

**SCHEDULE H
(Form 990)**

Hospitals

OMB No. 1545-0047

2010

Open to Public Inspection

▶ **Complete if the organization answered "Yes" to Form 990, Part IV, question 20.**
▶ **Attach to Form 990.** ▶ **See separate instructions.**

Department of the Treasury
Internal Revenue Service

Name of the organization MEMORIAL HOSPITAL OF SOUTH BEND, INC **Employer identification number** 35-0868132

Part I Financial Assistance and Certain Other Community Benefits at Cost

	Yes	No
1a Did the organization have a financial assistance policy during the tax year? If "No," skip to question 6a	X	
b If "Yes," was it a written policy?	X	
2 If the organization had multiple hospital facilities, indicate which of the following best describes application of the financial assistance policy to its various hospital facilities during the tax year. <input type="checkbox"/> Applied uniformly to all hospital facilities <input type="checkbox"/> Applied uniformly to most hospital facilities <input type="checkbox"/> Generally tailored to individual hospital facilities		
3 Answer the following based on the financial assistance eligibility criteria that applied to the largest number of the organization's patients during the tax year.		
a Did the organization use Federal Poverty Guidelines (FPG) to determine eligibility for providing <i>free</i> care to low income individuals? If "Yes," indicate which of the following was the FPG family income limit for eligibility for free care: <input type="checkbox"/> 100% <input type="checkbox"/> 150% <input checked="" type="checkbox"/> 200% <input type="checkbox"/> Other _____ %	X	
b Did the organization use FPG to determine eligibility for providing <i>discounted</i> care to low income individuals? If "Yes," indicate which of the following was the family income limit for eligibility for discounted care: <input type="checkbox"/> 200% <input type="checkbox"/> 250% <input type="checkbox"/> 300% <input checked="" type="checkbox"/> 350% <input type="checkbox"/> 400% <input type="checkbox"/> Other _____ %	X	
c If the organization did not use FPG to determine eligibility, describe in Part VI the income based criteria for determining eligibility for free or discounted care. Include in the description whether the organization used an asset test or other threshold, regardless of income, to determine eligibility for free or discounted care.		
4 Did the organization's financial assistance policy that applied to the largest number of its patients during the tax year provide for free or discounted care to the "medically indigent"?	X	
5a Did the organization budget amounts for free or discounted care provided under its financial assistance policy during the tax year?	X	
b If "Yes," did the organization's financial assistance expenses exceed the budgeted amount?		
c If "Yes" to line 5b, as a result of budget considerations, was the organization unable to provide free or discounted care to a patient who was eligible for free or discounted care?	X	X
6a Did the organization prepare a community benefit report during the tax year?	X	
b If "Yes," did the organization make it available to the public?	X	

7 Financial Assistance and Certain Other Community Benefits at Cost

Financial Assistance and Means-Tested Government Programs	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community benefit expense	(d) Direct offsetting revenue	(e) Net community benefit expense	(f) Percent of total expense
a Financial Assistance at cost (from Worksheets 1 and 2)			6,812,762.		6,812,762.	2.11
b Unreimbursed Medicaid (from Worksheet 3, column a)			50,709,192.	19,718,568.	30,990,624.	9.60
c Unreimbursed costs - other means-tested government programs (from Worksheet 3, column b)						
d Total Financial Assistance and Means-Tested Government Programs			57,521,954.	19,718,568.	37,803,386.	11.71
Other Benefits						
e Community health improvement services and community benefit operations (from Worksheet 4)			3,998,651.	712,373.	3,286,278.	1.02
f Health professions education (from Worksheet 5)			6,051,113.	2,405,868.	3,645,245.	1.13
g Subsidized health services (from Worksheet 6)						
h Research (from Worksheet 7)			820,036.	697,447.	122,589.	.04
i Cash and in-kind contributions to community groups (from Worksheet 8)			1,098,235.	225,085.	873,150.	.27
j Total Other Benefits			11,968,035.	4,040,773.	7,927,262.	2.46
k Total. Add lines 7d and 7j			69,489,989.	23,759,341.	45,730,648.	14.17

For Paperwork Reduction Act Notice, see the Instructions for Form 990.

Schedule H (Form 990) 2010

Part II Community Building Activities Complete this table if the organization conducted any community building activities during the tax year, and describe in Part VI how its community building activities promoted the health of the communities it serves.

	(a) Number of activities or programs (optional)	(b) Persons served (optional)	(c) Total community building expense	(d) Direct offsetting revenue	(e) Net community building expense	(f) Percent of total expense
1 Physical improvements and housing						
2 Economic development						
3 Community support						
4 Environmental improvements						
5 Leadership development and training for community members						
6 Coalition building						
7 Community health improvement advocacy						
8 Workforce development						
9 Other						
10 Total						

Part III Bad Debt, Medicare, & Collection Practices

Section A. Bad Debt Expense

- 1 Does the organization report bad debt expense in accordance with Healthcare Financial Management Association Statement No. 15?
- 2 Enter the amount of the organization's bad debt expense (at cost)
- 3 Enter the estimated amount of the organization's bad debt expense (at cost) attributable to patients eligible under the organization's financial assistance policy
- 4 Provide in Part VI the text of the footnote to the organization's financial statements that describes bad debt expense. In addition, describe the costing methodology used in determining the amounts reported on lines 2 and 3, and rationale for including a portion of bad debt amounts in community benefit.

	Yes	No
1		X
2		
3		
5		
6		
7		
9a	X	
9b	X	

Section B. Medicare

- 5 Enter total revenue received from Medicare (including DSH and IME)
- 6 Enter Medicare allowable costs of care relating to payments on line 5
- 7 Subtract line 6 from line 5. This is the surplus (or shortfall)
- 8 Describe in Part VI the extent to which any shortfall reported in line 7 should be treated as community benefit. Also describe in Part VI the costing methodology or source used to determine the amount reported on line 6. Check the box that describes the method used:
 Cost accounting system Cost to charge ratio Other

Section C. Collection Practices

- 9a Does the organization have a written debt collection policy during the tax year?
- b If "Yes," did the organization's collection policy that applied to the largest number of its patients during the tax year contain provisions on the collection practices to be followed for patients who are known to qualify for financial assistance? Describe in Part VI

Part IV Management Companies and Joint Ventures

	(a) Name of entity	(b) Description of primary activity of entity	(c) Organization's profit % or stock ownership %	(d) Officers, directors, trustees, or key employees' profit % or stock ownership %	(e) Physicians' profit % or stock ownership %
1					
2					
3					
4					
5					
6					
7					
8					
9					
10					
11					
12					
13					

Part V Facility Information (continued)

Section B. Facility Policies and Practices

(Complete a separate Section B for each of the hospital facilities listed in Part V, Section A)

Name of Hospital Facility: MEMORIAL HOSPITAL OF SOUTH BEND

Line Number of Hospital Facility (from Schedule H, Part V, Section A): 1

		Yes	No
Community Health Needs Assessment (Lines 1 through 7 are optional for 2010)			
1	During the tax year or any prior tax year, did the hospital facility conduct a community health needs assessment (Needs Assessment)? If "No," skip to line 8 If "Yes," indicate what the Needs Assessment describes (check all that apply):	1	
a	<input type="checkbox"/> A definition of the community served by the hospital facility		
b	<input type="checkbox"/> Demographics of the community		
c	<input type="checkbox"/> Existing health care facilities and resources within the community that are available to respond to the health needs of the community		
d	<input type="checkbox"/> How data was obtained		
e	<input type="checkbox"/> The health needs of the community		
f	<input type="checkbox"/> Primary and chronic disease needs and other health issues of uninsured persons, low-income persons, and minority groups		
g	<input type="checkbox"/> The process for identifying and prioritizing community health needs and services to meet the community health needs		
h	<input type="checkbox"/> The process for consulting with persons representing the community's interests		
i	<input type="checkbox"/> Information gaps that limit the hospital facility's ability to assess all of the community's health needs		
j	<input type="checkbox"/> Other (describe in Part VI)		
2	Indicate the tax year the hospital facility last conducted a Needs Assessment: 20 <u> </u> <u> </u>		
3	In conducting its most recent Needs Assessment, did the hospital facility take into account input from persons who represent the community served by the hospital facility? If "Yes," describe in Part VI how the hospital facility took into account input from persons who represent the community, and identify the persons the hospital facility consulted	3	
4	Was the hospital facility's Needs Assessment conducted with one or more other hospital facilities? If "Yes," list the other hospital facilities in Part VI	4	
5	Did the hospital facility make its Needs Assessment widely available to the public? If "Yes," indicate how the Needs Assessment was made widely available (check all that apply):	5	
a	<input type="checkbox"/> Hospital facility's website		
b	<input type="checkbox"/> Available upon request from the hospital facility		
c	<input type="checkbox"/> Other (describe in Part VI)		
6	If the hospital facility addressed needs identified in its most recently conducted Needs Assessment, indicate how (check all that apply):		
a	<input type="checkbox"/> Adoption of an implementation strategy to address the health needs of the hospital facility's community		
b	<input type="checkbox"/> Execution of the implementation strategy		
c	<input type="checkbox"/> Participation in the development of a community-wide community benefit plan		
d	<input type="checkbox"/> Participation in the execution of a community-wide community benefit plan		
e	<input type="checkbox"/> Inclusion of a community benefit section in operational plans		
f	<input type="checkbox"/> Adoption of a budget for provision of services that address the needs identified in the Needs Assessment		
g	<input type="checkbox"/> Prioritization of health needs in its community		
h	<input type="checkbox"/> Prioritization of services that the hospital facility will undertake to meet health needs in its community		
i	<input type="checkbox"/> Other (describe in Part VI)		
7	Did the hospital facility address all of the needs identified in its most recently conducted Needs Assessment? If "No," explain in Part VI which needs it has not addressed and the reasons why it has not addressed such needs	7	
Financial Assistance Policy			
Did the hospital facility have in place during the tax year a written financial assistance policy that:			
8	Explained eligibility criteria for financial assistance, and whether such assistance includes free or discounted care?	8	
9	Used federal poverty guidelines (FPG) to determine eligibility for providing <i>free</i> care to low income individuals? If "Yes," indicate the FPG family income limit for eligibility for free care: <u> </u> <u> </u> <u> </u> %	9	

Part V Facility Information (continued) MEMORIAL HOSPITAL OF SOUTH BEND

		Yes	No
10	Used FPG to determine eligibility for providing <i>discounted</i> care to low income individuals? If "Yes," indicate the FPG family income limit for eligibility for discounted care: _ _ _ %	10	
11	Explained the basis for calculating amounts charged to patients? If "Yes," indicate the factors used in determining such amounts (check all that apply):	11	
a	<input type="checkbox"/> Income level		
b	<input type="checkbox"/> Asset level		
c	<input type="checkbox"/> Medical indigency		
d	<input type="checkbox"/> Insurance status		
e	<input type="checkbox"/> Uninsured discount		
f	<input type="checkbox"/> Medicaid/Medicare		
g	<input type="checkbox"/> State regulation		
h	<input type="checkbox"/> Other (describe in Part VI)		
12	Explained the method for applying for financial assistance?	12	
13	Included measures to publicize the policy within the community served by the hospital facility? If "Yes," indicate how the hospital facility publicized the policy (check all that apply):	13	
a	<input type="checkbox"/> The policy was posted on the hospital facility's website		
b	<input type="checkbox"/> The policy was attached to billing invoices		
c	<input type="checkbox"/> The policy was posted in the hospital facility's emergency rooms or waiting rooms		
d	<input type="checkbox"/> The policy was posted in the hospital facility's admissions offices		
e	<input type="checkbox"/> The policy was provided, in writing, to patients on admission to the hospital facility		
f	<input type="checkbox"/> The policy was available on request		
g	<input type="checkbox"/> Other (describe in Part VI)		

Billing and Collections

14	Did the hospital facility have in place during the tax year a separate billing and collections policy, or a written financial assistance policy that explained actions the hospital facility may take upon non-payment?	14	
15	Check all of the following collection actions against a patient that were permitted under the hospital facility's policies at any time during the tax year:		
a	<input type="checkbox"/> Reporting to credit agency		
b	<input type="checkbox"/> Lawsuits		
c	<input type="checkbox"/> Liens on residences		
d	<input type="checkbox"/> Body attachments		
e	<input type="checkbox"/> Other actions (describe in Part VI)		
16	Did the hospital facility engage in or authorize a third party to perform any of the following collection actions during the tax year? If "Yes," check all collection actions in which the hospital facility or a third party engaged (check all that apply):	16	
a	<input type="checkbox"/> Reporting to credit agency		
b	<input type="checkbox"/> Lawsuits		
c	<input type="checkbox"/> Liens on residences		
d	<input type="checkbox"/> Body attachments		
e	<input type="checkbox"/> Other actions (describe in Part VI)		
17	Indicate which actions the hospital facility took before initiating any of the collection actions checked in line 16 (check all that apply):		
a	<input type="checkbox"/> Notified patients of the financial assistance policy on admission		
b	<input type="checkbox"/> Notified patients of the financial assistance policy prior to discharge		
c	<input type="checkbox"/> Notified patients of the financial assistance policy in communications with the patients regarding the patients' bills		
d	<input type="checkbox"/> Documented its determination of whether a patient who applied for financial assistance under the financial assistance policy qualified for financial assistance		
e	<input type="checkbox"/> Other (describe in Part VI)		

