

SCHEDULE H
(Form 990)

Hospitals

OMB No. 1545-0047

2011

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	
1b 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? 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? 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	
5b If "Yes," did the organization's financial assistance expenses exceed the budgeted amount?	X	
5c 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
6a Did the organization prepare a community benefit report during the tax year?	X	
6b 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 Worksheet 1)			5,317,511.		5,317,511.	1.60
b Medicaid (from Worksheet 3, column a)			42,635,672.	16,817,806.	25,817,866.	7.79
c Costs of other means-tested government programs (from Worksheet 3, column b)						
d Total Financial Assistance and Means-Tested Government Programs			47,953,183.	16,817,806.	31,135,377.	9.39
Other Benefits						
e Community health improvement services and community benefit operations (from Worksheet 4)			11,879,033.	5,784,781.	6,094,252.	1.84
f Health professions education (from Worksheet 5)			5,861,821.	1,622,417.	4,239,404.	1.28
g Subsidized health services (from Worksheet 6)						
h Research (from Worksheet 7)			891,108.	553,077.	338,031.	.10
i Cash and in-kind contributions for community benefit (from Worksheet 8)			1,275,877.	332,689.	943,188.	.28
j Total Other Benefits			19,907,839.	8,292,964.	11,614,875.	3.50
k Total. Add lines 7d and 7j.			67,861,022.	25,110,770.	42,750,252.	12.89

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

Schedule H (Form 990) 2011

JSA
1E1284 1.000

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

	Yes	No
1 Did the organization report bad debt expense in accordance with Healthcare Financial Management Association Statement No. 15?	X	
2 Enter the amount of the organization's bad debt expense		12,440,567.
3 Enter the estimated amount of the organization's bad debt expense attributable to patients eligible under the organization's financial assistance policy		6,220,284.
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 as community benefit.		
Section B. Medicare		
5 Enter total revenue received from Medicare (including DSH and IME)		77,132,686.
6 Enter Medicare allowable costs of care relating to payments on line 5		90,435,892.
7 Subtract line 6 from line 5. This is the surplus (or shortfall)		-13,303,206.
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: <input type="checkbox"/> Cost accounting system <input checked="" type="checkbox"/> Cost to charge ratio <input type="checkbox"/> Other		
9a Did the organization have a written debt collection policy during the tax year?	X	
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	X	

Part IV Management Companies and Joint Ventures (see instructions)

(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

Table with 3 columns: Question, Yes, No. Rows include Community Health Needs Assessment (lines 1-7) and Financial Assistance Policy (lines 8-9).

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

		Yes	No
10	Used FPG to determine eligibility for providing <i>discounted care</i> ? If "Yes," indicate the FPG family income limit for eligibility for discounted care: <u>3</u> <u>5</u> <u>0</u> % If "No," explain in Part VI the criteria the hospital facility used.	X	
11	Explained the basis for calculating amounts charged to patients? If "Yes," indicate the factors used in determining such amounts (check all that apply):	X	
a	<input checked="" type="checkbox"/> Income level		
b	<input checked="" type="checkbox"/> Asset level		
c	<input checked="" type="checkbox"/> Medical indigency		
d	<input checked="" type="checkbox"/> Insurance status		
e	<input checked="" 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?	X	
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):	X	
a	<input checked="" type="checkbox"/> The policy was posted on the hospital facility's website		
b	<input checked="" type="checkbox"/> The policy was attached to billing invoices		
c	<input checked="" type="checkbox"/> The policy was posted in the hospital facility's emergency rooms or waiting rooms		
d	<input checked="" type="checkbox"/> The policy was posted in the hospital facility's admissions offices		
e	<input checked="" type="checkbox"/> The policy was provided, in writing, to patients on admission to the hospital facility		
f	<input checked="" 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 (FAP) that explained actions the hospital facility may take upon non-payment?	X	
15	Check all of the following actions against an individual that were permitted under the hospital facility's policies during the tax year before making reasonable efforts to determine the patient's eligibility under the facility's FAP:		
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 similar actions (describe in Part VI)		
16	Did the hospital facility or an authorized third party perform any of the following actions during the tax year before making reasonable efforts to determine the patient's eligibility under the facility's FAP? If "Yes," check all actions in which the hospital facility or a third party engaged:		X
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 similar actions (describe in Part VI)		
17	Indicate which efforts the hospital facility made before initiating any of the 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 patients were eligible for financial assistance under the hospital facility's financial assistance policy		
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 why:	X	
a	<input type="checkbox"/> The hospital facility did not provide care for any emergency medical conditions		
b	<input type="checkbox"/> The hospital facility's policy was not in writing		
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)		

Individuals Eligible for Financial Assistance

19	Indicate how the hospital facility determined, during the tax year, the maximum amounts that can be charged to FAP-eligible individuals for emergency or other medically necessary care.		
a	<input type="checkbox"/> The hospital facility used its lowest negotiated commercial insurance rate when calculating the maximum amounts that can be charged		
b	<input type="checkbox"/> The hospital facility used the average of its three lowest negotiated commercial insurance rates when calculating the maximum amounts that can be charged		
c	<input type="checkbox"/> The hospital facility used the Medicare rates when calculating the maximum amounts that can be charged		
d	<input checked="" 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.		X
21	Did the hospital facility charge any of its FAP-eligible patients an amount equal to the gross charge for any service provided to that patient? If "Yes," explain in Part VI.		X

Part V Facility Information (continued)

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

(list in order of size, from largest to smallest)

How many non-hospital health care 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, 9, 10, 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

COMMUNITY COLLABORATION INTRODUCTION

CREATING COMMUNITY HEALTH IS AT THE CORE OF MEMORIAL HOSPITAL OF SOUTH BEND, INC.'S MISSION. PROMOTION OF COMMUNITY HEALTH IS OUR SOCIAL RESPONSIBILITY AND A KEY TO LONG-TERM COST EFFECTIVENESS. IN ADDITION, IMPROVING THE HEALTH STATUS OF A COMMUNITY IS AS MUCH A SOCIAL, ECONOMIC AND ENVIRONMENTAL ISSUE, AS IT IS A MEDICAL ONE. CONSEQUENTLY, THE ORGANIZATION TAKES A BROAD APPROACH TO CREATING COMMUNITY HEALTH. THIS APPROACH HAS INCLUDED: ONGOING EDUCATION OF BOARD MEMBERS, STAFF AND LOCAL LEADERS THROUGH COMMUNITY PLUNGES (EXPERIENTIAL ACTIVITIES TO INVOLVE THE COMMUNITY RESIDENTS WITH A NEIGHBORHOOD-BASED AGENCY), COMMUNITY FOUNDATION SUPPORT, STRATEGIC ALLOCATION OF TITHING RESOURCES, A CLEAR STATEMENT OF VISION AND GOALS, A COMMITMENT TO CONTINUOUS QUALITY IMPROVEMENT AND PROMOTION OF VOLUNTEER INVOLVEMENT AND COMMUNITY

Part VI Supplemental Information

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PARTNERSHIPS.

