorial Physician Services (MPS) added three more clinics to the list of providers using Electronic Health Record (EHR). Family Medical Center of Chatham, Koke Mill Medical Associates, and Capitol Healthcare Medical Associates joined North Dirksen Medical Associates and South Sixth Medical Associates in the electronic database shared between MPS and Springfield Clinic.

The EHR allows continuity of care between MPS primary care physicians and Springfield Clinic specialists. Using the same system gives providers instant access to a patient’s record rather than the traditional way of sharing information by fax. If a provider from Springfield Clinic changes a patient’s plan of care, the MPS provider has access to what was changed and why. This increases patient safety and helps improve legibility of documentation.

“Sharing a joint record makes for better continuity of care,” said Staci Lilly, MPS clinical informatics supervisor. “The provider has a patient’s record that contains both the primary care physician notes as well as the specialist’s notes from Springfield Clinic. You can see when a test or medication is ordered and who ordered it, which helps to reduce duplication of orders.”

MPS’ goal is to have all 14 clinics using EHR in 2011.

Memorial Physician Network Expands

Memorial Physician Services welcomed four new physicians into the practice in 2010. Tami Hillis, MD, joined Koke Mill Medical Associates in January; Irfan Moinuddin, MD, joined Capitol Healthcare Medical Associates in May; Amy High, MD, an obstetrician/gynecologist, began accepting patients at Women’s Healthcare in August; and Valerie Thompson, MD, joined Menard Medical Center in October. The physicians have a brief biography along with a personal video message to patients available at MemorialMD.com.

Memorial Physician Services is one of the largest primary care physician networks in central Illinois with locations in Springfield, Chatham, Petersburg, Lincoln and Jacksonville. The network comprises 56 physicians and 18 advanced practice nurses/physician assistants, who accommodate more than 260,000 patient visits each year.
In 2010, the nursing staff at Memorial Medical Center took special steps to improve patient safety and satisfaction during the critical hand-off communication period that occurs every shift change. Historically, the change-of-shift report has been accomplished using a variety of methods including a face-to-face report at the nurses’ station, taped reports or a handwritten faxed report. These methods, however, are invisible to patients and families. When nurses exchange this information at the bedside of a patient, the quality of care increases as well as the accountability of nursing staff and overall teamwork.

“Patients love this,” said Lynn Fleming, a Renal/Urology registered nurse. “There are so many people coming and going all day that it can be overwhelming to patients. This way they know your title and what your role is.”

Bedside reports involve the whole nursing care team — RN, LPN and nursing assistant or tech — who enter the patient’s room and update the white boards with the oncoming nurse and tech names and information. Pain scores, scheduled diagnostic tests and significant lab values are also reviewed. Employees acknowledge the patient by name, introduce themselves — including their title and length of time in their role — and thank patients for the privilege of caring for them.
“As long as we help one kid, it’s worth it. We need to start young with kids to instill healthy habits.”
Meeting the Health Needs of our Communities — One Step at a Time

An annual walking program organized in part by Taylorville Memorial Hospital has helped hundreds of elementary school children learn to stay on the right path to a healthy lifestyle.

In conjunction with the University of Illinois Extension office, Taylorville’s Elementary Walk Day, which involves six elementary schools at five facilities each spring, tries to send the message to kids that making good health choices starts early and can have lasting, positive effects. The young participants spend one afternoon after school walking 20 laps, enjoying healthy snacks and learning about their blood pressure, height and weight from TMH registered nurses.

“A lot of times, we get the teachers participating, too,” said Melissa Thomas, executive secretary at TMH and a parent of two Walk Day participants. “And we tell the kids to bring someone — a parent, a grandparent — to walk with them, and some do.”

For each completed lap, the children earn a brightly colored, plastic foot pendant to hang from a necklace. Some children enjoy the event so much, they keep walking even after their 20 laps are complete.

“My kids love those feet — all those kids do. As long as we help one kid, it’s worth it,” Thomas said. “We need to start young with kids to instill healthy habits.”