Part V Facility Information (continued) MEMORIAL HOSPITAL OF SOUTH BEND

Policy Relating to Emergency Medical Care

		Yes	No
18	Did the hospital facility have in place during the tax year a written policy relating to emergency medical care that requires the hospital facility to provide, without discrimination, care for emergency medical conditions to individuals regardless of their eligibility under the hospital facility's financial assistance policy? If "No," indicate the reasons why (check all that apply):		
a	<input type="checkbox"/> The hospital facility did not provide care for any emergency medical conditions		
b	<input type="checkbox"/> The hospital facility did not have a policy relating to emergency medical care		
c	<input type="checkbox"/> The hospital facility limited who was eligible to receive care for emergency medical conditions (describe in Part VI)		
d	<input type="checkbox"/> Other (describe in Part VI)		

Charges for Medical Care

19	Indicate how the hospital facility determined the amounts billed to individuals who did not have insurance covering emergency or other medically necessary care (check all that apply):		
a	<input type="checkbox"/> The hospital facility used the lowest negotiated commercial insurance rate for those services at the hospital facility		
b	<input type="checkbox"/> The hospital facility used the average of the three lowest negotiated commercial insurance rates for those services at the hospital facility		
c	<input type="checkbox"/> The hospital facility used the Medicare rate for those services		
d	<input type="checkbox"/> Other (describe in Part VI)		
20	Did the hospital facility charge any of its patients who were eligible for assistance under the hospital facility's financial assistance policy, and to whom the hospital facility provided emergency or other medically necessary services, more than the amounts generally billed to individuals who had insurance covering such care? If "Yes," explain in Part VI.		
21	Did the hospital facility charge any of its patients an amount equal to the gross charge for any service provided to that patient? If "Yes," explain in Part VI.		

Part V Facility Information *(continued)*

Section C. Other Facilities That Are Not Licensed, Registered, or Similarly Recognized as a Hospital Facility

(list in order of size, measured by total revenue per facility, from largest to smallest)

How many non-hospital facilities did the organization operate during the tax year? 6

Name and address	Type of Facility (describe)
1 MEMORIAL SLEEP DISORDER CENTER 53990 CARMICHAEL DRIVE SOUTH BEND IN 46601	OUTPATIENT CLINIC PROVIDING SLEEP RELATED DIAGNOSIS AND TREATMENT
2 MEMORIAL HEALTH PLEX 111 W JEFFERSON ST SOUTH BEND IN 46601	OUTPATIENT REHABILITATION FACILITY AND FITNESS FACILITY
3 MEMORIAL BREAST CARE CENTER 100 NAVARRE PLACE SOUTH BEND IN 46601	OUTPATIENT DIAGNOSIS AND TREATMENT
4 MEMORIAL CHILDREN'S THERAPY CENTER 100 NAVARRE PLACE SOUTH BEND IN 46601	OUTPATIENT DIAGNOSIS AND TREATMENT
5 MEMORIAL RADIOLOGY 100 NAVARRE PLACE SOUTH BEND IN 46601	OUTPATIENT DIAGNOSIS AND TREATMENT
6 MEMORIAL LIGHTHOUSE PHYSICAL THERAPY 6913 N MAIN STREET GRANGER IN 46530	OUTPATIENT DIAGNOSIS AND TREATMENT
7 	
8 	
9 	
10 	

Part VI Supplemental Information

Complete this part to provide the following information.

- 1 Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II; Part III, lines 4, 8, and 9b; and Part V, Section B, lines 1j, 3, 4, 5c, 6i, 7, 11h, 13g, 15e, 16e, 17e, 18d, 19d, 20, and 21.
- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any needs assessments reported in Part V, Section B.
- 3 Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's financial assistance policy.
- 4 Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.
- 5 Promotion of community health.** Provide any other information important to describing how the organization's hospitals facilities or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.).
- 6 Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

PART I, LINE 3C

NOT APPLICABLE

PART I, LINE 6A

THE COMMUNITY BENEFIT FUND IS THE SYSTEM'S MECHANISM FOR RE-INVESTING FUNDS TO IMPROVE THE HEALTH STATUS OF COMMUNITIES IT SERVES. THE SYSTEM, WHICH INCLUDES MEMORIAL HOSPITAL OF SOUTH BEND INC., TITHES 10% OF THE PREVIOUS YEAR'S BOTTOM LINE AND TRANSFERS IT TO THE COMMUNITY BENEFIT FUND FOR INVESTMENT IN THE COMMUNITY. THIS INVESTMENT IS IN ADDITION TO THE HOSPITAL'S CHARITY CARE AND PREVENTION, AND EDUCATION ACTIVITIES SUPPORTED THROUGH ITS OPERATING BUDGET. THE COMMUNITY HEALTH ENHANCEMENT COMMITTEE OF THE BOARD BEGAN THE FUND IN 1993 AND MAKES ONGOING POLICY AND OVERSEES THE ADMINISTRATION OF THE FUND AND DETERMINES SPECIFIC INVESTMENT ALLOCATIONS. VOLUNTEERS AND STAFF ARE COMMITTED TO PRUDENTLY INVESTING THESE RESOURCES IN AN ACCOUNTABLE MANNER. AS A COMMUNITY NOT-FOR-PROFIT ORGANIZATION, WE TAKE SERIOUSLY OUR RESPONSIBILITY TO INVEST OUR RESOURCES AND ENERGIES INTO UNDERSTANDING AND MEETING THE DIVERGENT HEALTH CARE NEEDS OF ALL, AND ENSURE THAT

Part VI Supplemental Information

Complete this part to provide the following information.

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- 6 Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

EVERYONE, REGARDLESS OF THEIR ABILITY TO PAY, RECEIVES THE CARE THEY
 NEED. MEMORIAL HAS LONG BEEN RECOGNIZED FOR THE COLLABORATION EFFORTS
 WHICH ENGAGE INDIVIDUALS AND ORGANIZATIONS WITH DIVERSE SOCIO-ECONOMIC
 RELIGIOUS, ETHNIC, RACE, AGE, AND GENDER IDENTITY CHARACTERISTICS.
 OUR TEAM OF PASSIONATE AND DEDICATED HEALTH CARE PROFESSIONALS, ALONG
 WITH MANY PARTNERS THROUGHOUT THE NORTHERN INDIANA AND SOUTHERN MICHIGAN
 (MICHIANA) REGION, HELPED US CONTRIBUTE SIGNIFICANTLY TO THE HEALTH AND
 WELL-BEING OF OUR COMMUNITY. IN 2010, WE PROVIDED CHARITY CARE TO 7,139
 INDIVIDUALS. FURTHER, MEMORIAL PLAYS A KEY ROLE IN SERVING THE COMMUNITY
 AS A WHOLE. HOWEVER, THE ABOVE IS ONLY PART OF MEMORIAL'S COMMUNITY
 SERVICE AND INVESTMENT OF THE BENEFIT'S STORY.
 THIS REPORT PAINTS A PICTURE, OF HOW WE TOUCH AND IMPROVE THE HEALTH AND
 THE QUALITY OF LIVES THROUGHOUT MICHIANA. IT IS A TESTIMONY TO THE
 COMMITMENT AND LEADERSHIP OF OUR MEDICAL STAFF, VOLUNTEER BOARD OF
 TRUSTEES, EMPLOYEES, AUXILIARY VOLUNTEERS, AND COMMUNITY PARTNERS, WHOSE
 DEDICATION TO SERVE, TOUCH MANY LIVES AND MAKE OUR COMMUNITY A BETTER
 PLACE TO LIVE, WORK, AND PLAY.

Part VI Supplemental Information

Complete this part to provide the following information.

- 1 **Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II; Part III, lines 4, 8, and 9b; and Part V, Section B, lines 1j, 3, 4, 5c, 6i, 7, 11h, 13g, 15e, 16e, 17e, 18d, 19d, 20, and 21.
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- 6 **Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 **State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

PART I, LINE 7, COLUMN F

BAD DEBT EXPENSE REMOVED FROM TOTAL EXPENSES \$37,433,659

PART I, LINE 7G

NOT APPLICABLE

COSTING METHODOLOGY

PART I, LINE 7

DONATIONS - THE ACTUAL COST OF THE DONATION OR DEPARTMENTAL NET

CONTRIBUTION, WHICHEVER IS APPROPRIATE, FROM GENERAL LEDGER RECORDS AND

REPORTS ARE INCLUDED

IN-KIND/VOLUNTEER SERVICES - WHEN A SPECIFIC PERSON IS LISTED AS THE

EVENT VOLUNTEER, THE YTD HOURLY WAGE IS PULLED FROM THE LABOR

DISTRIBUTION REPORT FOR 12/31, MULTIPLIED BY THE NUMBER OF HOURS AT THE

EVENT OR EVENTS. WHEN A SPECIFIC JOB CLASS IS LISTED (I.E. "PEDI

REHAB"), THE AVERAGE HOURLY WAGE IS COMPUTED FOR ALL EMPLOYEES IN THAT

JOB CLASS AND DEPARTMENT AND USED IN THE SAME MANNER. BENEFITS ARE ADDED

TO EACH AT A RATIO OF BENEFIT DOLLARS TO TOTAL SALARIES, MULTIPLIED BY

Part VI Supplemental Information

Complete this part to provide the following information.

- 1 Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II; Part III, lines 4, 8, and 9b; and Part V, Section B, lines 1j, 3, 4, 5c, 6i, 7, 11h, 13g, 15e, 16e, 17e, 18d, 19d, 20, and 21.
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- 4 Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.
- 5 Promotion of community health.** Provide any other information important to describing how the organization's hospitals facilities or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.).
- 6 Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

TOTAL SALARIES CALCULATED FOR THE EVENT.

PART III, LINE 4

THE CORPORATION EVALUATES THE COLLECTABILITY OF ITS ACCOUNTS RECEIVABLE
 BASED ON THE LENGTH OF TIME THE RECEIVABLE IS OUTSTANDING, PAYOR CLASS,
 AND THE ANTICIPATED FUTURE UNCOLLECTIBLE AMOUNTS BASED ON HISTORICAL
 EXPERIENCE. ACCOUNTS RECEIVABLE ARE CHARGED TO THE ALLOWANCE FOR
 DOUBTFUL ACCOUNTS WHEN THEY ARE DEEMED UNCOLLECTIBLE. COSTING
 METHODOLOGY IS THE SAME AS TAX FORM 990, SCHEDULE H, WORKSHEET 2
 METHODOLOGY. PATIENT CARE COST ADJUSTED BY NON-PATIENT ACTIVITY,
 EXPENSES, AND PATIENT CARE CHARGES.

RATIONALE FOR INCLUSION OF THE MEDICARE SHORTFALL AS A COMMUNITY BENEFIT

PART III, LINE 8

PARTICIPATION IN THE GOVERNMENTAL MEDICARE PROGRAM DOES NOT PROVIDE THE
 OPPORTUNITY FOR A HOSPITAL TO NEGOTIATE A REIMBURSEMENT RATE OR STRUCTURE
 THAT WOULD ALLOW THE HOSPITAL TO COVER THE COST OF THE MEDICAL SERVICE
 RENDERED TO THE PROGRAM PARTICIPANT, AS WOULD BE THE CASE IN CONTRACTUAL

Part VI Supplemental Information

Complete this part to provide the following information.

- 1 Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II; Part III, lines 4, 8, and 9b; and Part V, Section B, lines 1j, 3, 4, 5c, 6i, 7, 11h, 13g, 15e, 16e, 17e, 18d, 19d, 20, and 21.
- 2 Needs assessment.** Describe how the organization assesses the health care needs of the communities it serves, in addition to any needs assessments reported in Part V, Section B.
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- 4 Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.
- 5 Promotion of community health.** Provide any other information important to describing how the organization's hospitals facilities or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.).
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- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

NEGOTIATIONS WITH COMMERCIAL INSURANCE COMPANIES. NOR IS THE HOSPITAL
 ALLOWED TO PROVIDE ONLY THE SERVICES FOR WHICH REIMBURSEMENT COVERS THE
 DIRECT COST OF CARE. THIS PRODUCES THE SAME SHORTFALL OUTCOME AS DOES
 THE PARTICIPATION IN THE MEDICAID PROGRAM. THE MEDICAID PROGRAM IS
 RECOGNIZED AS A COMMUNITY BENEFIT ON SCHEDULE H AND ON COMMUNITY BENEFIT
 REPORTS FOR MOST STATES. THE QUALITY AND COST OF THE PATIENT CARE IS THE
 SAME REGARDLESS OF PAYOR SOURCE. HENCE THE ACCEPTANCE OF MEDICARE
 REIMBURSEMENT REPRESENTS A REDUCTION OR RELIEF OF THE GOVERNMENT BURDEN
 TO PAY THE FULL COST OF CARE PROVIDED.