MEMORIAL HOSPITAL 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 MAKES ONGOING POLICY AND OVERSEES THE ADMINISTRATION OF THE FUND AND DETERMINES SPECIFIC INVESTMENT ALLOCATIONS BASED UPON THE ASSETS AND NEEDS OF THE COMMUNITY. 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 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 ORGANIZATION WITH DIVERSE SOCIO-ECONOMIC

Part VI Supplemental Information

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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. FURTHER, MEMORIAL PLAYS A KEY ROLE IN SERVING THE COMMUNITY AS A WHOLE.

IN 2011, PUBLIC HEALTH SYSTEM PARTNERS OF ST. JOSEPH COUNTY CONVENED MEETINGS TO COMPLETE AN ASSESSMENT PROCESS TO EVALUATE HOW WELL THEY ARE SERVING THE PUBLIC HEALTH AND HEALTHCARE NEEDS OF THE COUNTY'S RESIDENTS. THE INDIANA STATE DEPARTMENT OF HEALTH, IN COLLABORATION WITH PURDUE UNIVERSITY'S HEALTHCARE TECHNICAL ASSISTANCE PROGRAM - POPULATION HEALTH INITIATIVES PROGRAM, WORKED TOGETHER TO CREATE THIS OPPORTUNITY FOR ALL LOCAL PUBLIC HEALTH SYSTEM PARTNERS TO IDENTIFY EXISTING STRENGTHS, AS WELL AS OPPORTUNITIES TO ESTABLISH AND FORMALIZE PUBLIC HEALTH SYSTEM INFRASTRUCTURE IMPROVEMENTS IN INDIANA COUNTIES.

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, 9, 10, 11h, 13g, 15e, 16e, 17e, 18d, 19d, 20, and 21.
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HOSTED BY THE ST. JOSEPH COUNTY HEALTH DEPARTMENT, ST. JOSEPH COUNTY PARTNERS MET TO COMPLETE THE CDC NATIONAL PUBLIC HEALTH PERFORMANCE STANDARDS, LOCAL PUBLIC HEALTH SYSTEM ASSESSMENT - A NATIONALLY RECOGNIZED PUBLIC HEALTH SYSTEM ASSESSMENT TOOL. APPROXIMATELY 163 HEALTHCARE AND SOCIAL SERVICE AGENCIES EXIST TO SUPPORT THE RESIDENTS OF 9 CITIES AND TOWNS AND 13 TOWNSHIPS. PUBLIC HEALTH SYSTEM PARTNERS ACROSS THE COUNTY ARE COMMITTED TO ENHANCING SYSTEMIC PERFORMANCE BY ENGAGING PARTNERSHIPS, SUPPORT, AND INPUT, SO THAT TOGETHER WE CAN BETTER SERVE THE RESIDENTS OF ST. JOSEPH COUNTY.

THE ASSESSMENT PROCESS AND RESULTS ENABLE A GREATER UNDERSTANDING OF HOW THE COUNTY'S HEALTHCARE AND PUBLIC HEALTH ORGANIZATIONS RELATE TO ONE ANOTHER AND HOW THEY PROVIDE ESSENTIAL PUBLIC HEALTH AND HEALTHCARE SERVICES TO THE PUBLIC THEY SERVE. THE ASSESSMENT SPECIFICALLY FOCUSED ON AREAS SUCH AS COMMUNICATION, PARTNERSHIPS, LINKING PEOPLE TO NEEDED SERVICES, AND SHARING OF RESOURCES. THE PROCESS WILL SERVE AS THE FOUNDATION TO FORMALIZE PROCESSES THAT STRENGTHEN LOCAL PUBLIC HEALTH SYSTEM INFRASTRUCTURE WITH THE CAPACITY AND RESOURCES TO IMPROVE QUALITY

Part VI Supplemental Information

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AND EFFECTIVENESS OF HEALTHCARE SERVICES IN ST. JOSEPH COUNTY. A PRIMARY COMPONENT OF SUCH A PROCESS MAY INCLUDE A FOCUS ON PARTNERSHIPS AND COLLABORATION TO ENSURE SUSTAINABILITY.

WHAT FOLLOWS IS A NARRATIVE 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 I, LINE 7, COLUMN F

BAD DEBT EXPENSE REMOVED FROM TOTAL EXPENSES \$41,703,970.

PART I, LINE 7G

NOT APPLICABLE

Part VI Supplemental Information

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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. "PEDS

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

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

Part VI Supplemental Information

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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 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

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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 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:

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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
 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

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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 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.

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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 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:

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\$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 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

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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.

FACILITY INFORMATION

PART V, LINE 19D

TO DETERMINE THE MAXIMUM AMOUNTS THAT CAN BE CHARGED TO FAP-ELIGIBLE INDIVIDUALS FOR EMERGENCY AND OTHER MEDICALLY NECESSARY CARE, MEMORIAL HOSPITAL USED THE AVERAGED DISCOUNT FOR THE THREE CONTRACTS THAT HAD THE HIGHEST PERCENT DISCOUNT TO CHARGES (EXCLUDING ALL PER DIEM AND CASE RATE CONTRACTS).

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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. COMMUNITY HEALTH ENHANCEMENT GRANT DOLLARS TOTALING \$2,286,369 WERE RECEIVED 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 \$2,153,154 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.

