

LEADERSHIP AND EXCELLENCE IN HEALTHCARE



2003 ANNUAL REPORT





**Report to the Community.....2**

**Operating Statistics.....16**

**Consolidated Statements of Operations.....17**

**Affiliates Listing.....18**



There's a lot more to leadership than capturing the spotlight. We often think of charismatic and articulate individuals—people who

## Setting the Pace ●

really stand out in the crowd—as sterling models of leadership. Many of them do get the job done, but there's another picture of leadership. One we don't often think about.

Picture it this way. Imagine the excitement in the air in the moments before the start of a professional motor race. Thousands of fans in the grandstand surround you, buzzing about the event. The drivers fall in line behind the pace car as it leads the way around the track. That solitary pace car repre-

sents a different brand of leaders. The ones who aren't talked about a lot. The ones who aren't always in the spotlight. The ones who toil behind the scenes because that's where they make their difference.

In an organization living its values, these leaders exist at all levels. From the boardroom to the patient's room. Making a difference is what drives them. And they're the true leaders at Memorial Health System, providing a patient-centered focus to their work. They care about their patients. They know that their jobs—even when they don't come in direct contact with our patients—play a vital role in maintaining, restoring and improving the health of the

people and communities we serve. They're living out the health system's legacy that began in April 1897 when the 12-bed Springfield Hospital and Training School opened its doors with its promise that "persons of all creeds and no creed are admitted and receive the same quality of nursing and care."

*(Above) Caring for a patient in Memorial Medical Center's Emergency Department are (from left) Beth Corbett, RT(R); Rebecca Beard, RT(R); Rhonda Laurent, RN; David Berg, DO, Midwest Emergency Department Specialists; Angela Stults, RRT; Jay Sexton, RN; and Brenan McGowan, ED tech.*

# Report to the Community

Leading the way to performance excellence are (from left): Edgar J. Curtis, executive vice president and chief operating officer; Clifton R. Baxter, chairman, board of directors; Robert T. Clarke, president and chief executive officer; and Robert W. Kay, senior vice president and chief financial officer.



## Memorial Medical Center, Visiting Nurse Association of Central Illinois, and Memorial HomeCare

earned reaccreditation from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) in 2003.

We are very pleased to report that fiscal year 2003 has been a year of extraordinary performance for Memorial Health System. Our accomplishments are many and span our entire organization. All that we have achieved is borne out of our commitment to excellence in performance. As you will see in the pages of this report, our focus is patient-centered.

### Year in Review

Our priority is directed at enhancing patient safety, clinical effectiveness and quality of care. Our position as a leader in healthcare was reaffirmed in several important ways this past year. Memorial Medical Center, Visiting Nurse Association of Central Illinois and Memorial HomeCare earned reaccreditation by

the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). Memorial Medical Center was awarded a score of 97 out of 100 possible points, its highest in history, and these affiliates earned JCAHO's Gold Seal of Approval.<sup>™</sup>

We were honored to learn in late October that Memorial Health System had been selected by the Lincoln Foundation for Performance Excellence to receive a 2003 Bronze Award for Commitment to Excellence. Memorial Health System is one of only two Illinois healthcare organizations to receive a Lincoln Award in 2003. This recognition is a direct tribute to our staff, the physicians who deliver patient care and our volunteers for the exceptional work that has been done toward ensuring quality, safety and clinical effectiveness.

We value our partnerships with others who provide leadership in healthcare in our community. Important among these partners is Southern Illinois University School of Medicine. We are very pleased to work closely with J. Kevin Dorsey, MD, PhD, dean and provost, and other faculty of the School of Medicine in meeting the healthcare needs of our region. In particular, we welcome the continued development of the Cancer Institute at the SIU School of Medicine, including the recruitment of several faculty scientists to work in laboratories the Institute has equipped and built in renovated space. We look forward to being involved with SIU to move cancer care in this region to the next level. Also important is our partnership



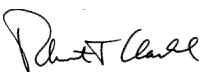
with the Springfield Clinic. This was underscored in 2003 when we announced plans to erect a medical office building on the Memorial Medical Center campus. The structure will be leased to the Springfield Clinic, which continues to grow and recruit more physicians to the community. When construction is complete, Springfield Clinic physicians and their patients will have closer and more convenient access to Memorial Medical Center.