FINANCIAL ASSISTANCE POLICY

PART III, LINE 9B

THE COLLECTION POLICY AND PROCEDURES ARE AS FOLLOWS RELATED TO PATIENTS
 WHO ARE KNOWN TO QUALIFY FOR CHARITY CARE OR FINANCIAL ASSISTANCE: TO
 ENSURE THE HOSPITAL FULFILLS ITS MISSION AND COMMITMENT TO THE POOR, THE
 HOSPITAL SHALL ANNUALLY PLAN FOR AND PROVIDE FREE HEALTH CARE AND
 HEALTH-RELATED SERVICES TO THE POOR AND QUALIFIED UNINSURED/UNDERINSURED.

A PATIENT IS CONSIDERED FOR FINANCIAL ASSISTANCE IF ALL OTHER STATE AND

Part VI Supplemental Information

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- 6 Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

FEDERAL ASSISTANCE OPPORTUNITIES HAVE BEEN EXHAUSTED. THE FEDERAL
 INCOME AND POVERTY GUIDELINES WILL SERVE AS A GUIDE IN DETERMINING THOSE
 PATIENTS THAT MAY QUALIFY FOR FINANCIAL ASSISTANCE. ALL PATIENTS SHALL
 BE TREATED CONSISTENTLY IN THE APPROVAL PROCESS INCLUDING MEDICARE AND
 NON MEDICARE PATIENTS.

PURPOSE:

TO PROVIDE FINANCIAL ASSISTANCE TO THOSE PATIENTS WHO CANNOT AFFORD TO
 PAY AND TO PROVIDE DISCOUNTED CARE TO UNINSURED PATIENTS RECEIVING
 HEALTHCARE SERVICES FROM MEMORIAL HOSPITAL OF SOUTH BEND.

PROCEDURE:

1. MEMORIAL HOSPITAL WILL ASSIST PATIENTS IN MAKING A DETERMINATION
 REGARDING WHETHER OR NOT THE PATIENT MAY BE ABLE TO QUALIFY FOR SOME FORM
 OF ENTITLEMENT THROUGH A FEDERAL OR STATE GOVERNMENT PROGRAM AND COMPLETE
 THE APPROPRIATE APPLICATIONS FOR ASSISTANCE. IT IS REQUIRED THAT THE
 PATIENT WILL ASSIST IN THE DETERMINATION AND APPLICATION PROCESS. IF THE
 PATIENT DOES NOT QUALIFY FOR ANY FEDERAL OR STATE ASSISTANCE, WE WILL
 START THE FINANCIAL ASSISTANCE APPROVAL PROCESS.

2. IDENTIFY PATIENTS POTENTIALLY ELIGIBLE FOR FINANCIAL ASSISTANCE THROUGH

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THE PRE-REGISTRATION, ADMISSION, ELIGIBILITY PROCESS, OR THROUGH SELF PAY

ACCOUNT REVIEW AND COLLECTION ACTIVITIES.

3. PROVIDE TO THE PATIENT A FINANCIAL EVALUATION FORM.

4. OBTAIN OR RECEIVE A SIGNED, COMPLETED FINANCIAL EVALUATION FORM FROM

THE PATIENT.

5. DETERMINE ELIGIBILITY BY OBTAINING THE FOLLOWING INFORMATION FROM THE

PATIENT:

A) GROSS INCOME AND MOST RECENT W-2

B) PRIOR YEARS TAX RETURN (INCLUDING ALL SCHEDULES)

C) LAST 3 PAY STUBS (IF UNEMPLOYED, WORK ONE STATEMENT OF EARNINGS)

D) EMPLOYMENT STATUS AND FUTURE EARNINGS CAPACITY

E) FAMILY SIZE

F) MEDICAL EXPENSES INCLUDING DRUGS AND MEDICAL SUPPLIES

G) LAST THREE BANK STATEMENTS

IF THE PATIENT DOES NOT HAVE A PRIOR YEAR TAX RETURN, WE WILL MAKE OUR

DETERMINATION BASED ON CURRENT INCOME. A CREDIT REPORT MAY BE RUN TO

SUBSTANTIATE DOCUMENTATION. THERE MAY BE CIRCUMSTANCES WHERE A PATIENT

MAY NOT BE ABLE TO PROVIDE ALL THE ABOVE DOCUMENTATION NEEDED TO APPROVE

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FINANCIAL ASSISTANCE. IT WILL BE UP TO THE DISCRETION OF THE DEPARTMENT

DIRECTOR AND/OR THE CFO TO GRANT APPROVAL IN THIS CIRCUMSTANCE.

6.DETERMINE THE AMOUNT OF FINANCIAL ASSISTANCE BY UTILIZING THE FEDERAL

POVERTY GUIDELINES AS A BASIS FOR QUALIFICATION LEVELS. GROSS ANNUAL

INCOME PLUS CASH ASSETS ARE USED AS THE BASIS FOR INCOME CALCULATIONS.

FINANCIAL ASSISTANCE WILL BE GRANTED FOR THOSE PATIENTS WHO ARE HOMELESS.

IF A PATIENT IS DECEASED AND HAS NO ESTATE, WE WILL GRANT CHARITY ON ANY

OUTSTANDING SELF PAY ACCOUNT BALANCES. DOCUMENTATION THAT AN ESTATE HAS

NOT BEEN FILED WILL BE ATTACHED TO THE FINANCIAL ASSISTANCE APPROVAL

FORM.

NOTE: APPROVAL MAY BE MADE BASED ON MEDICAL INDIGENCE. IE: PATIENTS

WHO HAVE EXCESSIVE PHARMACY, OXYGEN, OR ONGOING MEDICAL EXPENSE. THIS

AMOUNT WOULD BE DEDUCTED FROM THEIR GROSS INCOME.

FINANCIAL ASSISTANCE WILL NOT BE GRANTED FOR NON-MEDICALLY NECESSARY

SERVICES.

7.COMplete the financial assistance approval form and forward to the

collection coordinator.

8.THE COLLECTION COORDINATOR WILL REVIEW THE FINANCIAL ASSISTANCE

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APPLICATION TO ENSURE THAT IT IS COMPLETE.

THE COORDINATOR WILL APPROVE OR DENY THE APPLICATION BEFORE SENDING IT TO

THE PATIENT ACCOUNT MANAGER FOR APPROVAL. DEPENDING ON THE DOLLAR AMOUNT

OF THE FINANCIAL ASSISTANCE WRITE OFF, APPROVAL SIGNATURES ARE REQUIRED.

THE APPROVAL GUIDELINES ARE AS FOLLOWS:

\$1.00 TO \$2,500.00 COLLECTION COORDINATOR

\$2,501.00 TO \$10,000.00 PATIENT ACCOUNT SERVICE MANAGER

\$10,001.00 TO \$25,000.00 DIRECTOR, PATIENT ACCOUNT SERVICES

\$25,001.00 AND ABOVE VICE PRESIDENT, CFO

9. AFTER ALL THE APPROPRIATE SIGNATURES HAVE BEEN OBTAINED, THE FINANCIAL

ASSISTANCE WRITE OFF ALONG WITH THE CORRESPONDING DOCUMENTATION WILL BE

FORWARDED TO CASH APPLICATION FOR WRITE OFF.

10. SEND DETERMINATION LETTER TO NOTIFY PATIENT OF THE APPROVAL FOR

FINANCIAL ASSISTANCE.

11. FINANCIAL ASSISTANCE APPROVALS WILL APPLY RETROACTIVELY TO ALL OPEN

ACCOUNTS WITH EXISTING BALANCES (INCLUDING ACCOUNTS IN COLLECTIONS) AND

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WILL BE ACTIVE FOR 6 MONTHS FOLLOWING THE DATE OF APPROVAL.

12. THE DOCUMENT WILL BE PLACED IN THE FINANCIAL ASSISTANCE FILE DRAWER

UNDER THE DATE THE WRITE OFF WAS POSTED.

UNINSURED SELF PAY DISCOUNTS

FOR THOSE PATIENTS WHO HAVE NO INSURANCE AND DO NOT MEET THE ABOVE

FINANCIAL ASSISTANCE GUIDELINES, MEMORIAL HOSPITAL WILL PROVIDE AN

UNINSURED DISCOUNT BASED ON THE FOLLOWING TIERED STRUCTURE:

30% DISCOUNT IF ACCOUNT IS PAID WITHIN 30 DAYS FROM DATE OF SERVICE

20% DISCOUNT IF ACCOUNT IS PAID WITHIN 90 DAYS FROM DATE OF SERVICE

10% DISCOUNT IF PATIENT CHOOSES TO PARTICIPATE IN THE CAREPAYMENT

FINANCING

ANY EXCEPTIONS MUST BE APPROVED BY THE DEPARTMENT MANAGER OR DIRECTOR.

NEEDS ASSESSMENT

PART VI, LINE 2

AT MEMORIAL HOSPITAL AND HEALTH SYSTEM, OUR GOAL IS TO STRENGTHEN THE

HEALTH AND WELL-BEING OF OUR INDIVIDUAL PATIENTS AND NEIGHBORS, AS WELL

AS THE BROADER COMMUNITY. GRANT DOLLARS TOTALING \$2,174,024 WERE

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OBTAINED AND BLENDED WITH MEMORIAL TITHING DOLLARS TO DELIVER SERVICES
 AND PROGRAMS THAT IMPACTED THE PHYSICAL HEALTH, MENTAL HEALTH AND QUALITY
 OF LIFE OF TENS OF THOUSANDS OF INDIVIDUALS AND FAMILIES. MEMORIAL
 INVESTED \$2,737,938 OF TITHING FUNDS IN COMMUNITY BENEFIT, WHICH IN A
 TIME OF ECONOMIC UPHEAVAL IS MORE IMPORTANT TO BUILDING THE VITALITY OF
 OUR COMMUNITY THAN EVER BEFORE.

THE SERVICES WE PROVIDE ARE ESSENTIAL TO NOT ONLY THE COMMUNITY'S OVERALL
 HEALTH, BUT ALSO TO THE QUALITY OF LIFE OF EVERY RESIDENT. THIS BELIEF
 IS SUPPORTED IN OUR CULTURE; OUR VOLUNTEER BOARD OF TRUSTEES, PHYSICIANS,
 NURSES, PATIENT CARE AND SUPPORT STAFF, AND AUXILIARY VOLUNTEERS TAKE
 PRIDE IN THE COMMUNITY OUTREACH WE DO IN THE NEIGHBORHOODS. IT TAKES A
 WHOLE SYSTEM WORKING TOGETHER AND COMMITTED TO SERVING THE INHABITANTS OF
 OUR COMMUNITY.

OUR COMMUNITY IS BECOMING INCREASINGLY DIVERSE. THE HEALTH RISKS
 ASSOCIATED WITH CHRONIC DISEASES LIKE DIABETES, HYPERTENSION, AND
 OBESITY, ARE PARTICULARLY HIGH AMONG OUR GROWING, AND OFTEN MEDICALLY

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UNDERSERVED, HISPANIC AND AFRICAN-AMERICAN POPULATIONS. WE REACH OUT TO

THESE GROUPS THROUGH CHURCHES, LOCAL COMMUNITY ORGANIZATIONS, AND

GRASSROOTS EFFORTS. OUR GOAL IS TO HELP ALL RESIDENTS ACCESS THE CARE

THEY NEED; TO HELP THEM LEARN TO MANAGE THEIR CONDITIONS AND LIVE

HEALTHIER LIVES.

IN THE PAST YEAR, WE COLLABORATED WITH A NUMBER OF ORGANIZATIONS TO

GATHER INFORMATION ABOUT THE NEEDS AND STRENGTHS OF OUR COMMUNITY

RESIDENTS. THIS INFORMATION HELPS US TO COLLABORATIVELY DETERMINE OUR

SHORT- AND LONG-TERM PRIORITIES AS WELL AS STRATEGIES FOR IMPROVING THE

OVERALL COMMUNITY.

COMMUNITY PLUNGES PROVIDE OPPORTUNITIES FOR COMMUNITY AND HOSPITAL

LEADERSHIP TO SPEND TIME IN THE NEIGHBORHOODS MEETING WITH GRASSROOTS

LEADERS AND NEIGHBORS. GETTING ACQUAINTED WITH THE REALITY THAT MANY OF

US NEVER SEE, AND DO NOT UNDERSTAND. COMMUNITY PLUNGES HAVE BECOME A

MAINSTAY OF MEMORIAL'S RESEARCH INTO HEALTH AND SOCIAL ILLS AS WELL AS

ASSETS AND STRENGTHS THAT INFLUENCE AND SHAPE OUR COMMUNITY. (PLUNGES

ARE OFFERED ANNUALLY, BEGINNING IN 1988 THROUGH 2010.)