ASSESSMENT OF UNMET COMMUNITY HEALTH NEEDS IS GATHERED THROUGH PARTICIPATION IN COMMUNITY COLLATIONS, PARTNERSHIPS, BOARDS, COMMITTEES AND TASK FORCES. LOCAL NEEDS ASSESSMENTS AND REPORTS, SUCH AS THE MOST RECENT ST. JOSEPH COUNTY DEPARTMENT OF HEALTH'S REPORT, UNITED WAY OF ST. JOSEPH COUNTY, AS WELL AS THE COUNTY HEALTH RANKINGS (A PRODUCT OF ROBERT WOOD JOHNSON FOUNDATION AND THE UNIVERSITY OF WISCONSIN'S POPULATION

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HEALTH INSTITUTE), PROVIDE VALUABLE INFORMATION AND DATA USED TO COLLABORATIVELY DETERMINE OUR SHORT- AND LONG-TERM PRIORITIES AS WELL AS STRATEGIES FOR IMPROVING THE OVERALL POPULATION HEALTH.

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 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 HEALTH RESPONSIBLY 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 IN THE FORM OF COMMUNITY PLUNGES. COMMUNITY PLUNGES PROVIDE OPPORTUNITIES FOR COMMUNITY AND HOSPITAL LEADERSHIP TO SPEND TIME IN THE NEIGHBORHOODS MEETING WITH GRASSROOTS LEADERS AND NEIGHBORS; GETTING

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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.

A COMMITTEE OF THE BOARD OF TRUSTEES PROVIDES INPUT AND OVERSIGHT INTO 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 SYSTEM-WIDE BOARDS OF DIRECTORS.

IN ADDITION, THE DIVISION OF COMMUNITY HEALTH ENHANCEMENT STAFF AND EMPLOYEES OF THE HOSPITAL AND HEALTH 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 EXECUTIVE DIRECTOR OF SAFETY, IN ADDITION, SERVING IN A LEADERSHIP ROLE IN EMERGENCY PREPARATION FOR THE ENTIRE COUNTY.

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IN 2011 THE HOSPITAL PARTICIPATED WITH THE HEALTH DEPARTMENT TO DEVELOP THE ST. JOSEPH COUNTY LOCAL PUBLIC HEALTH SYSTEM PERFORMANCE ASSESSMENT. THIS PROCESS ALLOWED FOR THE DEVELOPMENT OF INFRASTRUCTURE BUILT THROUGH THE IDENTIFICATION AND PARTNERSHIP OF KEY STAKEHOLDERS. THE COLLABORATIVE HELPED TO DESIGN THE COMMUNITY HEALTH NEEDS ASSESSMENT WHICH WAS EXECUTED BETWEEN MARCH 1 AND JUNE 15, 2012.

THE PROJECTED TIMELINE CONTINUES INTO THE SPRING OF 2013 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

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PROGRAM. OUR STATEMENTS ALSO INCLUDE A NOTICE THAT FINANCIAL ASSISTANCE IS AVAILABLE TO PATIENTS, AND THEY CAN CONTACT OUR CUSTOMER SERVICE GROUP FOR GUIDELINES.

COMMUNITY INFORMATION

PART VI, LINE 4

COMMUNITY INFORMATION (GEOGRAPHY AND DEMOGRAPHICS)

ESTABLISHED IN 1830, ST. JOSEPH COUNTY, INDIANA HAS BECOME THE FOURTH 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 UNIVERSITY, HOLY CROSS COLLEGE, BETHEL UNIVERSITY AND ST. MARY'S COLLEGE.

THE HEART OF THE HOSPITAL IS LOCATED WITHIN A MILE OF THE UNIVERSITY OF

Part VI Supplemental Information

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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, BOSCH, 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 COMMUNITIES. POPULATION MIX IS DIVERSE AND INCLUDES LARGE NUMBERS OF FIRST-GENERATION EUROPEAN, AFRICAN, MIDDLE EASTERN IMMIGRANTS, AFRICAN AMERICANS, ASIANS, HISPANICS, AND AMISH.

THE POPULATION FOR ST. JOSEPH COUNTY IN 2011 WAS 274,372 INDIVIDUALS. THE RACIAL STATISTICS IN THE COUNTY ARE 82% CAUCASIANS, 13% AFRICAN

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AMERICA, AND HISPANICS REPRESENT 7.5, WITH 2.5 LISTED AS OTHER. AS EXPECTED, WITH AN AREA WELL-SATURATED WITH POST-SECONDARY EDUCATIONAL INSTITUTIONS, THE COUNTY HAS HIGHER THAN WOULD BE PROJECTED EDUCATIONAL LEVEL. EIGHTY-SIX PERCENT OF THE POPULATION ARE HIGH SCHOOL GRADUATES, AND 25.6% HAVE A BACHELOR'S DEGREE OR HIGHER. THE AVERAGE HOUSEHOLD INCOME WAS \$44,644; PERSONS BELOW POVERTY LEVEL ACCOUNTED FOR 14.6% OF THE POPULATION.

OF THE PRIMARY AND SECONDARY MEMORIAL SERVICE AREA, ST. JOSEPH COUNTY IS THE LARGEST, 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 (IN) 50,099.

OUR SERVICE AREA INCLUDES PATIENTS FROM ST. JOSEPH AND SURROUNDING COUNTIES IN INDIANA AND MICHIGAN; A PEDIATRIC EMERGENCY TRANSPORT PROGRAM

Part VI Supplemental information

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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 SPECIALISTS, PEDIATRIC DIABETIC EDUCATORS, PEDIATRIC DIETITIANS, SOCIAL

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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 THE 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.

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OTHER HOSPITALS IN OUR REGION INCLUDE: ST. JOSEPH REGIONAL MEDICAL CENTER, ELKHART GENERAL HOSPITAL, GOSHEN HOSPITAL AND LAKELAND HEALTH CARE. AN AFFILIATION WITH ELKHART GENERAL HOSPITAL WAS ANNOUNCED IN 2011.

