

ANNUAL  
REPORT  
2014



# BEACON

## HEALTH SYSTEM



## A LOOK BACK at 2014

# Dear Beacon Friends & Family,

The health care industry continues to change in so many new and different ways. Yet, the reason we exist remains very much the same. Our mission is steadfast: To enhance the physical, mental and emotional well-being of the communities we serve. This straightforward statement includes treating illness and injury, as well as helping people in our communities optimize their health and well-being.

With the Beacon Health System Mission at the forefront, 2014 was a successful year for a number of reasons. First, we made steady progress in the areas of quality and patient satisfaction. Second, we initiated The Beacon Way, an operating system that will help align our efforts and guide us to work together as one system. Third, we initiated a partnership with Healthways that will help lead us into the future of Population Health Management. Finally, we achieved positive financial results, in large part because we continued our efforts to streamline services across the system.

We are in the midst of updating and standardizing the way we give care, improving the coordination of our services, and developing a physician-led Clinically Integrated Network. And, as a core value, the patient continues to be at the center of all we do.

This is the very best time to be in health care as we continue to strengthen and grow as a regional system. The commitment and devotion of our more than 7,000 associates is a constant and important reminder of why Beacon Health System is so vital to our region.

Yours in Health,



Philip A. Newbold  
CEO, Beacon Health System



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# MISSION, VISION AND THE BEACON WAY



## Our Vision

What we aspire to achieve.  
What does our “best” look like?

Beacon Health System will be recognized as a model for the delivery of health and wellness services by providing:

- Innovative health care and well-being services of the highest quality at the greatest value
- Easy access and convenience
- Outstanding patient experiences
- Ongoing education involving physicians, patients and the community

## Our Mission

The reason we exist.

The Mission of Beacon Health System is to enhance the physical, mental and emotional well-being of the communities we serve. The health system is committed to clinical excellence, compassionate care, and the ongoing improvement of quality of life. Our commitment will lead the health system to be the community’s provider of outstanding quality, superior value and comprehensive health care services.

## Our Values

How we behave.

### 1. Patients are at the Center

Patient needs, care and safety are our top priority.

### 2. Respect

We will treat our patients, community members and each other with the highest level of regard, demonstrating an understanding of different perspectives, cultures, interests and needs of others.

### 3. Compassion

We will demonstrate the emotional capacities of empathy and sympathy, and express the desire to help.

### 4. Integrity

We will continually do the right thing for our patients, associates and communities we serve.

### 5. Trust

Our actions will firmly demonstrate reliability on our integrity, abilities and our character.

## Our Operating System

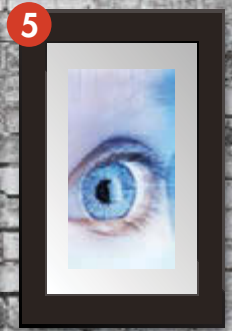
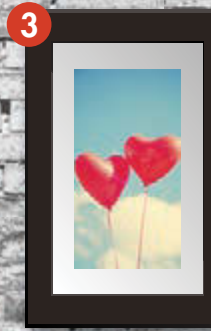
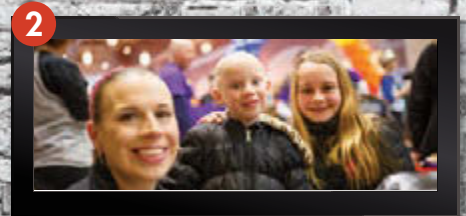
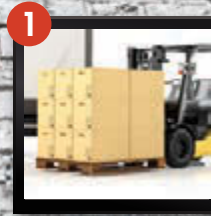
How we do things.

In order to work together as one, and standardize for efficiency, quality and service, Beacon Health System introduced an operating system called The Beacon Way. It is essential to our success as an organization, and will serve as a path to integrating additional partners in the future.

### The Beacon Way:

- Leverage Innovation Everywhere
- Cultivate Human Talent
- Embrace Performance Improvement
- Use Information to Improve and Advance
- Build Greatness Through Accountability
- Communicate Clearly and Continuously







**1 GROWTH IN MISHAWAKA**  
January: Memorial Regional Cancer Center moves its primary location to 301 E. Day Road in Mishawaka.

**2 SHOWING LOVE**  
February: Thanks to the generosity of hundreds throughout our community, the third annual Hearts of Gold Mail Walk raises \$70,000 for Memorial Children's Hospital.

**3 BIG HEARTS**  
February: Have a Heart, a community art project fundraiser presented by the Elkhart General Hospital Foundation, raises \$650,000 to support Elkhart General's heart failure initiatives and HeartReach Michiana.

**4 NATIONAL RECOGNITION**  
February: Elkhart General Hospital and Memorial Hospital are recognized nationally by Healthcare Information and Management Systems Society (HIMSS) for Stage 6 adoption of the electronic health record, reflecting both hospitals' hard work in improving how patient information is used throughout the health system to improve patient care.

**5 INNOVATING INDIANA'S FUTURE**  
February: Indiana Chamber of Commerce recognizes Beacon's Pfeil Innovation Center in its publication titled "Indiana Vision 2025: A Plan for Hoosier Prosperity."

**6 ACCESS IN GOSHEN\***  
February: MedPoint Express Goshen opens.

**7 MEMORIAL & MAYO TEAM UP**  
February: Memorial Regional Cancer Center joins the Mayo Clinic to provide leading-edge clinical trials to Memorial hematology and oncology patients.