A COMMITTEE OF THE BOARD OF TRUSTEES PROVIDES INPUT AND OVERSIGHT INTO

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THE DECISION-MAKING OF PARTNERSHIP OPPORTUNITIES, ADDRESSING THE NEEDS,

BUILDING ON THE STRENGTHS OF THE COMMUNITY, AND SETTING PRIORITIES FOR

RESOURCE ALLOCATION. THE BOARD COMMITTEE IS COMPOSED OF COMMUNITY

MEMBERS WHO SERVE ON THE FOUR SYSTEM-WIDE BOARDS OF DIRECTORS. IN

ADDITION, THE DIVISION OF COMMUNITY HEALTH ENHANCEMENT STAFF AND

EMPLOYEES OF THE HOSPITAL AND SYSTEM ARE SEATED ON MOST OF THE SOCIAL

SERVICE AND HEALTH AGENCIES BOARDS AND TASK FORCES IN THE COMMUNITY. THIS

INVOLVEMENT PROVIDES A VEHICLE FOR ONGOING COMMUNICATION, WHICH FLOWS

CONTINUOUSLY BETWEEN THE HOSPITAL AND THE COMMUNITY. THE ST. JOSEPH

COUNTY HEALTH DEPARTMENT BOARD IS CHAIRED BY MEMORIAL'S CHIEF NURSING

OFFICER. THE CNO ALSO HAS TAKEN THE LEAD IN EMERGENCY PREPARATION FOR

THE ENTIRE COUNTY.

THE GREATEST HEALTH AND QUALITY OF LIFE NEEDS IDENTIFIED BY THE COMMUNITY

INCLUDE:

- ACCESS TO PRIMARY AND SPECIALTY CARE FOR THE UNINSURED

- MINORITIES DISPARITIES AND ACCESS TO PREVENTION AND DISEASE

MANAGEMENT

- TEEN PREGNANCY AND MINORITY INFANT MORTALITY

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IN THE COMING YEAR, THE HOSPITAL WILL BE PARTICIPATING WITH THE HEALTH
 DEPARTMENT TO DEVELOP THE ST. JOSEPH COUNTY LOCAL PUBLIC HEALTH SYSTEM
 PERFORMANCE ASSESSMENT AS PART OF THE STATE DEPARTMENT OF HEALTH'S
 INDIANA PUBLIC HEALTH SYSTEM QUALITY IMPROVEMENT PROGRAM. ONCE THIS
 INFRASTRUCTURE IS BUILT THROUGH THE IDENTIFICATION AND PARTNERSHIP OF KEY
 STAKEHOLDERS, THE NEXT ACTIVITY WILL BE THE DESIGN AND EXECUTION OF THE
 COMMUNITY HEALTH NEEDS ASSESSMENT. THE PROJECTED TIMELINE CONTINUES INTO
 THE SPRING OF 2012 THROUGH THE STRATEGIC IDENTIFICATION AND PLANNING
 STAGE TO THE IMPLEMENTATION OF ACTIVITIES TO SUPPORT THE OBJECTIVES BASED
 UPON THE PRIORITIES EVIDENCED BY THE DATA.

PATIENT EDUCATION AND ELIGIBILITY FOR ASSISTANCE

PART VI, LINE 3

WHEN UNINSURED PATIENTS PRESENT TO OUR HOSPITAL, THEY ARE OFFERED THE
 OPPORTUNITY TO MEET WITH OUR ELIGIBILITY SPECIALISTS. OUR ELIGIBILITY
 SPECIALISTS DISCUSS THE POTENTIAL ELIGIBILITY OF THE PATIENT FOR MULTIPLE
 ASSISTANCE PROGRAMS, INCLUDING OUR OWN INTERNAL FINANCIAL ASSISTANCE
 PROGRAM. OUR STATEMENTS ALSO INCLUDE A NOTICE THAT FINANCIAL ASSISTANCE

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IS AVAILABLE TO PATIENTS, AND THEY CAN CONTACT OUR CUSTOMER SERVICE GROUP
FOR GUIDELINES.

COMMUNITY INFORMATION

PART VI, LINE 4

HOOSIER HEALTHWISE (HHW), CHILDREN OF SPECIAL HEALTH CARE SERVICES, AND
HEALTHY INDIANA PLAN (HIP), ARE PROGRAMS PROVIDED THROUGH THE STATE OF
INDIANA, TO PROVIDE HEALTH CARE FOR CHILDREN, AND ADULTS AGES RANGING
FROM BIRTH TO 64 YEARS OF AGE, AS WELL AS CHILDREN WITH SPECIAL HEALTH
CARE NEEDS AND DEVELOPMENTAL DELAYS. THE COMMUNITY HEALTH ENHANCEMENT
TEAM PROVIDES EDUCATION, RESOURCES AND ASSISTANCE FOR COMMUNITY-BASED
ENROLLMENT FOR INDIVIDUALS AND FAMILIES IN OUR COMMUNITY FOR THESE
PROGRAMS. SPANISH-SPEAKING TEAM MEMBERS ASSIST WITH ENROLLMENT AT ALL
COMMUNITY SITES. IN 2010, THE COMMUNITY HEALTH ENHANCEMENT TEAM
FACILITATED NEEDED COVERAGE BEING OBTAINED FOR OVER 700 INDIVIDUALS IN
OUR COMMUNITY.

COMMUNITY INFORMATION (GEOGRAPHY AND DEMOGRAPHICS)

ESTABLISHED IN 1830, ST. JOSEPH COUNTY, INDIANA HAS BECOME THE FOURTH

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LARGEST COUNTY IN THE STATE OF INDIANA. THE COUNTY SPANS 467 SQUARE
 MILES, WHICH INCLUDES A COMFORTABLE MIX OF RURAL CULTURAL HERITAGE AND
 URBAN AMENITIES. ST. JOSEPH COUNTY IS ALSO THE REGIONAL CENTER FOR HIGHER
 EDUCATION. THE COUNTY IS HOME TO MORE THAN EIGHT COLLEGES AND
 UNIVERSITIES INCLUDING BUT NOT LIMITED TO NOTRE DAME UNIVERSITY, INDIANA
 UNIVERSITY, PURDUE EXT., BETHEL UNIVERSITY AND ST. MARY'S COLLEGE.
 THE HEART OF THE HEALTH SYSTEM IS LOCATED WITHIN A MILE OF THE UNIVERSITY
 OF NOTRE DAME, 10 MILES SOUTH OF THE MICHIGAN STATE LINE, AND 40 MILES
 EAST OF LAKE MICHIGAN. THROUGH THE YEARS, THE ENVIRONMENT OF SOUTH BEND,
 THE LARGEST CITY IN ST. JOSEPH COUNTY, HAS CHANGED FROM A FOCUS ON
 MANUFACTURING (STUDEBAKER AND UNIROYAL) TO ONE OF SERVICE INDUSTRY. IN
 FACT, AMONG THE TEN LARGEST EMPLOYERS IN THE COUNTY, JUST TWO REPRESENT
 MANUFACTURING. THE UNIVERSITY OF NOTRE DAME IS THE LARGEST EMPLOYER,
 FOLLOWED BY MEMORIAL HEALTH SYSTEM, THE SOUTH BEND COMMUNITY SCHOOL
 CORPORATION, AM GENERAL, AND ST. JOSEPH REGIONAL MEDICAL CENTER.
 ST. JOSEPH COUNTY, THE FIVE CONTIGUOUS COUNTIES COMPRISING ITS SECONDARY
 SERVICE AREA AND 12 COUNTIES IN ITS TERTIARY SERVICE AREA ARE
 CHARACTERIZED BY A MIX OF SMALL TO MID-SIZE METROPOLITAN AREAS AND RURAL

Part VI Supplemental Information

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COMMUNITIES. POPULATION MIX IS DIVERSE AND INCLUDES LARGE NUMBERS OF

FIRST-GENERATION EUROPEAN IMMIGRANTS, AFRICAN AMERICANS, ASIANS,

HISPANICS, AND AMISH.

THE POPULATION FOR ST. JOSEPH COUNTY IN 2010 WAS 268,299 INDIVIDUALS. THE

RACE IN THE COUNTY IS 80% CAUCASIANS, 11.8% AFRICAN AMERICA, AND

HISPANICS REPRESENT 6.6, WITH 1.6 LISTED AS OTHER. AS EXPECTED, WITH AN

AREA SATURATED WITH POST-SECONDARY EDUCATION, THE COUNTY HAS HIGHER THAN

WOULD BE PROJECTED EDUCATIONAL LEVEL. THIRTY-THREE PERCENT OF THE

POPULATION IS HIGH SCHOOL GRADUATES, 19.4% HAVE SOME COLLEGE, 23.3% HAVE

GRADUATED FROM COLLEGE, AND 10.3% HAVE COMPLETED POST GRADUATE CLASSES.

THE AVERAGE HOUSEHOLD INCOME WAS \$61,271.

OF THE PRIMARY AND SECONDARY MEMORIAL SERVICE AREA, ST. JOSEPH COUNTY IS

THE LARGEST, WITH A POPULATION JUST OVER 274,372 FOLLOWED BY ELKHART

COUNTY WITH JUST OVER 197,098. ELKHART COUNTY CONTINUES TO HAVE AN

INDUSTRIAL FOCUS AS A MAJOR CENTER OF THE AUTOMOTIVE, RECREATIONAL

VEHICLE, MANUFACTURED HOUSING AND MUSICAL INSTRUMENT INDUSTRIES.

ADDITIONAL SECONDARY SERVICE AREA COUNTIES AND THEIR POPULATIONS INCLUDE

BERRIEN (MI) 174,642, LAPORTE (IN) 109,124; CASS (MI) 43,701 AND MARSHALL

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(IN) 50,099.

OUR SERVICE AREA INCLUDES PATIENTS FROM ST. JOSEPH AND SURROUNDING
 COUNTIES IN INDIANA AND MICHIGAN; A PEDIATRIC EMERGENCY TRANSPORT PROGRAM
 SERVING 18 COUNTIES; AND OUR MEDFLIGHT HELICOPTER THAT COVERS COMMUNITIES
 WITHIN A 150-MILE RADIUS. WE HAVE THE REGION'S ONLY LEVEL 3 NEWBORN
 INTENSIVE CARE UNIT, THE ONLY PEDIATRIC INTENSIVE CARE UNIT AND THE ONLY
 PEDIATRIC HEMATOLOGY/ONCOLOGY PROGRAM IN THE AREA. MEMORIAL IS ALSO THE
 ONLY HOSPITAL IN THE REGION WITH PEDIATRIC HOSPITALIST AND CHILD LIFE
 PROGRAMS.
 MEMORIAL IS NOT ONLY RECOGNIZED NATIONALLY AS A LEADER IN PROVIDING HIGH
 QUALITY CARE, BUT ALSO AS A LEADER IN INNOVATION, OFFERING NEW APPROACHES
 TO PATIENT SATISFACTION AND CUSTOMER SERVICE THAT SET US APART FROM OTHER
 HEALTH CARE PROVIDERS.
 AS THE REGION'S ONLY DESIGNATED CHILDREN'S HOSPITAL, MEMORIAL CHILDREN'S
 HOSPITAL WELCOMES AND TREATS CHILDREN WITH A WIDE VARIETY OF MEDICAL AND
 SURGICAL DIAGNOSES FROM MORE THAN 20 REFERRAL HOSPITALS THROUGHOUT
 SOUTHWESTERN MICHIGAN AND NORTHERN INDIANA. OUR WORLD-CLASS TEAM INCLUDES
 PEDIATRIC HOSPITALISTS AND INTENSIVISTS, REGISTERED NURSES, CHILD LIFE

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SPECIALISTS, PEDIATRIC DIABETIC EDUCATORS, PEDIATRIC DIETITIANS, SOCIAL
 WORKERS, NEONATOLOGISTS, PEDIATRIC ONCOLOGISTS, RESPIRATORY THERAPISTS,
 CLINICAL NURSE SPECIALISTS, PASTORAL CARE, AND PEDIATRIC SPECIALISTS IN
 PHYSICAL THERAPY, PULMONARY MEDICINE AND INFECTIOUS DISEASE.

MEMORIAL HOSPITAL AND HEALTH SYSTEM ALSO SERVES THE COMMUNITY WITH
 MEMORIAL NEIGHBORHOOD HEALTH CENTER - SOUTHEAST CLINIC, AND THE CENTRAL
 NEIGHBORHOOD CLINIC AT THE CENTER FOR THE HOMELESS. THESE TWO CLINICS
 OFFER PRIMARY HEALTH CARE SERVICES INCLUDING ALL BASIC SERVICES AS WELL
 AS FAMILY PLANNING AND REPRODUCTIVE HEALTH, LOW-RISK OBSTETRICS, AND
 COLONOSCOPY SERVICES.

SERVICES ARE AVAILABLE TO ANYONE, AND OUR FEES ARE WITHIN THE CUSTOMARY
 RANGE FOR YOUR COMMUNITY. WE ACCEPT MEDICAID, MEDICARE AND PRIVATE
 INSURANCE, AND OFFER A SLIDING FEE SCALE BASED ON INCOME GUIDELINES FOR
 UNINSURED. WE ALSO PARTICIPATE IN HOOSIER HEALTHWISE, THE CHIP PROGRAM
 THAT PROVIDES HEALTHCARE FOR INDIANA CHILDREN, PREGNANT WOMEN AND
 LOW-INCOME FAMILIES.