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

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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. MEMORIAL IS ALSO A MEMBER OF AN ONCOLOGY CONSORTIUM WHICH DOES CANCER-RELATED RESEARCH COSTING IN EXCESS OF \$409,347. OUR MEDICAL AND HEALTH CARE STAFF ARE 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

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STATE-OF-THE-ART TRAINING FACILITIES AND INTEGRATE ADVANCED TECHNOLOGY
LEARNED IN THE CLASSROOM DIRECTLY WITH PATIENT CARE. 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.

COMMUNITY BUILDING ACTIVITIES

PART VI, LINE 5

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

PART VI, LINE 6

COMMUNITY BUILDING ACTIVITIES

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

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MISMANAGING THEIR HEALTH WITH POLYPHARMACY RESULTING IN
CONTRA-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 VIOLENCE, A MOTHER WHOSE
TWO-YEAR-OLD HAD SUFFERED A SICKLE CELL STROKE, HOMELESS CHILDREN WITH
DEVELOPMENTAL DELAYS, BRIGHT CHILDREN OF IMMIGRANTS WITHOUT LEGAL
RESIDENCE IN DEAD-IN JOBS, RURAL COMMUNITIES WITHOUT SUFFICIENT ACCESS TO
MEDICAL CARE, PREGNANT TEENS, HIGH SCHOOL DROP-OUTS AND THIS YEAR'S
NANOTECHNOLOGY PLUNGE.

IN 2011, CHE ENABLED COMMUNITY MEMBERS TO "PLUNGE" INTO THE EXCITING
WORLD OF NANOTECHNOLOGY THROUGH "NANOTECHNOLOGY: THE POWER OF SMALL". THIS
PLUNGE WAS PRESENTED IN CONJUNCTION WITH THE UNIVERSITY OF NOTRE DAME AND
SPONSORED BY FIRST SOURCE BANK AND PROJECT FUTURE. OVER 60 BUSINESS

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LEADERS, EDUCATORS, AND COMMUNITY MEMBERS VISITED THE UNIVERSITY OF NOTRE DAME, WHERE THEY WERE INTRODUCED TO LOCAL NANOTECHNOLOGY 'ROCK STARS' - PEOPLE WHO ARE LEADING THE FIELD THROUGH RESEARCH AND DISCOVERIES TAKING PLACE AT THE UNIVERSITY. PARTICIPANTS WERE GIVEN A GLIMPSE INTO THE WORLD VISION OF THE ENDLESS POSSIBILITIES ENABLED BY THIS TECHNOLOGY. THE DAY ENDED WITH AN INTERACTIVE DISCUSSION ON HOW TO WELCOME AND PREPARE SOUTH BEND FOR THE NEW OPPORTUNITIES CREATED BY NANOTECHNOLOGY. AS A RESULT OF THE PLUNGE, CHE IS CREATING NANOTECHNOLOGY ACTIVITY KITS AND TEACHER TRAININGS THAT WILL BE PROVIDED TO LOCAL SCHOOLS. THESE KITS WERE PRESENTED AT THE NATIONAL SCIENCE TEACHERS ASSOCIATION CONFERENCE TO RAVE REVIEWS.

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 2011. COMMUNITY HEALTH ENHANCEMENT'S

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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

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.

-FOUNDATIONS FOR ALCOHOL CESSATION, EDUCATION, AND SUPPORT IS KEEPING
 PREGNANT WOMEN ALCOHOL FREE THROUGHOUT PREGNANCY. EDUCATORS TEACH
 EXPECTANT WOMEN ABOUT ALCOHOL'S HARMFUL EFFECTS ON FETAL BRAIN
 DEVELOPMENT AND SCREEN FOR ALCOHOL USE DURING PREGNANCY. 22% OF WOMEN
 WERE SCREENED AND PARTICIPATED IN AN ALCOHOL INTERVENTION, AND 98% OF
 THE WOMEN WHO WERE FOLLOWED REMAINED ALCOHOL-FREE THROUGHOUT THEIR
 PREGNANCY. NUMBERS SERVED: 1056

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-THE ESTABLISHMENT OF BLACK AMERICAN MOTHERS BREASTFEEDING AWARENESS INITIATIVE IS 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 INCLINED TO BREASTFEED THAN THEIR WHITE AND LATINA PEERS.

-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.

-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

Part VI Supplemental Information

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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.

NEUROSCIENCE AND BRAIN DEVELOPMENT PROGRAMS

SCIENCE HAS SHOWN THAT MANY OF THE ISSUES FACED BY OUR COMMUNITY CAN BE
ADDRESSED AND IMPROVED THROUGH A FOCUS ON THE BRAIN. NOW IN ITS FOURTH
YEAR, BRAINWORKS IS LEADING THE CALL TO ACTION FOR OUR COMMUNITY TO

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UNDERSTAND AND ADOPT IMPORTANT AND CUTTING-EDGE INSIGHTS FROM
 NEUROSCIENCE THAT HAVE A DIRECT BEARING ON QUALITY OF LIFE. BRAINWORKS
 IS ONE OF THE ONLY PROGRAMS IN THE NATION WHO HAS REDEFINED BRAIN HEALTH
 FROM AN "OLD PEOPLE" ISSUE INTO A LIFESPAN BASED ISSUE, AND TEACHES
 PEOPLE HOW THEIR BRAIN (OR THEIR CHILD'S BRAIN) WORKS AT ITS BEST AND
 WHAT IT NEEDS FOR OPTIMUM DEVELOPMENT AND MAINTENANCE AT ALL AGES.