Brandi Bruley, principal at North Elementary School in Taylorville, said Walk Day is a great event for kids and adults alike. Teachers often participate with the kids and enjoy spending time with them at an after-school event.

“We look forward to it every year, and the students do as well,” she said. “Not only do they get to exercise with someone they admire and receive items each time they make a certain amount of laps, but they also go to different health stations to be weighed and measured and see the importance of keeping your body healthy. Not only do they get something tangible but they see the importance of why we are doing this through the education component of this activity.”

Walk Day is one of many Community Benefit programs provided at no cost by Memorial Health System. As a nonprofit provider of hospital and healthcare services, Memorial’s six affiliates offer numerous free programs that help fulfill its mission to improve the health of the people and communities they serve. Some of these programs include clinical training for physicians, nurses and other clinicians; free parenting classes; support groups for patients undergoing or recovering from a variety of illnesses; and health screenings at local health fairs.

Biathlon Encourages Women’s Fitness

The 300 participants who completed the third annual SportsCare Women's Biathlon on Sept. 12 shattered attendance records from the two previous biathlons.

The biathlon featured a 20-kilometer bike ride and a 5-kilometer run in a unique non-competitive event designed for beginners and seasoned athletes alike, said Stacy Curtis, SportsCare's senior physical therapist and the biathlon’s co-director. The event included a relay option, which allowed one participant to complete the bike portion of the event while their partner finished the run.

For the first time this year, SportsCare staff developed online training videos to help biathlon participants with topics that included strength training, stretching and injury prevention. Videos remain available online at MemorialMedical.com/Biathlon. Health fairs were held during the pre-registration event and the day of the biathlon featuring free health and wellness screenings.

Burn Center, Transplant Services Raise Funds for Patients

Two annual run/walks sponsored by departments at Memorial Medical Center raised a combined total of nearly $18,000 to help patients and benefit community outreach programs. More than 230 people attended the Regional Burn Center’s fourth annual 5K run-walk in June, raising more than $5,900 for community outreach programs as well as the annual Burn Survivors dinner. More than 360 people registered for Memorial Transplant Services’ sixth annual 5K run/walk. The September event raised nearly $12,000 for the transplant patient assistance fund at Memorial.
Memorial Health System provided $123,043,000 in unreimbursed services to the people and communities we serve.

These expenses include Memorial Health System’s community benefits and unpaid patient debts (bad debt). This represents 18% of our total expenses of $676,762,000.

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Charity Care</td>
<td>$17,703,000</td>
</tr>
<tr>
<td>Unpaid Costs of Medicaid</td>
<td>$30,256,000*</td>
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<tr>
<td>Unpaid Costs of Medicare</td>
<td>$30,484,000</td>
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<tr>
<td>Subsidized Health Services</td>
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<tr>
<td>Community Benefit Operations</td>
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<tr>
<td>Research</td>
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<tr>
<td>Financial/In-Kind Donations</td>
<td>$696,000</td>
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<tr>
<td>Community Health Improvement</td>
<td>$961,000</td>
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<tr>
<td>Community Building</td>
<td>$5,263,000</td>
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<tr>
<td>Health Professions Education</td>
<td>$13,775,000</td>
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<tr>
<td>Memorial Health System Community Benefit Total</td>
<td>$99,617,000</td>
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<tr>
<td>Bad Debt (Unpaid Patient Debts)</td>
<td>$23,426,000*</td>
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<tr>
<td>Total Costs of Unreimbursed Services</td>
<td>$123,043,000</td>
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<tr>
<td>All other FY2010 Expenses</td>
<td>$553,719,000</td>
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* Does not include the net impact of the Illinois Hospital Assessment
Giving Back

Our three hospitals — Memorial Medical Center in Springfield, Abraham Lincoln Memorial Hospital in Lincoln and Taylorville Memorial Hospital — strive to provide quality care to every patient who comes through the doors, regardless of their ability to pay. In 2010, patients at our hospitals qualified for more than $17.3 million in charity care, relieving patients and families of a financial burden they otherwise could not meet.