OTHER HOSPITALS IN OUR REGION INCLUDE: ST. JOSEPH REGIONAL MEDICAL
 CENTER, ELKHART GENERAL HOSPITAL, GOSHEN HOSPITAL AND LAKELAND HEALTH

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CARE.

EDUCATION AND RESEARCH FOR A HEALTHY FUTURE

WE CONSIDER EDUCATION AND RESEARCH TO BE PART OF OUR MISSION. EACH IS

VITAL TO PREPARING THE NEXT GENERATION OF HEALTH CARE PROFESSIONALS TO

MEET FUTURE HEALTH CARE DEMANDS. AS OUR COUNTRY AGES, WE WILL NEED MORE

CAREGIVERS THAN EVER BEFORE; AT THE SAME TIME, THERE IS A SHORTAGE OF NEW

GRADUATES IN KEY CLINICAL AND TECHNICAL POSITIONS. TO ENSURE THAT WE

HAVE THE QUALITY WORKFORCE WE NEED TO CARE FOR OUR PATIENTS IN THE

FUTURE, WE ARE COMMITTED TO THE EDUCATION OF CURRENT AND FUTURE

CAREGIVERS, AND HAVE PARTNERED WITH LOCAL HIGH SCHOOLS, COLLEGES,

UNIVERSITIES AND INDIANA UNIVERSITY MEDICAL SCHOOL AT NOTRE DAME.

PREPARING FOR TOMORROW'S HEALTH CARE NEEDS ALSO REQUIRES A COMMITMENT TO

RESEARCHING NEW AND INNOVATIVE TREATMENTS THAT BATTLE TOMORROW'S HEALTH

CARE CHALLENGES. CLINICAL RESEARCH IS A PART OF PROGRAMMING ACROSS THE

HEALTH SYSTEM. MEMORIAL MEDICAL GROUP PARTICIPATES IN A SIGNIFICANT

NUMBER OF PHARMACEUTICAL TRIALS ANNUALLY; PHYSICIANS IN THE HOSPITAL

PARTICIPATE IN VARIOUS RESEARCH PROJECTS THAT ARE NATIONAL IN SCOPE AND

ARE EVALUATED BY FDA GUIDELINES BY MEMORIAL'S INSTITUTIONAL REVIEW BOARD.

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MEMORIAL IS ALSO A MEMBER OF AN ONCOLOGY CONSORTIUM WHICH DOES
 CANCER-RELATED RESEARCH WITH GRANTS FUNDING IN EXCESS OF \$853,600. OUR
 MEDICAL STAFF IS WORKING TO FIND TOMORROW'S TREATMENTS AND CURES TODAY.
 RESEARCH ALSO EVOLVES FROM THE NURSING, PRE-MEDICAL AND SOCIAL SERVICE
 DISCIPLINES AT THE LOCAL POST-SECONDARY EDUCATION INSTITUTIONS. THE
 UNIVERSITY OF NOTRE DAME IS A CLOSE PARTNER IN COMMUNITY-BASED RESEARCH,
 WHICH INCLUDES EVALUATING EDUCATION CURRICULA, INTERVENTION MODALITIES,
 AND QUANTITATIVE ANALYSIS AS WELL AS QUALITATIVE RESEARCH METHODS.
 TOGETHER, WE OFFER A COMPREHENSIVE LEARNING EXPERIENCE FOR MEDICAL
 STUDENTS, ENABLING INTERNS, RESIDENTS, AND FELLOWS TO UTILIZE OUR
 STATE-OF-THE-ART TRAINING FACILITIES AND INTEGRATE ADVANCED TECHNOLOGY
 LEARNED IN THE CLASSROOM DIRECTLY WITH PATIENT CARE. TOGETHER, WE
 FURTHER THE EVIDENCE OF COMMUNITY-BASED RESEARCH IN ADDITION TO CLINICAL
 RESEARCH, PARTICULARLY IN THE INTERSECTION OF NEUROSCIENCE AND MEDICAL
 INTERVENTIONS, SUCH AS THE IMPACT OF CHEMOTHERAPY ON THE MEMORY AND
 COGNITIVE FUNCTIONING OF BREAST CANCER VICTIMS.

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COMMUNITY BUILDING ACTIVITIES

PART VI, LINE 5

ALL INFORMATION INCLUDED IN PART I, SEE 'OTHER INFORMATION REQUIRED'.

PART VI, LINE 6

COMMUNITY PLUNGES WERE DEVELOPED AT MEMORIAL 23 YEARS AGO. THE FIRST WAS THE AGING PLUNGE, WHICH LOOKED AT THE PLIGHT OF AN AGING SOCIETY, LIVING INDEPENDENTLY AS LONG AS POSSIBLE, OFTEN ISOLATED, SUFFERING FROM DEPRESSION, HAD LITTLE OPPORTUNITIES FOR SOCIALIZATION, AND WAS MISMANAGING THEIR HEALTH WITH POLYPHARMACY RESULTING IN COUNTER INDICATIONS, AND DANGEROUS INTERACTIONS, FROM SEEING DIFFERENT PHYSICIANS TO TREAT MANY DIFFERENT DISEASES AND AILMENTS.

BOARD MEMBERS, STAFF, AND COMMUNITY LEADERS SPEND A FEW HOURS TOGETHER DELVING INTO THE PROBLEMS CONFRONTING OUR SOCIETY; PERSONALLY INTERACTING WITH AN ALZHEIMER'S VICTIM, A GANG MEMBER, A COCAINE ADDICT, A CHILD IN THE MIDST OF FAMILY AND NEIGHBORHOOD, A MOTHER WHOSE TWO-YEAR-OLD HAD SUFFERED A SICKLE CELL STROKE, HOMELESS CHILDREN WITH DEVELOPMENTAL

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DELAYS, BRIGHT CHILDREN OF IMMIGRANTS WITHOUT CITIZENSHIP AND IN DEAD-IN

JOBS, RURAL COMMUNITIES WITHOUT SUFFICIENT ACCESS TO MEDICAL CARE,

PREGNANT TEENS, AND HIGH SCHOOL DROP-OUTS. IN 2010, MEMORIAL INVESTED

\$26,087 IN ACQUAINTING COMMUNITY LEADERS WITH THE NEEDS IN THE COMMUNITY

THROUGH THEIR PARTICIPATION IN PLUNGES.

OVER THE PAST TWO DECADES, THESE FORAYS INTO THE COMMUNITY HAVE EDUCATED

US ABOUT THE REALITY OF POVERTY, OF BEING UNINSURED, PREGNANT WITH THE

TENTH CHILD, WITH ONLY TWO LIVING BABIES, BOTH WITH SEVERE DISABILITIES.

THE STORIES OFTEN MOVE US TO TEARS, WHICH MAKES THE LEARNING EVEN MORE

POIGNANT AND THE REALITY MORE URGENT.

TWO PLUNGES THAT HAVE INFLUENCED OUTREACH PROGRAMMING HAVE BEEN (A)

"ENOUGH IS ENOUGH: VIOLENCE AS A PUBLIC HEALTH MANDATE," AND (B) "HIGH

SCHOOL DROP OUT" WHICH INCORPORATED A NUMBER OF OPPORTUNITIES FOR YOUTH

WHO HAD DROPPED OUT TO TELL THEIR STORIES ABOUT THE BEARING IT HAS HAD ON

THEIR LIFE AND ECONOMIC HEALTH. INCLUDED IN THE PLUNGE WAS "THE PACT" -

SHARED BY THREE DOCTORS WHO GREW UP IN PUBLIC HOUSING IN NEWARK; HAD

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BRUSHES WITH THE LAW, AND SUCCEEDED IN THEIR MIDDLE-SCHOOL PACT TO BECOME
DOCTORS. THE TEENS FROM WASHINGTON HIGH SCHOOL, WHO SPENT TIME WITH THE
THREE DOCTORS, DEVELOPED AN ANTI-VIOLENCE MIME WHICH WAS PRODUCED ALONG
WITH A DISCUSSION GUIDE BY THE GROUP. THE STUDENTS THEN FORMED AND NAMED
THEIR TEAM 212-DEGREES. THIS SKIT AND THE 212-DEGREE TEENS WERE
INSTRUMENTAL IN PARTICIPATING IN THE CIVIC LEAGUE'S COMPETITION WHICH
RESULTED IN SOUTH BEND BEING NAMED ONE OF THE TOP TEN CITIES IN THE
NATION.

QUALITY OF LIFE PROGRAMS

MEMORIAL'S COMMUNITY HEALTH ENHANCEMENT TEAM INNOVATIVELY SERVED MICHIANA
WITH A WIDE RANGE OF EFFECTIVE, EVIDENCE-BASED AND FISCALLY-RESPONSIBLE
PROGRAMS AND INITIATIVES IN 2010. COMMUNITY HEALTH ENHANCEMENT'S
PROGRAMS REACHED ACROSS THE LIFE SPAN, ENSURING HEALTHY PREGNANCIES,
PRODUCTIVE SENIOR YEARS, AND PROACTIVE DISEASE MANAGEMENT NOW AND WISE
INVESTMENT IN OUR COMMUNITY'S FUTURE.

PRE-NATAL PROGRAMS

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COMMUNITY HEALTH ENHANCEMENT'S TEAM PROVIDED A VARIETY OF PROGRAMS FOR
 EXPECTANT MOTHERS WITH TWO COMMON GOALS - HELPING THE WOMEN STAY HEALTHY,
 AND HELPING THEIR BABIES BE BORN HEALTHY - AND ONE COMMON DENOMINATOR:
 CARING STAFF SKILLFUL AT BUILDING TRUSTING RELATIONSHIPS.

SPECIFIC 2010 HIGHLIGHTS INCLUDE:

KEEPING PREGNANT WOMEN ALCOHOL FREE THROUGHOUT PREGNANCY THROUGH
 FOUNDATIONS FOR ALCOHOL CESSATION, EDUCATION, AND SUPPORT. EDUCATORS
 TEACH EXPECTANT WOMEN ABOUT ALCOHOL'S HARMFUL EFFECTS ON FETAL BRAIN
 DEVELOPMENT AND SCREEN FOR ALCOHOL USE DURING PREGNANCY. 22% OF WOMEN
 SCREENED IN 2010 RECEIVED AN INTERVENTION, AND 98% WHO WERE FOLLOWED
 REMAINED ALCOHOL-FREE THROUGHOUT THEIR PREGNANCY. NUMBERS SERVED: 3,271

THE ESTABLISHMENT OF BLACK AMERICAN MOTHERS BREASTFEEDING AWARENESS
 INITIATIVE, A LOCAL INITIATIVE TO INCREASE AWARENESS OF THE BENEFITS OF
 BREASTFEEDING THROUGHOUT THE AFRICAN AMERICAN COMMUNITY. THIS GROUP IS
 ALSO STUDYING REASONS AFRICAN AMERICAN WOMEN ARE LESS

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INCLINED TO BREASTFEED THAN THEIR WHITE AND LATINA PEERS.

BEDTIME BASICS FOR BABY: THIS FIRST CANDLE PROGRAM EDUCATES FAMILIES

ABOUT SAFE INFANT SLEEP PRACTICES AND PROVIDES FREE PACK AND PLAY CRIBS.

NUMBERS SERVED: 180

PRE-NATAL CARE COORDINATION EDUCATORS WORK WITH CLIENTS TO REDUCE

BARRIERS TO RECEIVING PRENATAL CARE AND CONNECT THEM WITH RESOURCES SUCH

AS BREASTFEEDING CLASSES, MEDICAL AND MENTAL HEALTH CARE PROVIDERS AND

INSURANCE PROGRAMS, PROGRAMS TEACHING PARENTING AND CHILDCARE SKILLS,

IMMUNIZATION RESOURCES, AND THE BABE STORE. 275 PREGNANT WOMEN WERE

SERVED,

ALMOST DAILY SCIENCE AND MEDICINE ARE MAKING GROUNDBREAKING DISCOVERIES

THAT WILL FOREVER CHANGE HOW WE:

-FOCUS ON BUILDING A STRONG BRAIN FOUNDATION DURING THE CRITICAL EARLY

CHILDHOOD DEVELOPMENT YEARS,

-HELP TEENS NAVIGATE NEW BRAIN IMPULSES TOWARD RISKY BEHAVIORS ON THEIR

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WAY TO LEARNING REASONING AND JUDGMENT,

-UNDERSTAND AND USE OUR OWN BRAIN TO FIND EFFICIENCY, FOCUS, AND CALM IN

THIS OVERWHELMING WORLD OF MANY DISTRACTIONS AND OBLIGATIONS,

-BEST ASSURE A VIBRANT MIND AND WORKING MEMORY ABLE TO BE RESILIENT

AGAINST ALZHEIMER'S AND DEMENTIA.