IN 2011, THE BRAINWORKS TEAM BROUGHT MORE BRAIN HEALTH INFORMATION AND
 PRACTICE INTO THE LIVES OF COMMUNITY MEMBERS THROUGH A VARIETY OF
 INDIVIDUALLY HOSTED EVENTS AND INNOVATIVE COLLABORATIVE RELATIONSHIPS.
 HIGHLIGHTS INCLUDED:

-BRINGING NATIONAL BRAIN HEALTH SPEAKERS TO THE COMMUNITY. BRAINWORKS
 COLLABORATED WITH THE PUBLIC EDUCATION FOUNDATION TO PRESENT NEW YORK
 TIMES BESTSELLING AUTHOR AND DEVELOPMENTAL MOLECULAR BIOLOGIST DR. JOHN
 MEDINA (BRAIN RULES, BRAIN RULES FOR BABY) TO THREE DIFFERENT SOUTH BEND
 AUDIENCES, INCLUDING A TRAINING AND EDUCATIONAL EVENT FOR EARLY CHILDHOOD
 DEVELOPMENT PROVIDERS IN THE COMMUNITY. BRAINWORKS' ANNUAL MARY MORRIS

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LEIGHTON LECTURE FEATURED DR. NORMAN DOIDGE, INTERNATIONALLY KNOWN EXPERT ON NEUROPLASTICITY, AND AUTHOR OF THE BRAIN THAT CHANGES ITSELF. IN ADDITION TO SPEAKING TO A LARGE AND DIVERSE AUDIENCE OF COMMUNITY MEMBERS, DR. DOIDGE PRESENTED A CONTINUING EDUCATION PROGRAM TO THE PHYSICIAN COMMUNITY.

-PRESENTING THE TELEVISED SPECIAL BRAIN GAMES. MESSAGES ABOUT BRAIN HEALTH WERE BROUGHT TO UP TO 3.1 MILLION VIEWERS THROUGH THE PRODUCTION OF BRAIN GAMES, AN ORIGINAL, BRAINWORKS' HOSTED 4-PART GAME SHOW ON PBS STATION WNIT. EACH EPISODE FOCUSED ON A DIFFERENT PERIOD OF THE LIFESPAN AND CHALLENGED PARTICIPANTS' (WHO WERE MEMBERS OF THE LOCAL BUSINESS COMMUNITY) KNOWLEDGE OF BRAIN HEALTH. BRAIN GAMES ALSO FEATURED INTERVIEWS WITH SEVERAL NATIONAL EXPERTS, INCLUDING DR. NORMAN DOIDGE, DR. JOHN MEDINA, DR. JESSICA PAYNE, DR. PAUL NUSSBAUM, DR. CYNTHIA GREEN, DR. KEVIN LADD AND DAWN MATTHEWS. EPISODES OF BRAIN GAMES ARE AVAILABLE AT WWW.WNIT.ORG/BRAINGAMES.

-PARTNERING WITH JUNIOR LEAGUE OF SOUTH BEND. IN 2011, BRAINWORKS WAS

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AWARDED THE JUNIOR LEAGUE OF SOUTH BEND'S PRESIDENTS AWARD AND PARTNERED WITH JUNIOR LEAGUE VOLUNTEERS ON TWO 'DONE IN A DAY' PROJECTS. EACH PROJECT CONVERTED AN EXISTING CHILD'S PLAY SPACE INTO A PLAY SPACE THAT PROMOTED BRAIN-BASED PLAY. LOCATIONS INCLUDED THE YWCA AND THE MAIN BRANCH OF THE ST. JOSEPH COUNTY PUBLIC LIBRARY. EXPANDING WISDOM SCHOOL AND SAGE-ING FACILITATOR'S TRAINING TO AN INTERNATIONAL AUDIENCE. IN ITS TENTH YEAR OF SAGE-ING CIRCLES FACILITATORS TRAINING, BRAINWORKS WAS CONTRACTED TO BRING SAGE-ING PHILOSOPHY, INTEGRATIVE LEARNING THEORY, AND GROUP FACILITATION SKILLS TRAINING TO TWO EVENTS IN CALGARY, ALBERTA, CANADA.

-HOSTING THE BRAINGAMES CHALLENGE. BRAINWORKS PARTNERED WITH THE NORTHERN INDIANA ALZHEIMER'S AND DEMENTIA SERVICES TO TEACH PARTICIPANTS HOW TO SUPPORT AND EXTEND A HEALTHY MIND AND MEMORY THROUGH GAMES AND LECTURES.

-SUPPORTING RESEARCH PROJECTS. IN 2011, BRAINWORKS LAUNCHED 'CHEMO BRAIN', A RESEARCH COLLABORATION WITH THE NORTHERN INDIANA CANCER

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RESEARCH CONSORTIUM AND DR. TOM MERLUZZI OF THE UNIVERSITY OF NOTRE DAME.

CHEMO BRAIN EXPLORES THE IMPACT OF BRAIN HEALTH INTERVENTION ON THOSE EXPERIENCING COGNITIVE SIDE EFFECTS FROM CHEMOTHERAPY TREATMENT.

BRAINWORKS ALSO CONTINUED RESEARCHING THE VARYING IMPACTS OF SLEEP ON COGNITIVE VARIABILITY IN A PARTNERSHIP WITH DR. MATTHEW COSTELLO OF INDIANA UNIVERSITY AND DR. GARY FROMM OF MEMORIAL HOSPITAL.

-EDUCATING THE GENERAL PUBLIC. BRAINWORKS CONTINUED TO PROVIDE WORKSHOPS, CLASSES, LECTURES, LUNCH AND LEARN SESSIONS, AND CORPORATE PROGRAMS BOTH LOCALLY AND NATIONALLY, INCLUDING PRESENTATIONS FOR THE GERONTOLOGICAL SOCIETY OF AMERICA AND THE MANKIND PROJECT.

DISEASE MANAGEMENT INITIATIVES

MEMORIAL TEAM MEMBERS CONTINUOUSLY TEACH 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 2011

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INITIATIVES INCLUDED:

-TAKE A CLOSER LOOK, IS A COMPREHENSIVE APPROACH TO ASTHMA PREVENTION AND MANAGEMENT. RATHER THAN ONLY WORKING WITH THE ASTHMA PATIENT, THE PROGRAM EDUCATES THE ENTIRE FAMILY ON THE DISEASE AND ADDRESSES HOUSING-RELATED HAZARDS THAT IMPACT AIR QUALITY IN A COORDINATED FASHION. ENVIRONMENTAL HEALTH AND SAFETY CONCERNS ADDRESSED INCLUDE MOLD, ALLERGENS, CARBON MONOXIDE, RADON, LEAD, PESTS, AND HOME SAFETY. FAMILIES RECEIVE INCENTIVES THAT AID IN THE CREATION OF AN ASTHMA-FRIENDLY HOME, INCLUDING GREEN CLEANING KITS, CARBON MONOXIDE DETECTORS WITH BATTERIES, RADON TEST KITS, DUST MITE FURNITURE AND BEDDING COVERS, FURNACE FILTERS, DOOR MATS, CAULKING KITS, WEATHER STRIPPING, AND A HEPA VACUUM. PARTICIPANTS SEE A DECREASE IN ASTHMA ATTACKS AND BREATHING PROBLEMS, A DECREASE IN THE NEED TO TAKE ASTHMA MEDICATIONS, AND MAKE FEWER EMERGENCY ROOM VISITS. 150 FAMILIES WERE SERVED BY THIS PROGRAM IN 2011.