We are pleased to welcome a new member to our executive leadership team. Michelle Gentry-Wiseman was appointed executive director of the Memorial Medical Center Foundation. She joins Memorial Health System following a distinguished career in healthcare policy administration with the Illinois Department of Public Health.

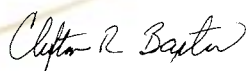
Looking ahead, our commitment to leadership and excellence in healthcare will be consistent and continuous. We are grateful for the skills, knowledge, experience and dedication that all the people of Memorial Health System bring to our mission of helping to maintain, restore and improve the health of the people and communities we serve. We will work diligently to strengthen the community's confidence in the high quality of care we provide.

As we proceed, please accept our gratitude for the privilege of serving your healthcare needs.

Sincerely,



Robert T. Clarke  
President and Chief Executive Officer



Clifton R. Baxter  
Chairman, Board of Directors



Our vision at Memorial Health System is clear. Through all we do, we seek to become the leading healthcare system and employer in central Illinois which is academically affiliated and which people choose over all others. Toward this end, our focus is laser sharp. The patient is at the center of all we do.

## PATIENT SAFETY

## CLINICAL EFFECTIVENESS

## QUALITY OF CARE

Patient-centeredness demands high standards. Our ability to achieve standards that demand excellence in performance is depicted on the cover and throughout the pages of this report. As you will learn, our commitment to patient safety, clinical effectiveness and quality of care is at the forefront of all we do at Memorial Health System. Going forward, our vision remains clear. Our commitment to patient-centeredness will deepen. We will continue to provide our community with leadership in healthcare. Even greater achievements in patient care will be realized. And all will be better served as we pursue our vision as the leading healthcare system in central Illinois.

# Performance Excellence

While traveling the path of excellence, Memorial Health System has earned recognition on the journey.

## Nation's Top 20 Percent

These achievements are a testimony to our desire to serve our communities to the best of our ability. In August Memorial Medical

Center received an outstanding performance evaluation from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO), an independent organization that evaluates more than 16,000 healthcare organizations and programs. JCAHO's evaluation

placed Memorial Medical Center in the top 20 percent of hospitals across the nation. That evaluation was followed in early September by a successful JCAHO reaccreditation for two other health system affiliates, the Visiting Nurse Association of Central Illinois and Memorial HomeCare.

The efforts of our everyday leaders also led to Memorial Health System receiving a 2003 Bronze Award for Commitment to Excellence from the Lincoln Foundation for Performance Excellence. The Naperville-based

foundation is committed to being a catalyst to help Illinois organizations achieve performance excellence. Since the awards were established in 1995, only a handful of other Illinois hospitals and healthcare systems

every level of an organization take their work seriously. An environment where employees and volunteers alike understand the value of patient safety, clinical effectiveness and quality of care. The Lincoln Award is a testimony to countless ways that the everyday leaders of Memorial Health System strive to make a difference in the lives of our patients.

## Lincoln Foundation Award



THE LINCOLN  
FOUNDATION  
FOR  
PERFORMANCE  
EXCELLENCE

have earned this recognition. No healthcare organization received a Lincoln Award in 2002. This high level of performance isn't achieved through last-minute work. It grows out of a culture where leaders from

## Non-Profit Organization of the Year

In May, Mental Health Centers of Central Illinois provided training and community resource information for 30 law enforcement officers regarding appropriate response to people who are mentally ill or developmentally disabled. The workshop led to the establishment of the Central Illinois Crisis Intervention Team. For this

and other community outreach projects, the State of Illinois' Inter-agency Committee on Employees

with Disabilities (ICED) named Mental Health Centers of Central Illinois the Non-Profit Organization of the Year for 2003.