IN 2010, BRAINWORKS CONTINUED INNOVATING AT THE INTERSECTION OF

LIFESTYLE, SCIENCE AND MEDICINE OFFERING ACTIONABLE STEP TO BRING THE

INSIGHTS OF NEUROSCIENCE INTO DAILY LIFE TO A TOTAL OF OVER 4600

ATTENDEES. FEEDBACK FROM PROGRAMS CONFIRMED THE RELEVANCE OF THIS

INFORMATION WITH 88% OF INDIVIDUALS STATING THAT SOME OR ALL THE

INFORMATION THEY LEARNED WAS NEW TO THEM, AND THAT THEY INTENDED TO MAKE

CHANGES IN THEIR LIFE BECAUSE OF IT.

BRAINWORKS CHARTERED NEW TERRITORY IN AN EARLY CHILDHOOD DEVELOPMENT

PLUNGE BY BRINGING TOGETHER THE VIEWS FROM ACADEMIC RESEARCH, PEDIATRICS

AND NICU CARE, SCHOOL PSYCHOLOGY, AND PARENTING FOR AN ART BASED LEARNING

JOURNEY ABOUT BEST PRACTICES IN EARLY CHILDHOOD BRAIN HEALTH AND

Part VI Supplemental Information

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DEVELOPMENT. IN FOLLOW-UP TO THIS, BRAINWORKS AWARDED MINI-GRANTS OF UP
 TO \$5,000 TO EACH OF FIVE LOCAL NON-PROFITS SO THEY COULD ADD BRAIN-BASED
 CHILDHOOD DEVELOPMENT PROGRAMMING TO THEIR SERVICES TO CHILDREN BETWEEN
 THE AGES OF 0 - 4, OR TO CREATE ADDITIONAL CAPACITY IN WELL ORCHESTRATED
 EXISTING PROGRAMS THAT SUPPORT HEALTHY BRAIN DEVELOPMENT. THIS NICELY
 SUPPLEMENTED THE SUCCESS BRAINWORKS ACHIEVED IN INFLUENCING MOTHER/CHILD
 PLAY PRACTICES THROUGH THE REDESIGN OF PLAY SPACES, THE MOST RECENT OF
 WHICH WAS IMPLEMENTED AT THE YWCA IN CONJUNCTION WITH AND WITH SUPPORT
 FROM THE JUNIOR LEAGUE OF SOUTH BEND'S DONE IN A DAY PROJECTS.
 IN THE BUSINESS COMMUNITY, BRAINWORKS PROVIDED 65 BRAIN HEALTH BASED
 PROGRAMS TO 1775 INDIVIDUALS RANGING FROM A FULL-DAY CONFERENCE TO THE
 MENDOZA SCHOOL OF BUSINESS TEAM TO BREAK OUT SESSIONS FOR THE ST. JOSEPH
 COUNTY PUBLIC LIBRARIES PROFESSIONAL DEVELOPMENT DAY TO BEING PART OF
 COURSES OFFERED AT IUSB, HOLY CROSS COLLEGE, AND THE UNIVERSITY OF NOTRE
 DAME.

BRAINWORKS CONTINUE TO PARTNER WITH OTHERS FOR THE PURPOSE OF
 CONTRIBUTING TO RESEARCH THAT RESULTS IN USEABLE INFORMATION TO OUR

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COMMUNITY. IN CONJUNCTION WITH INDIANA UNIVERSITY SOUTH BEND AND
 MEMORIAL SLEEP LAB, BRAINWORKS KICKED OFF A RESEARCH PROJECT EXPLORING
 THE IMPACT OF SLEEP VARIABILITY ON COGNITIVE PROCESSES IN TWO DIFFERENTLY
 AGED POPULATIONS. RUNNING CONCURRENTLY WITH THIS, AND STAGED TO BEGIN IN
 SPRING OF 2011, A SECOND RESEARCH PROJECT ASSESSING A NON-MEDICAL
 PROTOCOL TO IMPROVE THE SIDE EFFECTS OF COMMUNITY HEALTH ENHANCEMENT
 COMMONLY CALLED CHEMOBRAIN WILL BEGIN.

AND LASTLY, BRAINWORKS WAS PROUD TO BE ABLE TO CONTINUE THE OVER A DECADE
 LONG TRADITION OF BRINGING NATIONAL EXPERTS IN TO SPEAK TO THE COMMUNITY.
 DR. BRUCE PERRY, NATIONAL EXPERT IN BRAIN-BASED REMEDIATION FOR CHILDREN
 OF TRAUMA PRESENTED TO SERVICE PROVIDERS, PHYSICIANS, AND THE GENERAL
 PUBLIC. AND THROUGH THE GENEROUS SUPPORT OF THE BUTLER-OARE FOUNDATION,
 DR. JAMES RIPPE, NATIONAL LIFESTYLE MEDICINE EXPERT PROVIDED AN
 EDUCATIONAL PROGRAM FOR THE PHYSICIANS OF OUR COMMUNITY AND A
 COMPLEMENTARY EVENING PROGRAM TO THE PUBLIC ON IMPROVING MIND AND BODY
 HEALTH THROUGH LIFESTYLE CHANGES.

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HEALTH EDUCATION AND OUTREACH FOR AT-RISK, UNDERSERVED POPULATIONS

THE HEALTH SYSTEM'S INNOVATIVE COMMUNITY OUTREACH HAS RECEIVED NATIONAL

RECOGNITION FOR MODELS OF INVOLVEMENT AS WELL AS STATE AND FEDERAL GRANTS

TO ASSIST IN THE SUPPORT OF SOME OF THESE PROGRAMS. AFRICAN AMERICAN

WOMEN IN TOUCH, PROVIDES BREAST CARE INFORMATION, EDUCATION, AND

SCREENINGS. FORTY WOMEN WERE REFERRED TO THE FREE COMMUNITY-BASED

GESTATIONAL DIABETES PROGRAM (BEBES DULCES SIN AZUCAR: SWEET BABIES

WITHOUT SUGAR); THERE WERE NO BABIES BORN OVER TEN POUNDS, OVERALL BIRTH

OUTCOMES WERE POSITIVE, AND MOTHERS RETURNED TO NORMAL GLUCOSE READINGS

SIX-WEEKS POST-PARTUM.

MEMORIAL WAS IN COLLABORATION WITH THE HEALTH DEPARTMENT TO ADDRESS THE

POTENTIAL INFLUENZA PANDEMIC; AS WELL AS PREPARING THE COMMUNITY FOR A

NATIONAL AND/OR REGIONAL DISASTER. ADDITIONAL SPANISH-SPEAKING EDUCATION

AND SCREENS FOR CANCER INCLUDED BREAST SCREENS FOR LATINO WOMEN, AND

LATINO MEN WERE SCREENED FOR PROSTATE CANCER.

A PROGRAM FOR AFRICAN AMERICAN MEN HAD BEEN INTRODUCED AT A LOCAL

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BARBERSHOP, TO INCREASE AWARENESS AND ENCOURAGE MEN TO MAKE BEHAVIORAL
 CHANGES TO MONITOR THEIR BLOOD PRESSURE AND TAKE STEPS TO CONTROL HIGH
 BLOOD PRESSURE RECEIVED ADDITIONAL SUPPORT. IN 2010, 357, MEN
 PARTICIPATED IN THE PROGRAM WITH 292 REFERRALS MADE FOR TREATMENT.
 DURING THE 2010-11 SCHOOL YEAR, AN EX-PRISONER WORKED WITH STUDENTS WHO
 HAD DROPPED OUT OF THE SOUTH BEND COMMUNITY SCHOOLS AND WERE ENROLLED IN
 AN ALTERNATIVE EDUCATION PROGRAM. THE EX-PRISONER HAS MADE IT HIS
 COMMITMENT AND RESTITUTION TO THE COMMUNITY TO HELP CHILDREN AVOID THE
 LIFESTYLE OF DRUGS AND GANGS. MEMORIAL WAS PLEASED TO SPONSOR UNDER HIS
 LEADERSHIP, A FIRST-YEAR TEAM THAT WON THIRD PLACE AT THE REGIONAL
 ROBOTICS COMPETITION; A RARE FETE FOR A FIRST-YEAR TEAM.

DISEASE MANAGEMENT INITIATIVES
 MEMORIAL TEAM MEMBERS ARE CONSTANTLY TEACHING INDIVIDUALS LIVING WITH
 CHRONIC CONDITIONS AND THEIR FAMILY MEMBERS HOW TO MANAGE THEIR HEALTH
 AND PREVENT PROGRESSION AND COMPLICATIONS, YIELDING IMPROVED QUALITY OF
 LIFE, FEWER HOSPITAL VISITS, AND AN OVERALL HEALTHIER COMMUNITY.

SPECIFIC 2010 INITIATIVES INCLUDED:

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TAKE A CLOSER LOOK, AN ASTHMA-MANAGEMENT PROGRAM FOR FAMILIES OF YOUNG
CHILDREN DIAGNOSED WITH THE CONDITION. FUNDED THROUGH A HOUSING AND URBAN
DEVELOPMENT GRANT, TAKE A CLOSER LOOK PROVIDES COMPREHENSIVE EDUCATION TO
FAMILY MEMBERS ABOUT HIDDEN HOUSEHOLD ASTHMA TRIGGERS AND PROVIDES THEM
WITH TOOLS TO IMPROVE LIVING CONDITIONS, INCLUDING CLEANING KITS AND HEPA
VACUUM-CLEANERS. NUMBERS SERVED: 116

EXPANSION OF THE NORTH CENTRAL INDIANA COMPREHENSIVE SICKLE CELL
INITIATIVE, HOUSED AT COMMUNITY HEALTH ENHANCEMENT, SERVING 17 NORTHEAST
INDIANA COUNTIES WITH SCREENING, EDUCATION, COUNSELING AND CARE FOR
SICKLE CELL DISEASE. IN 2010, NEW INITIATIVES INCLUDED HIGH SCHOOL
ATHLETE SCREENING, REGULAR EDUCATIONAL NEWSLETTERS, AND PUBLIC SERVICE
ANNOUNCEMENTS. THEY ALSO COORDINATED THE 14TH ANNUAL MEMORIAL-SPONSORED
SICKLE CELL CONFERENCE. NUMBERS SERVED: 5,233

DIABETES SALUDABLES /HEALTHY DIABETICS EXPANDED THEIR AUDIENCE BEYOND THE
LATINO POPULATION THIS YEAR DUE TO REQUESTS FROM LOCAL CLINICIANS AND
HEALTH CARE PROVIDERS. THE TEAM PROVIDES CLASSES AND COUNSELING ON

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DIABETES SELF-MANAGEMENT FOR HIGH-RISK DIABETICS, INCLUDING WEEKLY ZUMBA

EXERCISE CLASSES. CASE MANAGEMENT IS AVAILABLE FOR THOSE IN NEED OF EXTRA

ASSISTANCE. A MAJORITY OF PARTICIPANTS' AVERAGE BLOOD-GLUCOSE READINGS

MOVED FROM UNACCEPTABLE TO AN ACCEPTABLE RANGE IN JUST SIX MONTHS' TIME

AND SHOWED CONTINUED IMPROVEMENT AT TWELVE MONTHS. OVER 320, INDIVIDUALS

PARTICIPATE.

HEALTHCARE PROVISION

COMMUNITY HEALTH ENHANCEMENT MANAGED MEMORIAL'S PARTNERSHIP COMMITMENT TO

COMMUNITY HEALTH PARTNERS, A THREE-WAY PARTNERSHIP WITH ST. JOSEPH

REGIONAL MEDICAL CENTER AND THE CITY OF SOUTH BEND. COMMUNITY HEALTH

PARTNERS OF SOUTH BEND'S TWO BUSINESS ENTITIES, BENDIX FAMILY PHYSICIANS

AND THE VOLUNTEER PROVIDER NETWORK, SERVE COMMUNITY MEMBERS WITH QUALITY

HEALTH CARE SERVICES REGARDLESS OF AN INDIVIDUAL'S ABILITY TO PAY.