-IN ADDITION, THE TAKE A CLOSER LOOK TEAM COLLABORATED WITH HEALTHWORKS! KIDS' MUSEUM IN THE DEVELOPMENT AND CREATION OF 'CLEAN IT OR BREATHE IT'.

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THIS HANDS-ON EXHIBIT TEACHES HEALTHWORKS!' VISITORS ABOUT THE CONNECTION BETWEEN THE HOME ENVIRONMENT, AIR QUALITY, AND ASTHMA AND BREATHING COMPLICATIONS. MEMBERS OF MEMORIAL'S COMMUNITY HEALTH ENHANCEMENT DIVISION PLAY A LEAD ROLE IN ST. JOSEPH COUNTY'S 'CLEAN IT OR BREATHE IT' ASTHMA COALITION. THIS COALITION WORKS WITH LOCAL AGENCIES AND ORGANIZATIONS TO INCREASE ASTHMA AWARENESS AND EDUCATION AMONG FAMILIES IN ST. JOSEPH COUNTY, AND IN 2011 SPONSORED A DOWNTOWN SOUTH BEND ASTHMA AWARENESS FAIR DURING A 'FIRST FRIDAY'S CELEBRATION.

-MEMORIAL'S SICKLE CELL PROGRAM TEAM MEMBERS ARE STATE-WIDE LEADERS IN THE FIELD OF PROVIDING SICKLE CELL DISEASE EDUCATION AND SERVICES. OVER THE YEARS, THE PROGRAM HAS EXPANDED SO THAT TODAY, IT IS THE SICKLE CELL RESOURCE PROVIDER IN 28 COUNTIES THROUGHOUT NORTHERN INDIANA. EXAMPLES OF THE WIDE ARRAY OF SERVICES PROVIDED INCLUDE SCREENING HIGH SCHOOL ATHLETES FOR SICKLE CELL TRAIT (AS A RESPONSE TO NCAA REQUIREMENTS), PROVIDING EDUCATION, COUNSELING, AND SCREENING FOR FAMILIES OF NEWBORNS, AND INCREASING AWARENESS THROUGH PRESENTATIONS TO STUDENTS AND COMMUNITY GROUPS. THE SMALL TEAM ALSO COORDINATES AND PRESENTS THE ANNUAL ST.

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JOSEPH COUNTY SICKLE CELL CONFERENCE, ATTENDED BY OVER 250 HEALTH PROFESSIONALS AND STUDENTS, AND SERVES ON THE COMMITTEE FOR THE ANNUAL STATEWIDE CONFERENCE.

-DIABETICOS SALUDABLES (HEALTHY DIABETICS) PROVIDES LOW-INCOME AND UNDERINSURED PERSONS WITH DIABETES WITH THE NECESSARY KNOWLEDGE, TOOLS, AND SUPPORT TO SELF-MANAGE THEIR HEALTH. THREE HUNDRED TWENTY-EIGHT CLIENTS WERE SERVED BY PROGRAM CASE MANAGERS IN 2011, WITH ZERO DIABETES-RELATED HOSPITALIZATIONS AMONG THEM. POSITIVE AND SUPPORTIVE RELATIONSHIPS BETWEEN THE MEMORIAL TEAM AND CLIENTS (WHO OFTEN REFER OTHERS TO THE PROGRAM) ARE KEY TO DIABETICOS SALUDABLES' SUCCESS. RECORDS DEMONSTRATE THAT CLIENTS' BLOOD SUGAR LEVELS SIGNIFICANTLY IMPROVE THROUGH THEIR PARTICIPATION, DRAMATICALLY LOWERING THEIR RISK OF EXPERIENCING DIABETES-RELATED HEALTH COMPLICATIONS.

-DIABETICOS SALUDABLES WAS RECOGNIZED AS A 2011 PROGRAM OF EXCELLENCE BY JACKSON HEALTHCARE. THE PROGRAM WAS ONE OF TEN TO BE GIVEN THE HONOR, OUT OF A FIELD OF OVER 200 APPLICANTS. A YOUTUBE VIDEO ABOUT THE PROGRAM WAS

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CREATED AS PART OF THE APPLICATION PROCESS; IT CAN BE FOUND BY VISITING

[HTTP://WWW.YOUTUBE.COM/WATCH?V=TVL6VY6PAM8](http://www.youtube.com/watch?v=TVL6VY6PAM8) .

-BEBES DULCES SIN AZUCR/ SWEET BABIES WITHOUT SUGAR WORKS WITH LOW-INCOME AND HIGH RISK PREGNANT WOMEN WITH GESTATIONAL DIABETES. 61 WOMEN WERE REFERRED TO THE PROGRAM IN 2011, AND MOST EXPERIENCED HEALTHY AND COMPLICATION-FREE DELIVERIES. AS A RESULT OF THEIR EXPERIENCE IN THE PROGRAM, WOMEN SAW THEIR GLUCOSE LEVELS RETURN TO NORMAL WITHIN SIX WEEKS OF GIVING BIRTH.