For the fiscal year ending Sept. 30, 2010, Memorial Health System provided more than $123 million in unreimbursed services to the communities we serve, including $99.6 million in community benefits such as unpaid cost of public programs ($60.7 million), charity care ($17.7 million) and other forms of community support ($21.2 million). In total, unreimbursed services represent 18 percent of the health system’s total expenses of more than $676.8 million.

Specifically, Memorial Medical Center returned $84.7 million in community benefits, which included $48.2 million in the unpaid costs of public programs. Traditional charity care and support of the Capitol Community Health Center totaled $15.9 million, and remaining community benefit dollars totaled $20.6 million.

Abraham Lincoln Memorial Hospital provided $4.2 million in community benefits to the citizens of Logan and eastern Mason counties; that total includes $3.3 million in unpaid costs of public programs, $579,000 in traditional charity care and $278,000 to fund other health activities. Taylorville Memorial Hospital gave back $3.9 million in community benefits; this amount includes $3.0 million in unpaid costs of public programs, $792,000 in traditional charity care and $119,000 to fund other community services.

Additional community benefits totaling more than $6.8 million came from the health system’s three other affiliates and Memorial Health Ventures, a non-profit subsidiary. The total community benefits provided each were:

- $4.1 million from Memorial Physician Services;
- $1.9 million from Memorial Health Ventures;
- $754,000 from Memorial Home Services; and
- $47,000 from Mental Health Centers of Central Illinois.

Festival of Trees a Treasured Community Event

Memorial’s 20th annual Festival of Trees raised more than $200,000 in November 2009 to benefit patient care, research and education at Memorial Medical Center. The annual event, held during the week of Thanksgiving at the Orr Building on the Illinois State Fairgrounds, is one of the largest family-oriented holiday traditions in the state.

About 30,000 visitors enjoyed the nine-day festival, which was transformed into a winter wonderland thanks to the hard work of hundreds of local designers and volunteers. More than 150 beautifully decorated showcases, trees, wreaths and centerpieces filled the room, as well as longstanding favorites such as the Candy Cane Express train, Holiday Market, Gingerbread Village and Santa Claus. The 2009 theme was “Tinsel, Trees and Memories” to commemorate the 20th year for the festival.

Memorial Offers Free Educational Seminars

In alignment with Memorial Health System’s mission to improve the health of the people and communities we serve, Memorial Medical Center hosted several educational seminars in 2010. The free, well-attended events were open to the public and provided those in attendance valuable health and prevention information.

The programs, presented by area physicians, covered a wide array of topics including diabetes education, joint pain and men’s prostate health.
# Memorial Health System Operating Statistics

## MEMORIAL MEDICAL CENTER

<table>
<thead>
<tr>
<th></th>
<th>FY 2009</th>
<th>FY 2010</th>
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</thead>
<tbody>
<tr>
<td>Licensed Beds</td>
<td>507</td>
<td>507</td>
</tr>
<tr>
<td>Patient Days of Care</td>
<td>121,254</td>
<td>124,555</td>
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<tr>
<td>Discharges</td>
<td>24,910</td>
<td>25,497</td>
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<tr>
<td>Births</td>
<td>1,711</td>
<td>1,757</td>
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<tr>
<td>Average Length of Stay</td>
<td>4.87</td>
<td>4.89</td>
</tr>
<tr>
<td>Surgical Procedures</td>
<td>20,144</td>
<td>20,665</td>
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<tr>
<td>Outpatient Visits</td>
<td>496,693</td>
<td>520,453</td>
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## MEMORIAL HOME SERVICES

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<tr>
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<th>FY 2009</th>
<th>FY 2010</th>
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<tbody>
<tr>
<td>Hospice Days of Care</td>
<td>42,502</td>
<td>41,120</td>
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<tr>
<td>Home Health Patients</td>
<td>2,730</td>
<td>3,833</td>
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## MEMORIAL PHYSICIAN SERVICES*