BENDIX FAMILY PHYSICIANS IS A FULL SERVICE MEDICAL PRACTICE AND COMMUNITY

HEALTH PROGRAMMING VENUE THAT PROVIDES MEDICALLY-UNDERSERVED INDIVIDUALS

WITH A MEDICAL HOME, RESULTING IN EASE OF OVERCROWDING AND INAPPROPRIATE

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UTILIZATION OF SERVICES IN LOCAL EMERGENCY ROOMS AMONG OTHER POSITIVE
 OUTCOMES. SERVICES ARE PROVIDED ON A SLIDING-FEE SCALE, AND BENDIX FAMILY
 PHYSICIANS' FIRST 20 MONTHS OF OPERATION ON SOUTH BEND'S WEST SIDE HAVE
 YIELDED A SUCCESSFUL RECORD FOR TREATING CHRONIC DISEASES AND PROVIDING
 IMMUNIZATIONS. ACCESS TO HEALTHCARE AND A MEDICAL HOME HAS BEEN A HIGH
 PRIORITY FOR WEST SIDE OF SOUTH BEND NUMBERS SERVED: 1,700

TO ASSIST UNINSURED INDIVIDUALS RECEIVE PRIMARY CARE AND MEDICAL HOME, AS
 WELL AS SPECIALTY CARE, MEMORIAL CO-ADMINISTERS AND PARTICIPATES IN THE
 ST. JOSEPH COUNTY VOLUNTEER PROVIDER NETWORK (VPN). VPN PROVIDES CARE
 FOR THE UNINSURED ADULTS IN OUR COMMUNITY; IT IS A PARTNERSHIP OF 363
 PHYSICIANS, MEMORIAL HOSPITAL OF SOUTH BEND, SAINT JOSEPH REGIONAL
 MEDICAL CENTER, THE SOUTH BEND CLINIC, AND THE SOUTH BEND MEDICAL
 FOUNDATION, X-RAY CONSULTANTS AND RADIOLOGY, INC., COLLECTIVELY PROVIDING
 CHARITABLE SERVICES TO THE ELIGIBLE UNINSURED POPULATION IN ST. JOSEPH
 COUNTY. UNINSURED RESIDENTS WITH HOUSEHOLD INCOME AT OR BELOW 200% OF
 THE FEDERAL POVERTY GUIDELINES, GAIN ACCESS TO DIAGNOSTIC SERVICES,
 PHYSICIAN VISITS, HOSPITAL AND SPECIALTY CARE. SINCE ITS INCEPTION IN

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NOVEMBER 2004, VPN HAS PROVIDED HEALTH CARE VALUED AT \$33,667,000.

OTHER NOTEWORTHY PROGRAMS INCLUDE, THE FREE SUMMER CHILDREN'S HEALTH

CLINIC PROVIDING SCHOOL PHYSICALS AND EARLY DETECTION OF HEALTH PROBLEMS

AT MEMORIAL'S SOUTHEAST NEIGHBORHOOD CLINIC'S EVENT FOR APPROXIMATELY 150

CHILDREN. THE EVENT IS HELD AT AN ELEMENTARY SCHOOL ON THE WESTSIDE

WHERE 100% OF THE CHILDREN ARE MINORITY AND ON FREE OR REDUCED LUNCHES.

FACE PAINTING IS ALWAYS A FUN ACTIVITY AT MEMORIAL'S SCREENS AND HEALTH

FAIRS.

CHILDHOOD PROGRAMS

RESEARCH CONTINUES TO UNVEIL HOW INCREDIBLY IMPORTANT THE EARLY YEARS ARE

TO AN INDIVIDUAL'S LIFELONG PHYSICAL AND MENTAL HEALTH. 2010 SAW

COMMUNITY HEALTH ENHANCEMENT RESPOND TO WHAT THE WORLD IS LEARNING IN THE

FOLLOWING WAYS:

COMMUNITY HEALTH ENHANCEMENT'S EXECUTIVE DIRECTOR CHAIRED THE UNITED

WAY'S COMMUNITY EDUCATION IMPACT COMMITTEE'S EARLY CHILDHOOD TASK FORCE.

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AS CHAIR, SHE AUTHORED A COMPREHENSIVE REPORT STRESSING THE
 IMPORTANCE AND EFFECTIVENESS OF HIGH QUALITY EARLY EDUCATIONAL
 EXPERIENCES ON BRAIN DEVELOPMENT AND HOW SUCH EXPERIENCES BRING LONG-TERM
 BENEFITS TO THE ENTIRE COMMUNITY, AND WAS SUBMITTED TO AND DISCUSSED WITH
 INDIANA GOVERNOR, MITCH DANIELS. THE REPORT ALSO GAVE RECOMMENDATIONS FOR
 ALLEVIATING SPECIFIC BARRIERS TO SUCH EXPERIENCES IN ST. JOSEPH COUNTY.

ALONG WITH PRESENTING THE EARLY CHILDHOOD DEVELOPMENT COMMUNITY PLUNGE,
 BRAINWORKS AWARDED FIVE MINI-GRANTS TO LOCAL NON-PROFITS FOR BRAIN-BASED
 CHILDHOOD DEVELOPMENT PROGRAMMING. NUMBERS SERVED: 800

BRAINWORKS ALSO INFLUENCED MOTHER/CHILD PLAY PRACTICES FOR YWCA CLIENTS
 THROUGH THE REDESIGN OF THE FACILITY'S PLAY SPACE, WITH FINANCIAL
 ASSISTANCE FROM JUNIOR LEAGUE. NUMBERS SERVED: 1415

MEMORIAL CONTINUED ITS 20TH YEAR AS THE LOCAL SPONSOR OF WOMEN, INFANTS
 AND CHILDREN (WIC), A FEDERALLY-FUNDED SUPPLEMENTAL FOOD AND NUTRITION
 PROGRAM FOR LOW-INCOME FAMILIES. IN RECENT YEARS, THE NUMBER OF LOCAL

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WOMEN ENROLLED IN WIC WHILE HOSPITALIZED POST PARTUM HAS MORE THAN
 DOUBLED, FROM 976 IN 2008 TO 2018 IN 2010. IN 2010, SJC WIC PARTICIPANTS
 RECEIVED EDUCATION ABOUT RISKS OF LATE PRE-TERM BIRTHS THROUGH A MARCH OF
 DIMES GRANT, AND TOOLS TO POSITIVELY IMPACT THEIR CHILDREN'S EARLY
 LITERACY FRAMEWORK AND SKILLS THROUGH A FIRST NATIONAL BOOK BANK GRANT.
 NUMBERS SERVED: 12,500

EARLY LITERACY WAS ALSO IMPACTED THROUGH THE TEACHING OF TALK WITH YOUR
 BABY PROGRAM, MADE AVAILABLE TO WIC CLIENTS AND OFFERED AT MEMORIAL'S
 BABE STORE. NUMBERS SERVED: 32

SCHOOL - BASED PROGRAMS
 COMMUNITY HEALTH ENHANCEMENT'S REPRODUCTION EDUCATION PROGRAM PLACES
 EDUCATORS IN SCHOOL BUILDINGS WHERE THEY INTERACT WITH STUDENTS DAILY,
 FORMING RELATIONSHIPS THAT PAVE A 'PATHWAY OF RECEPTIVENESS' TO
 PREVENTION PROGRAM MESSAGES.

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IN 2010, MEMORIAL RECEIVED FIVE RESPECT GRANTS, ENABLING THE INTRODUCTION
 OF NEW EVIDENCE-BASED CURRICULUM IN THE SCHOOLS, INCLUDING DRAW THE LINE/
 RESPECT THE LINE, AN ABSTINENCE-PLUS PROGRAM FOR GRADES 6-8, AND REDUCING
 THE RISK, AN ABSTINENCE-PLUS PROGRAM FOR HIGH SCHOOL STUDENTS. A
 RESEARCH PROJECT WILL TRACK STUDENTS TO EVALUATE PROGRAM EFFECTIVENESS ON
 THE LOCAL FRONT.

IN ORDER TO EXPAND THEIR REACH, THE TEAM DEVELOPED A VOLUNTEER
 FACILITATOR TRAINING; TO DATE, 20 PEER MENTORS HAVE PARTICIPATED AND CAN
 NOW TEACH THE PROGRAMS.

MEMORIAL'S TEAM CONTINUED SUCCESSFUL PARTNERSHIPS WITH LACASA DE AMISTAD,
 AIDS MINISTRIES, SOUTH BEND COMMUNITY SCHOOLS, PENN HARRIS MADISON SCHOOL
 CORPORATION, THE CHARLES BLACK CENTER, AND THE BOYS AND GIRLS CLUB TO
 BRING PROGRAMS DESIGNED TO PREVENT HIV, SEXUALLY-TRANSMITTED DISEASE
 TRANSMISSION, AND TEEN PREGNANCY TO STUDENTS AND MEMBERS. TOTAL NUMBERS
 SERVED: 6,200

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AS THE COUNTY'S WOMEN-INFANT-CHILDREN NUTRITIONAL PROGRAM SPONSOR,

MEMORIAL SERVES AN AVERAGE OF 8,565 WOMAN AND CHILDREN EVERY MONTH.

MEMORIAL COLLABORATES WITH THE ELKHART COUNTY WIC; THE MOST-RECENT

ACTIVITY WAS TO PRODUCE A TRAINING VIDEO FOR WIC CLIENTS IN BOTH ENGLISH

AND SPANISH ABOUT HEALTHY NUTRITION FOR INFANTS AND CHILDREN. ALL

NUTRITIONAL SERVICES ARE PROVIDED IN ENGLISH AND SPANISH.

IN COLLABORATION WITH THE ST. JOSEPH COUNTY HEALTH DEPARTMENT, WIC HOSTS

SUPER SHOT IMMUNIZATION PROGRAMS; MEMORIAL ALSO COLLABORATES ON A LEAD

POISONING PROGRAM WITH THE HEALTH DEPARTMENT AND THE SOUTH BEND HOUSING

AUTHORITY.

BABE COUPON STORE DEVELOPED AN EDUCATIONAL COMPONENT, WHERE CLIENTS CAN

COME IN AND LEARN SOMETHING NEW TO EARN BABE COUPONS. PROJECT IMPACT

VOLUNTEERS (FORMER PRISONERS) RECEIVED JOB SKILLS TRAINING THROUGH THE

DEPARTMENT OF FAMILY AND CHILDREN TO WORK AT THE BABE STORE. PRENATAL

CARE COORDINATION HELPS MORE THAN 200 PREGNANT WOMEN EACH YEAR, ASSISTING

THEM WITH SOCIAL SERVICE PROGRAMS, GETTING THEM INTO A PHYSICIAN'S OFFICE

DURING THE FIRST TRIMESTER, ACQUAINTING THEM WITH PROGRAMS IN THE

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COMMUNITY WHICH CAN SUPPORT THEIR PREGNANCY AND BIRTH.

HEALTHY LIFESTYLES CHOICES

THE PARTNERSHIP WITH SOUTH BEND COMMUNITY SCHOOL'S MAGNET SCHOOLS FINDS

MEMORIAL'S EVOLVING ROLE IN BUILDING A HIGH SCHOOL PROGRAM INTENDED TO

PREPARE STUDENTS FOR FUTURE CAREERS IN HEALTH CARE AND SCIENTIFIC

RESEARCH. SUMMER PROGRAMS WERE OFFERED TO LATINO STUDENTS AT LA CASA DE

AMISTAD, MARTIN LUTHER KING CENTER, AND WITH THE SOUTH BEND COMMUNITY

SCHOOL CORPORATION'S BILINGUAL EDUCATION DEPARTMENT. SCHOOL PROGRAMMING

PROVIDED BY MEMORIAL EMPLOYEES IS BASED UPON BRAIN-COMPATIBLE LEARNING

TECHNIQUES.

TEENS AND THEIR TEACHERS AND PARENTS ARE ALSO GETTING INTO BRAIN HEALTH.

BRAINWORKS IS WORKING WITH SOUTH BEND COMMUNITY SCHOOL CORPORATIONS'

EARLY COLLEGE PROGRAM FOR HIGH SCHOOL STUDENTS PREPARING AS

FIRST-GENERATION COLLEGE ENTRANTS. ONE OF THE GOALS IS TO HELP PARENTS

AND TEACHERS LEARN HOW TO BEST COMMUNICATE WITH TEENS THAT CANNOT READ

BODY LANGUAGE, TAKE SARCASM LITERALLY AS CRITICISM, ARE SEARCHING FOR

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NOVEL, RISK-TAKING BEHAVIORS, AND ARE JUST CEMENTING THE CONCEPT OF
 IMPULSE CONTROL.

TO FURTHER SUPPORT THESE EFFORTS, THE COMMUNITY HEALTH COORDINATORS HAVE
 INCREASED THEIR COMMUNITY ENGAGEMENT THROUGH MEMBERSHIP AND PARTICIPATION
 IN THE NEAR NORTHWEST NEIGHBORHOOD ASSOCIATION, HISPANIC LEADERSHIP
 COALITION, 100 BLACK MEN, SCHOOL AGED MOTHERS PROGRAM, WASHINGTON MAGNET
 PROGRAM, INDIANA YOUTH INSTITUTE AND THE NAACP.

THE UNITY GARDEN'S VISION IS TO HAVE A COMMUNITY WITH AN ABUNDANCE OF
 HEALTHY, LOCALLY GROWN PRODUCE. THE UNITY GARDEN STRIVES TO IMPROVE
 COMMUNITY HEALTH: PHYSICALLY, BY INCREASING ACCESSIBILITY OF FRUITS AND
 VEGETABLES AS WELL AS PROVIDING EDUCATION ON NUTRITION AND FOOD
 PREPARATION; SOCIALLY, BY PROVIDING EDUCATION, INCREASED SOCIAL CAPITAL,
 AND OPPORTUNITIES FOR THE DISADVANTAGED; ECONOMICALLY: BY DEVELOPING A
 SUSTAINABLE LOCAL FOOD SYSTEM, RECAPTURING FOOD WASTE, CREATING NEW JOBS,
 AND INCREASING PER-CAPITA PRODUCTIVITY.