HEALTHCARE ACCESS

IN 2011, MEMORIAL CONTINUED ITS PARTNERSHIP WITH ST. JOSEPH REGIONAL MEDICAL CENTER IN THE ADMINISTRATION OF THE VOLUNTEER PROVIDER NETWORK (VPN). VPN CONSISTS OF A POOL OF PHYSICIANS WHO DONATE THEIR SERVICES TO PROVIDE A COORDINATED SYSTEM OF HEALTHCARE FOR LOW-INCOME, MEDICALLY UNINSURED INDIVIDUALS IN ST. JOSEPH COUNTY. THIS WIN-WIN PROGRAM PROVIDES ENROLLEES WITH ACCESS TO ESSENTIAL HEALTH CARE SERVICES AND VPN

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PROVIDERS WITH AN EQUITABLE DISTRIBUTION OF CHARITY CARE. A NUMBER OF LOCAL HEALTH CENTERS IN THE COMMUNITY SERVE AS ACCESS POINTS FOR THE PROGRAM, PROVIDING BOTH CLIENT REFERRALS AND PRE-QUALIFYING FINANCIAL SCREENINGS. SINCE ITS INCEPTION IN NOVEMBER 2004, VPN PROVIDERS HAVE GENEROUSLY DONATED OVER 36 MILLION DOLLARS OF GENERAL AND SPECIALTY CARE TO OVER 19,000 PATIENTS.

BENDIX FAMILY PHYSICIANS IS A FULL SERVICE MEDICAL PRACTICE PROVIDING COMPREHENSIVE HIGH QUALITY, COST EFFECTIVE, AND PATIENT FRIENDLY PRIMARY CARE TO ISOLATED AND UNDERSERVED RESIDENTS OF SOUTH BEND AND SURROUNDING AREAS. LOCATED ON THE CITY'S WESTSIDE, BENDIX OFFERS A SLIDING FEE SCALE BASED ON THE 2011 FEDERAL POVERTY LEVELS AND RENDERS SERVICES WITHOUT REGARD TO A PATIENT'S ABILITY TO PAY.

THIS CLINIC IS A CULMINATION OF AN UNPRECEDENTED PARTNERSHIP BETWEEN SJRMC, MEMORIAL HOSPITAL, AND THE CITY OF SOUTH BEND. LOCATED IN A VACANT MEDICAL OFFICE BUILDING, SOUTH BEND'S REDEVELOPMENT COMMISSION AND BOARD OF PUBLIC WORKS DONATED THE PROPERTY, AND SJRMC AND MEMORIAL HOSPITAL

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EQUALLY CONTRIBUTED TO BUILDING RENOVATIONS. THE CITY'S DONATION WAS GIVEN IN EXCHANGE FOR A 10 YEAR COMMITMENT TO PROVIDE QUALITY HEALTH CARE SERVICES AND COMMUNITY HEALTH EDUCATION. BENDIX TAKES THIS COMMITMENT SERIOUSLY AND IS DEDICATED TO IMPROVING CURRENT OPERATIONS AND ACCESSING ALL BENEFITS POSSIBLE TO SECURE THIS FUTURE. BY 2011 YEAR'S END, BENDIX SERVED OVER 2,700 PATIENTS.

THE DIVERSITY OF ST. JOSEPH COUNTY AND SURROUNDING AREAS CONTINUES TO GROW, AND MEMORIAL'S LANGUAGE AND LATINO OUTREACH SERVICES STRIVES TO RESPOND TO THE NEEDS OF COMMUNITY MEMBERS FOR WHOM ENGLISH IS NOT THE PRIMARY LANGUAGE. SERVICES PROVIDED BY THIS DEDICATED TEAM INCLUDE:

-LANGUAGE INTERPRETATION: INTERPRETERS SERVE MEMORIAL HOSPITAL SEVEN DAYS A WEEK TO BRIDGE BARRIERS TO COMMUNICATION BETWEEN THE MEDICAL TEAM AND NON-ENGLISH SPEAKING PATIENTS AND FAMILY MEMBERS. IN 2011, OVER 4000 PATIENTS USED THEIR SERVICES.

-DOULAS/ INTERPRETERS: DOULA/ INTERPRETERS OFFER EXPECTANT AND LABORING

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WOMEN SUPPORT DURING THEIR PREGNANCY AND DELIVERY. MEMORIAL IS THE ONLY HOSPITAL IN THE REGION WHO OFFERS SPANISH SPEAKING DOULAS, AND 61 NEW MOTHERS AND THEIR FAMILIES WERE SERVED IN 2011.

-MEDICAL INTERPRETER TRAINING: LANGUAGE SERVICES TEAM MEMBERS PROVIDE CLASSES THAT TRAIN COMMUNITY MEMBERS TO BECOME SPANISH MEDICAL INTERPRETERS, RESPONDING TO THE DEMAND FOR THIS SERVICE IN OUR COMMUNITY.

-ZUMBA CLASSES: OPEN TO PEOPLE OF ALL LANGUAGES AND ABILITY LEVELS, APPROXIMATELY 70 PEOPLE PARTICIPATE IN THIS PROGRAM EVERY WEEK.

-HEALTH SCREENINGS: FREE CHOLESTEROL AND GLUCOSE SCREENS ARE GIVEN AT SELECT HEALTH FAIRS, AND FOLLOW UP PROGRAMS ARE MADE AVAILABLE TO THOSE FOUND TO BE IN NEED OF SERVICES.

-EDUCATION EXCHANGE PROGRAM: LANGUAGE SERVICES COORDINATES A PROGRAM THROUGH WHICH STUDENTS OF THE UNIVERSIDAD POPULAR AUTONOMA DEL ESTADO DE

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PUEBLA, A.C. IN MEXICO MAY TRAVEL TO SOUTH BEND TO PARTICIPATE IN EDUCATIONAL TRAINING AND CLINICAL EXPERIENCES IN MEMORIAL HOSPITAL AND LOCAL MEDICAL CLINICS.

-HEALTH PUBLIC SERVICE ANNOUNCEMENTS: LANGUAGE SERVICES' COMMUNITY HEALTH EDUCATORS PRESENT HEALTH TIPS AND INFORMATION BROADCAST 3-4 TIMES DAILY ON SABOR LATINO, THE LOCAL SPANISH RADIO STATION.

-ZUMBA, OFFERED TWICE WEEKLY BY LATINO OUTREACH AND LANGUAGE SERVICES, IS VERY POPULAR; AN AVERAGE OF 70 PEOPLE PARTICIPATE IN EACH SESSION.

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.