# Putting Patients First

Technology plays an important part in patient care, but it means more than having the latest bells and whistles. The right technology at Memorial Health System, first and foremost, must have value for those we serve. That's why we've devoted so much of our time, resources

## ● Conversion to Electronic Medical Record

and energy to effective planning and implementation of an electronic medical record, known as Project PC, at Memorial Medical Center. When complete, our hospitalwide transition to an electronic medical record will improve patient safety and quality of care.

It will reduce medical errors, bolster real-time monitoring of quality of care and ensure legible medical entries. It also means less time will be spent on documentation, freeing up more time for patient care.

Project PC is a five-year project. Electronic medication administration records and Pharmacy will be added in 2004.

### Safety, Uniformity, Speed, Accuracy, Confidentiality.

The patient electronic medical record in Memorial Medical Center's Emergency Department is improving care through automated registration, triage, patient location tracking and results review. (Above) Rhonda Laurent, RN, Brenan McGowan, ED tech, and Jay Sexton, RN, use the computer for nursing documentation, which updates the medical record the moment data are entered. Detailed information such as a patient's past medical history, test results, medications and allergies are available with the click of a mouse. Physicians and clinicians now have immediate and simultaneous access to current patient information from any location at Memorial.



With Bloodloc™, the code on a patient's armband must be used to unlock the bag of blood before a transfusion can begin. The lock provides a mechanical checkpoint at bedside and ensures that the blood intended for one patient is not inadvertently administered to another.



On removal of container, discard lock and seal.

**CAUTION**

- Cutting open the outer bag to remove container violates the Bloodloc™ safety system and could result in erroneous administration of contents.
- The label is not intended as a substitute for label on container.

**BLOODLOC™**

Manufactured for Novasak Medical Inc.  
E. G. Box 4963 • Greenwich, CT 06830  
Telephone-Fax 1-800-358-9023

**AS-1 RED BLOOD CELLS**  
ADENINE-SALINE ASSET  
LEUKOCYTES REDUCED

See circular of information for  
indications, contraindications,  
cautions and methods of infusion.

**VOLUNTEER DONOR**

This product may transmit infectious agents.

**PROPERLY IDENTIFY INTENDED RECIPIENT**

**A**  
Rh POSITIVE

Code 4C1309  
Capacity 600 ml  
LOT A03H12302



(Left) Barbara Logan, RN, checks her patient at Abraham Lincoln Memorial Hospital during a blood transfusion. The Lincoln hospital was the first health system affiliate to use this safety device, which has since been implemented at Memorial Medical Center in Springfield and St. Vincent Memorial Hospital in Taylorville.

# A Commitment to Safety

Each year, some 16,000 units of blood are administered at Memorial Medical Center alone. That's equal to 45 daily opportunities for a transfusion error. While there hasn't been a significant transfusion-related incident for many years, we can't ever rest on those laurels. Patient safety is always a hallmark of Memorial Health System's commitment to those we serve. One way that commitment has been carried out is through the Bloodloc™,

a simple-looking device that creates a physical barrier to reduce the likelihood of human error while administering blood. Early last year, Abraham Lincoln Memorial Hospital in Lincoln became the health system's frontrunner to use the Bloodloc™. That hospital's success paved the way for Memorial Medical Center and St. Vincent Memorial Hospital to begin using it in 2003.

It takes more than the latest technology and the newest medical devices to meet the needs of our patients. Better patient care means looking at the way we do things and asking ourselves how we can do it better. That's the bottom line in our improved door-to-balloon time, in which Memorial

## ● When Every Minute Counts

Medical Center ranks as one of the top hospitals in the nation. When patients suffer heart attacks, every minute counts. And when more than eight out of 10 patients needing balloon angioplasty come through the doors at Memorial Medical Center's emergency department, they'll receive that care in 90 minutes

or less, significantly improving their chances of survival. According to the National Registry of Myocardial Infarction, that's a track record that puts us well above the vast majority of hospitals that fail to reach this important benchmark more than half the time.

While we do all we can to improve our processes and invest in the right technology and equipment, we must continually remember the most

## ● It's OK to Ask

important member of the health-care team. That's the patient. Let's face it. Many patients often feel intimidated when they enter hospitals and put their lives in the hands of medical personnel. Each patient in Memorial Health System knows that it's OK to ask questions. We're their partners, working with them to ensure their health is at its best.