THE 34 COMMUNITY GARDENS PROVIDE FOOD FOR THOSE IN NEED AND BRING DIVERSE

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PEOPLE TOGETHER TO GROW, HARVEST, SHARE, AND EAT HEALTHY FOOD. THERE ARE

MANY WAYS TO START AND OPERATE A UNITY GARDEN. IT ALL DEPENDS ON THE

LOCATION, THE GARDENERS, AND THE RESULT. THERE ARE ALLOTMENT GARDENS

WITH PLOTS ALLOCATED TO INDIVIDUALS OR FAMILIES, THERE ARE COOPERATIVE

GARDENS WITH COLLECTIVE GROWING AND HARVESTING, THERE ARE MARKET GARDENS,

THERE ARE FEED-THE-HUNGRY GARDENS, AND THE UNITY GARDEN. UNITY GARDENS

ARE DESIGNED TO OPERATE IN A FREE AND OPEN MANNER, ALLOWING PEOPLE TO

STOP BY TO HELP PLANT, WEED, WATER, AND/OR HARVEST AS THEY WANT, AND AS

THEY NEED. THIS OPEN CONCEPT WORKS WELL TO BRING TOGETHER COMMUNITIES AND

PROVIDE FOOD FOR THOSE WHO NEED IT. MEMORIAL IS PROUD TO BE A CO-SPONSOR

WITH UNITY GARDENS AND SERVES FRESH VEGETABLES AND HERBS FROM THEIR OWN

GARDEN ON THE CAMPUS.

INFANTS OF MOTHERS LIVING IN POVERTY, WITH MENTAL HEALTH ISSUES, WHO ARE

VICTIMS OF DOMESTIC VIOLENCE OR JUST LACK BASIC PARENTING SKILLS, MAY BE

AT RISK FOR POOR COGNITIVE DEVELOPMENT AND OTHER DEVELOPMENTAL DELAYS.

FAMILY AND CHILDREN'S SERVICES ARE PARTNERING WITH MEMORIAL HOSPITAL'S

BRAINWORKS TO CREATE A LEARNING BASED EXPERIENCE AND SUPPORTING EXHIBIT

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THAT FOCUSES ON THE IMPORTANCE OF EARLY CHILDHOOD DEVELOPMENT FOR
 COGNITIVE HEALTH AND A LIFETIME OF BRAIN MAINTENANCE AND DEVELOPMENT. IN
 2010, WE HELPED TO DEVELOP A "BRAIN TRAIN" TO EDUCATE AT-RISK FAMILIES
 REGARDING THE IMPORTANCE OF HEALTHY BRAIN DEVELOPMENT IN INFANTS AND
 TODDLERS AGES 0 - 4, AS WELL AS TO TEACH PARENTS "BRAIN HEALTHY"
 EXERCISES THEY CAN DO WITH THEIR CHILDREN AT HOME.

RESEARCH TELLS US THAT EFFECTIVE EARLY CHILDHOOD DEVELOPMENT ESTABLISHES
 THE BASELINE OF NEURAL ARCHITECTURE THAT CONTINUES INTO ADULTHOOD. THIS
 HAS LONG TERM IMPACTS ON LANGUAGE SKILLS AND LEARNING ABILITIES,
 INCLUDING SCHOOL PERFORMANCE, SOCIAL AND EMOTIONAL ABILITIES, COPING AND
 COGNITIVE SKILLS. EARLY CHILD DEVELOPMENT TRAINING CAN ALSO CREATE A
 "COGNITIVE RESERVE," WHICH HAS BEEN PROVEN TO DELAY THE ONSET OF MIND
 DAMAGING DISEASES LIKE ALZHEIMER'S AND OTHER DEMENTIAS.

OUTCOMES WILL BE MEASURED BY BRAINWORKS PRE- AND POST- SURVEYS ON BRAIN
 DEVELOPMENT KNOWLEDGE, OBSERVED IMPROVED PARENT INTERACTION WITH
 CHILDREN, AND RESULTS OF THE DENVER DEVELOPMENTAL SCREENING TEST. THE

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DENVER TEST IS DESIGNED TO MONITOR THE DEVELOPMENT OF INFANTS AND
 PRESCHOOL-AGED CHILDREN AND COVERS FOUR GENERAL FUNCTIONS: PERSONAL
 SOCIAL (SUCH AS SMILING), FINE MOTOR ADAPTIVE (SUCH AS GRASPING AND
 DRAWING), LANGUAGE (SUCH AS COMBINING WORDS), AND GROSS MOTOR (SUCH AS
 WALKING).

SAFE NEIGHBORHOODS
 COMMUNITY FOCUS GROUPS SURVEYED AS PART OF THE NATIONAL ASSOCIATION OF
 COUNTY AND CITY HEALTH OFFICIALS' MOBILIZING FOR ACTION WITH PLANNING AND
 PARTNERSHIPS TOLD US SAFETY IN THE NEIGHBORHOODS WAS A MAJOR CONCERN;
 THEY WANTED TO SIT ON THEIR FRONT PORCH WITHOUT WORRYING ABOUT A DRIVE-BY
 SHOOTING, OR HAVE THEIR ALLEY BECOME A GANG'S BATTLE GROUND. MEMORIAL'S
 RESPONSE WAS TO BECOME ACTIVELY INVOLVED WITH NEIGHBORHOOD ORGANIZATION.
 THE NEIGHBORHOODS SELECTED FOR ENGAGEMENT WERE THOSE SURROUNDING THE
 HOSPITAL.

ACTIVELY, COLLABORATION IN THREE NEIGHBORHOODS HAS HAD GREAT DIVIDENDS. A
 PARTNERSHIP WITH THE NEIGHBORHOOD, THE UNIVERSITY OF NOTRE DAME, THE

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FORMER MADISON CENTER, SAINT JOSEPH REGIONAL MEDICAL CENTER, THE CITY OF

SOUTH BEND, AND MEMORIAL HOSPITAL IMPLEMENTED A MULTI-MILLION DOLLAR

STRATEGY THAT HAS RESCUED A NEIGHBORHOOD TEAMING WITH POVERTY AND

VIOLENCE. THE WORK CONTINUES WITH A SMALL DOWNTOWN ATMOSPHERE OF RETAIL

AND RESTAURANTS ADJACENT TO THE NEIGHBORHOOD. THE NEIGHBORHOOD HAS

BECOME A "NEIGHBORHOOD OF CHOICE," WITH THE NEW AND REHABILITATED HOMES

NOW HAVING A TWO-YEAR WAITING LIST FOR PEOPLE WANTING TO RELOCATE THERE.

SOUTH BEND HERITAGE FOUNDATION, ONE OF THE OLDEST COMMUNITY DEVELOPMENT

ORGANIZATIONS IN THE NATION, HAS BEEN A LONG-TIME PARTNER OF MEMORIAL.

AFFORDABLE HOMES REPLACE THE EMPTY, TRASH STREWN LOTS, AND BOARDED-UP

HOUSES ARE REHABBED AND BECOME AVAILABLE TO GROWING FAMILIES,

CONTRIBUTING TO THE HEALTH AND SAFETY OF THE NEIGHBORHOODS AND THE

COMMUNITY. EACH YEAR, 42 - 50 MEMORIAL WOMEN EMPLOYEES (AND A FEW MEN)

TAKE THE DAY OFF AND BUILD A HABITAT FOR HUMANITY HOME AS PART OF

WOMENBUILD; MEMORIAL HELPS TO SPONSOR THE PROJECT WITH A \$10,000 DONATION

ANNUALLY.

PARTNERS HELPING TO CREATE A HEALTHY COMMUNITY

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OUR COMMUNITY PARTNERS ARE CRUCIAL TO HELPING US IMPROVE THE HEALTH AND
 WELL BEING OF THE MICHIANA REGION. TOGETHER, WE CAN COMBINE RESOURCES
 AND STRENGTHS, POSITIVELY IMPACTING THE GREATEST NUMBER OF PEOPLE BY
 WORKING CLOSELY WITH COMMUNITY LEADERS; WE ALSO BUILD A GREATER SENSE OF
 COMMUNITY AND A SHARED COMMITMENT TOWARD OUR COMMON GOAL OF IMPROVING THE
 COMMUNITY'S HEALTH. WE ARE PROUD OF OUR MANY PARTNERS.

- 100 BLACK MEN OF GREATER SOUTH BEND

- AGING IN PLACE INITIATIVES; SOUTH BEND HERITAGE FOUNDATION, MILTON
 FAMILY FOUNDATION

- BARBERSHOP MEN'S HEALTH; AL'S HOUSE OF STYLE

- BEDS AND BRITCHES, ETC. (BABE) COUPON STORE

- BENDIX FAMILY PHYSICIANS

- BETHEL COLLEGE

- BOYS AND GIRLS CLUBS OF ST. JOSEPH COUNTY

- BRIDGES OUT OF POVERTY

- CHAMBER OF COMMERCE, LEADERSHIP SOUTH BEND/MISHAWAKA

- COMPANIONS ON THE JOURNEY

- FAMILY AND CHILDREN'S CENTER

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- FIRST UNITED METHODIST CHURCH

- FLUENCY FAST - SPANISH

- HABITAT FOR HUMANITY

- HISPANIC LEADERSHIP COALITION

- HOPE MINISTRIES' HOPE 4-KIDS: PARENTING AND CHILD DEVELOPMENT

- INDIANA YOUTH INSTITUTE

- INDIANA UNIVERSITY SOUTH BEND

- IUSB, SCHOOL OF NURSING

- IUSB CIVIL RIGHTS AND PEACE CENTER

- IVY TECH COMMUNITY COLLEGE

- JUNIOR LEAGUE

- JUVENILE JUSTICE CENTER

- LACASA DE AMISTAD

- MINORITY DIVERSITY LEADERSHIP INITIATIVE

- MT. CARMEL MISSIONARY BAPTIST CHURCH

- NATIONAL ASSOCIATION FOR THE ADVANCEMENT OF COLORED PEOPLE

- NEAR NORTHEAST NEIGHBORHOOD REVITALIZATION ORGANIZATION

- NEAR NORTHWEST NEIGHBORHOOD ASSOCIATION

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- NO PARENT LEFT BEHIND

- PENN-HARRIS-MADISON SCHOOLS

- RILEY EARLY COLLEGE HIGH SCHOOL

- SAGE-ING: SPIRITUAL ELDERING, RABBI SCHACTER SHALOMI

- SAINT JOSEPH REGIONAL MEDICAL CENTER

- SAINT MARY'S COLLEGE, SCHOOL OF NURSING

- SOUTH BEND RESIDENTIAL JUVENILE FACILITY

- SCHOOL AGED MOTHERS PROGRAM (SBCSC)

- SCHOOL CITY OF MISHAWAKA

- SICKLE CELL ANEMIA OF NORTHERN INDIANA

- SOUTH BEND COMMUNITY SCHOOL CORPORATION

- ST. JOSEPH COUNTY MINORITY HEALTH

- ST. JOSEPH COUNTY PUBLIC LIBRARY

- THERAPEUTIC PLAY AT THE CENTER FOR THE HOMELESS

- UNITED WAY OF ST. JOSEPH COUNTY

- UNIVERSITY OF NOTRE DAME

- WOMENBUILD, HABITAT FOR HUMANITY

- WOMEN, INFANTS, AND CHILDREN (WIC)

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- 1 Required descriptions.** Provide the descriptions required for Part I, lines 3c, 6a, and 7; Part II; Part III, lines 4, 8, and 9b; and Part V, Section B, lines 1j, 3, 4, 5c, 6i, 7, 11h, 13g, 15e, 16e, 17e, 18d, 19d, 20, and 21.
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- 3 Patient education of eligibility for assistance.** Describe how the organization informs and educates patients and persons who may be billed for patient care about their eligibility for assistance under federal, state, or local government programs or under the organization's financial assistance policy.
- 4 Community information.** Describe the community the organization serves, taking into account the geographic area and demographic constituents it serves.
- 5 Promotion of community health.** Provide any other information important to describing how the organization's hospitals facilities or other health care facilities further its exempt purpose by promoting the health of the community (e.g., open medical staff, community board, use of surplus funds, etc.).
- 6 Affiliated health care system.** If the organization is part of an affiliated health care system, describe the respective roles of the organization and its affiliates in promoting the health of the communities served.
- 7 State filing of community benefit report.** If applicable, identify all states with which the organization, or a related organization, files a community benefit report.

- UNITY GARDENS

- VOYAGES: AFRICAN-AMERICAN MALES, AGE 12 - 13 EDUCATIONAL SUPPORT

- WASHINGTON HIGH SCHOOL HEALTH PROFESSIONALS MAGNET

- YMCA

- YWCA

- ZERO TO FOUR TRAINING @ ST. MARGARET'S HOUSE

AFFILIATED HEALTH CARE SYSTEM ROLES

SEE 'OTHER INFORMATION REQUIRED'.

FINANCIAL ASSISTANCE

PATIENTS ARE NOTIFIED ON THEIR STATEMENTS THAT FINANCIAL ASSISTANCE IS
AVAILABLE.

CHARGES FOR MEDICAL CARE

UNINSURED PATIENT ACCOUNTS DO NOT HAVE DISCOUNTS POSTED AUTOMATICALLY.