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CHILDHOOD PROGRAMS

RESEARCH CONTINUES TO UNVEIL HOW INCREDIBLY IMPORTANT THE EARLY YEARS ARE TO AN INDIVIDUAL'S LIFELONG PHYSICAL AND MENTAL HEALTH. 2011 SAW COMMUNITY HEALTH ENHANCEMENT RESPOND TO WHAT THE WORLD IS LEARNING IN THE FOLLOWING WAYS:

-AS CHAIR, THE UNITED WAY'S COMMUNITY EDUCATION IMPACT COMMITTEE'S EARLY CHILDHOOD TASK FORCE, COMMUNITY HEALTH ENHANCEMENT'S EXECUTIVE DIRECTOR 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, AS WELL AS TONY BENNETT THE SUPERINTENDENT OF PUBLIC SCHOOLS. DURING 2011, EARLY CHILDHOOD PROGRAMMING BEGAN TO FLOURISH WITH A \$1 MILLION EARLY EDUCATION CENTER OPENING IN GRANGER; LA CASA DE AMISTAD RECEIVING \$114,000 FROM THE STATE FOR SPANISH-SPEAKING

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PRESCHOOLERS, EL CAMPITO RECEIVED A UNITED WAY DONOR GRANT OF \$81,000 FOR
SCHOLARSHIP PRESCHOOLERS

-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 21ST 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
WOMEN ENROLLED IN WIC WHILE HOSPITALIZED POST PARTUM HAS MORE THAN
DOUBLED. IN 2011, THE MEMORIAL TEAM, ST. JOSEPH COUNTY HAS THE FIFTH
HIGHEST BREAST FEEDING RATE IN THE STATE. NUMBERS SERVED: 14,000

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-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

CHE'S SCHOOL BASED HEALTH EDUCATION, PREVENTION, AND OUTREACH PROGRAM
PLACES EDUCATORS IN LOCAL INTERMEDIATE AND HIGH SCHOOLS WHERE THEY
PROVIDE EDUCATION AND INTERACT WITH STUDENTS ON A CONSISTENT BASIS. NOT
LIMITED TO THE SCHOOLS, THEY ALSO PROVIDE PROGRAMS AT VARIOUS AGENCIES
AND LOCATIONS THROUGHOUT THE COMMUNITY. IN 2011, THE SCHOOL BASED TEAM
ENGAGED WITH MEMORIAL HEALTH FOUNDATION'S RESEARCH AND DEVELOPMENT
COMMITTEE TO EXPLORE DELIVERING NEW SERVICES AND EVIDENCE BASED PROGRAMS
TO BETTER SERVE TEENS DURING BOTH IN-SCHOOL AND AFTER-SCHOOL HOURS.

FUNDED PRIMARILY THROUGH FIVE GRANTS FROM THE STATE OF INDIANA, THE TEAM
REGULARLY DELIVERS EVIDENCE-BASED PROGRAMS SUCH AS DRAW THE LINE/ RESPECT
THE LINE AND REDUCING THE RISK TO STUDENTS IN GRADES 6-12. EACH PROGRAM

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PROMOTES HEALTH, POSITIVE DECISION-MAKING SKILLS, AND DISEASE PREVENTION.

COMMUNITY-BASED PROGRAMS PROVIDED BY THE CHE EDUCATORS IN 2011 INCLUDED "BABY THINK IT OVER", PROVIDING YOUNG ADULTS WITH AN INFANT PARENTING SIMULATION EXPERIENCE, ZUMBA FOR HEALTH, A LATIN DANCE INSPIRED WAY TO EXERCISE BRAIN AND BODY FOR AGES SIX THROUGH ADULT, AND PREVENTION-BASED HEALTH FAIRS HOSTED BY THE EDUCATORS AT LA CASA DE AMISTAD, MARTIN LUTHER KING CENTER, BOYS AND GIRLS CLUB, AND THE JUNETEENTH CELEBRATION. IN ADDITION, THE SCHOOL AND EDUCATION BASED TEAM MEMBERS STRUCTURED A TEN WEEK WORKFORCE ONE PROGRAM THAT PROVIDED 22 TEENS WITH THE OPPORTUNITY TO EXPLORE SPECIALTY FIELDS AND PARTICIPATE IN JOB SHADOWING WITHIN MEMORIAL HOSPITAL.

SENIOR QUALITY OF LIFE

AGING IN PLACE ALLOWS LOW-INCOME SENIORS TO CONTINUE TO LIVE INDEPENDENTLY AND MAINTAIN OR IMPROVE THE QUALITY OF THEIR LIVES WITH THE HELP OF HIGH QUALITY HEALTH AND SOCIAL SERVICE OVERSIGHT FROM MEMORIAL HOSPITAL. CLIENTS APPRECIATE THE SUPPORT THEY RECEIVE, WITH 45%

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REPORTING IMPROVEMENT IN THEIR MENTAL HEALTH BECAUSE OF THE PROGRAM.

AGING IN PLACE SERVES NEARLY 135 RESIDENTS IN TWO LOCATIONS, WITH PLANS

TO ADD A THIRD LOCATION ON SOUTH BEND'S WEST SIDE IN 2012. THE NEW

ADDITION IS MADE POSSIBLE THROUGH A PARTNERSHIP WITH A NATIONAL

CORPORATION, THE STERLING GROUP, A SENIOR LIVING DEVELOPMENT COMPANY.

PARTNERS HELPING TO CREATE A HEALTHY COMMUNITY

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,

ROBERTSON'S SENIOR APARTMENTS, SOUTH BEND HOUSING AUTHORITY

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

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- 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
- FAMILY AND CHILDREN'S CENTER
- FIRST UNITED METHODIST CHURCH
- 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

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- 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
- NO PARENT LEFT BEHIND
- 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)
- 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

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- UNITED WAY OF ST. JOSEPH COUNTY
- UNIVERSITY OF NOTRE DAME
- WOMENBUILD, HABITAT FOR HUMANITY
- WOMEN, INFANTS, AND CHILDREN (WIC)
- UNITY GARDENS
- VOYAGES: AFRICAN AMERICAN MALES, AGE 12 - 13 EDUCATIONAL SUPPORT
- WASHINGTON HIGH SCHOOL HEALTH PROFESSIONALS MAGNET
- YMCA
- YWCA

AFFILIATED HEALTH CARE SYSTEM ROLES

SEE 'OTHER INFORMATION REQUIRED'.