In that spirit, Memorial Health System launched the "It's OK to Ask" initiative in March 2003. It's our way to let patients—as well as family members and guardians—know the vital role they play in the care they receive in our hospitals. "It's OK to Ask" embraces five key healthcare topics to help patients make important contributions as partners with their caregivers. They are infection control, reducing medication errors, preventing falls, safe healthcare at home and improved communication.

When patients are empowered to ask questions about the care they're receiving or request assistance when needed, patient care improves. Everybody wins.



Like the pace car, leaders take a position out in front and chart the course. Frankly, it's not enough to achieve excellence on your own.

# First in Nation

You have to lead the way for others to follow. For Memorial Health System, this was reflected when Memorial Medical Center became the first out of more than 400 eligible hospitals to commit in writing to enlist in a national quality improvement demonstration project to enhance quality and performance of U.S. hospitals. It's an initiative jointly sponsored by the Centers for Medicare and Medicaid Services (CMS) and Premier, a San Diego-based alliance that specializes in

patient care quality reporting and improvements. Our two other system hospitals, Abraham Lincoln Memorial Hospital and St. Vincent

Memorial Hospital at Taylorville, have also signed on. CMS will

assess the level of care hospitals provide in five key clinical areas:

- heart bypass surgery
- heart failure care
- heart attack care
- community-acquired pneumonia
- hip and knee replacement

Hospitals will be scored on quality measures related to each condition, and those results will be placed on a Web site for all to see.

"Our patients stand to benefit

through our direct access to information about best practices in patient care employed at hospitals nationwide taking part in this project," said Jim Benté, vice president of quality and organizational development for Memorial Health System. In a similar vein, Memorial Health System's three hospitals are among the first to participate in the National Voluntary Hospital Reporting Initiative, an effort spearheaded by the American Hospital Association and strongly endorsed by Tom Scully, CMS administrator. Participating hospitals report data in the areas of heart failure, heart attack and pneumonia. That data is placed on a Web site—[www.cms.hhs.gov/quality/hospital](http://www.cms.hhs.gov/quality/hospital)—for healthcare consumers, who can access the findings and see how their local participating hospitals measure up.

## Construction to Begin on New Office Building for Springfield Clinic Physicians

Memorial is entering a new era of partnership with Springfield Clinic as it builds physician office space conveniently located on the Memorial Medical Center campus, directly across First Street from the main hospital building (E). Construction will begin in 2004.





**“It’s a miracle,  
it really is.”**

(Below) Ruth Stephens, RN, is back to work caring for patients in Memorial Medical Center’s Regional Burn Center. Stevens was the first patient in Illinois, and the second in the nation, to receive a drug-eluting stent to open a blocked artery in her heart following Food and Drug Administration approval of the devices in April. (At left) Cardiologist Stephen Mayer, MD, Prairie Cardiovascular Consultants, Ltd., implanted the new stent, assisted by Laura Glossop, special procedure technologist.

## ● First in Illinois

Leaders don’t leave anything to chance. They need to be ready for opportunities before they materialize. That preparedness allowed Memorial Medical Center to become the first hospital in Illinois—and the second in the nation—to implant a revolutionary drug-eluting stent just one day after the tiny devices received approval from the U.S. Food and Drug Administration. The stents, which are like miniature scaffolding implanted

into a clogged blood vessel in the heart, are coated with a drug that, as it’s absorbed into the surrounding tissue, helps to prevent the scarring that builds up around traditional stents in one out of every four patients. That means many patients will have a greatly reduced amount of scar tissue, increasing the likelihood that the stent will remain

open permanently. Fewer will need to return for another implant.

The procedure has been described

## ● The Drug-Eluting Stent

as the biggest development in cardiology since 1993.

For Ruth Stephens, a registered nurse in Memorial’s Regional Burn Center who received the first FDA-approved drug-eluting stent in Illinois, it’s even simpler. “It’s a miracle, it really is,” she said shortly after her procedure.