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<thead>
<tr>
<th></th>
<th>FY 2009</th>
<th>FY 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clinic Visits</td>
<td>248,648</td>
<td>264,892</td>
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## ABRAM LINCOLN MEMORIAL HOSPITAL

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<tbody>
<tr>
<td>Licensed Beds</td>
<td>25</td>
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<tr>
<td>Patient Days of Care</td>
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<td>3,176</td>
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<tr>
<td>Discharges</td>
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<td>979</td>
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<tr>
<td>Average Length of Stay</td>
<td>3.14</td>
<td>3.24</td>
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<tr>
<td>Outpatient Visits</td>
<td>57,812</td>
<td>56,833</td>
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## TAYLORVILLE MEMORIAL HOSPITAL

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<th>FY 2009</th>
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<td>Licensed Beds</td>
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<td>Patient Days of Care</td>
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<td>5,300</td>
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<td>Discharges</td>
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<td>1,436</td>
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<tr>
<td>Average Length of Stay</td>
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<td>3.69</td>
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<tr>
<td>Outpatient Visits</td>
<td>37,078</td>
<td>34,995</td>
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## MENTAL HEALTH CENTERS OF CENTRAL ILLINOIS

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<tr>
<th></th>
<th>FY 2009</th>
<th>FY 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Clients Served (unduplicated)</td>
<td>10,124</td>
<td>9,388</td>
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<tr>
<td>Mental Health Clients</td>
<td>8,518</td>
<td>7,895</td>
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<tr>
<td>Memorial Counseling Associates Clients</td>
<td>1,350</td>
<td>1,200</td>
</tr>
<tr>
<td>Developmentally Disabled Clients</td>
<td>256</td>
<td>293</td>
</tr>
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</table>

*For comparability, FY09 ExpressCare and SportsCare visits have been removed.*
## Memorial Health System
### Consolidated Statements of Operation

(dollars in thousands)

<table>
<thead>
<tr>
<th></th>
<th>FY 2009</th>
<th>FY 2010</th>
</tr>
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<tbody>
<tr>
<td><strong>REVENUES</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net Patient Service Revenues</td>
<td>$561,419</td>
<td>$616,507</td>
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<tr>
<td>Capitation Revenues</td>
<td>53,222</td>
<td>57,410</td>
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<tr>
<td>Hospital Access Improvement Payments</td>
<td>29,270</td>
<td>23,416</td>
</tr>
<tr>
<td>Other Operating Revenues</td>
<td>19,083</td>
<td>19,771</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td>662,994</td>
<td>717,104</td>
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<tr>
<td>Total Non-Operating Gains, Net</td>
<td>5,354</td>
<td>8,526</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>$668,348</td>
<td>$725,630</td>
</tr>
</tbody>
</table>

| **EXPENSES**         |               |               |
| Salaries and Benefits | $298,399      | $320,752      |
| Physician Fees       | 30,709        | 39,051        |
| Patient Service Supplies | 190,792       | 207,429       |
| Hospital Provider Assessment | 15,251       | 12,238        |
| Purchased Medical Services | 28,315       | 29,380        |
| Depreciation and Amortization | 33,128       | 37,783        |
| Provision for Uncollectible Accounts | 19,410       | 23,426        |
| Interest Expense     | 4,887         | 6,703         |
| Excess Available for Facilities Improvement Funds | 47,457       | 48,868        |
| **Total Expenses**   | $668,348      | $725,630      |
Memorial Health System

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Guerry L. Suggs
Martha S. Sumner
A.D. Van Meter

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Pamela K. White
Our success is attributed to our employees, physicians and volunteers. It is through all of them, and the depth of their desire to serve others, that our mission is being fulfilled.”

— Joseph M. Hurwitz
Chairman, Memorial Health System Board of Directors