**8 HEALTHY EATING INITIATIVE**  
March: Beacon and Martin's Super Markets team up to develop a nutrition program, called Eat Smart, that makes resources available both in the store and online.

**9 HELPING OUR OWN**  
March: GEM, Beacon's new associate giving society, launches with events at Elkhart General and Memorial Hospital.



\* No corresponding photo.



### **10 LEADING THE WAY**

March: Karyn Batdorf, Beacon Human Resources Business Partner, is elected President of the Indiana Society for Healthcare Human Resources Administration.

### **11 GROWTH IN PEDIATRICS\***

April: Bristol Street Pediatrics joins Beacon Medical Group, adding eight new pediatricians.

### **12 HOME CARE EXPANDS**

March: Elkhart General Home Care opens 36,500-square-foot building that centralizes the operations of four locations into one building at 5155 Verdant Dr.

### **13 IN THE SPOTLIGHT\***

April: Erin Smith, Executive Director, Operations at Memorial Hospital, is selected for Michiana's class of Forty Under 40, an annual program developed by South Bend Tribune that spotlights 40 of the area's most talented and dedicated leaders who demonstrate career success and community engagement.

### **14 PICTURE PERFECT**

April: Memorial Regional Breast Care Center becomes first hospital in the area to offer the most advanced breast cancer-screening tool, 3D mammography (breast tomosynthesis).

### **15 STRONG FINANCIAL POSITION\***

June: Beacon's bond rating affirms at the AA level from Standard and Poor's (S&P). The "AA" category is the top bond rating category for health systems; 15 percent of health systems nationwide fall into this category.

### **16 BEACON MOM MAKES NATIONAL NEWS**

May: NBC's TODAY Show takes over Memorial Hospital by surprising long-time nurse, Linda Mochel, as part of its "Mom's the Word" celebration.

### **17 THE POWER OF VOICE\***

May: Nuance Communications, Inc., honors Elkhart General with the "Voice of the Customer Innovative/Inspiring Use of Technology" Award for its use of the Powerscribe 360™ Radiology Dictation System.

### **18 KEEPING THE LIGHTS ON**

May 16-18: A power outage in downtown South Bend affects Memorial Hospital. Due to outstanding leadership and teamwork, Memorial is able to provide continuous world-class care to patients and families throughout the entire outage.

### **19 SPECTACULAR SUNBURST**

May 31: More than 8,600 runners and walkers participate in the Sunburst Races on May 31. The annual event raises more than \$110,000 for Memorial Children's Hospital.

### **20 LPGA SUPPORTS KIDS**

June 20-22: The 2014 Four Winds Invitational, part of the Symetra Tour — Road to the LPGA and its 5K Run secures \$77,500 for Memorial Children's Hospital.

### **21 40 AND COUNTING...**

June: Beacon's Pfeil Innovation Center celebrates its 40th Innovation Leadership Immersion. Immersions have helped more than 900 people from 100 organizations put innovation at the center of how they do business.

\* No corresponding photo.



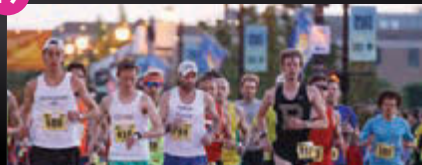
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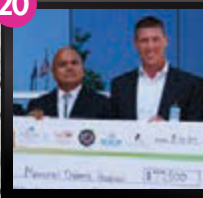
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## **22 HONORED FOR TEAM-BASED CARE\***

The National Committee for Quality Assurance honored the Central Neighborhood Health Center, Centennial Neighborhood Health Center, Portage Road and E. Blair Warner for outstanding achievement in providing team-based, coordinated, comprehensive and accessible care.

## **23 CALLED UPON TO LEAD\***

August: Beacon Medical Group nephrologists Arif Goreja, M.D., and Syed Rizvi, M.D., are selected as co-medical directors of the home dialysis unit for a new dialysis center in Elkhart.

## **24 LAW AND ORDER**

August: Memorial Hospital becomes the second hospital in Indiana to form its own police department. The officers join members of the hospital's security team in keeping associates safe 24 hours a day, 7 days a week.

## **25 TAKING FLIGHT**

September: Memorial MedFlight and Memorial's Newborn Intensive Care Unit conduct their first newborn transfer.

## **26 CHARTING SAFE PASSAGE\***

September: March of Dimes and the Indiana Hospital Association recognizes Elkhart General Hospital at the Indiana Perinatal Hospital Summit for its work to reduce the number of elective inductions and cesarean deliveries performed before 39 completed weeks of pregnancy.

## **27 SCREENING PROGRAM RECOGNIZED\***

September: Elkhart General Hospital is named a "Center of Excellence" by the Lung Cancer Alliance and designated a Lung Cancer Screening Center by the American College of Radiology. Elkhart General is one of just two facilities with this designation in Indiana.

## **28 REACHING NEW HEIGHTS\***

October: Elkhart General Hospital is designated an accredited Heart Failure Center by the Healthcare Colloquium.

## **29 INSPIRING CHANGE**

September: Kelly McGonigal, Ph.D., speaks to more than 800 people about "Becoming Your Best Self" as the presenter of the Mary Morris Leighton Lecture.

## **30 INNOVATING HEALTH\***

October: Beacon partners with Healthways to promote health and well-being through a new approach—population health.

## **31 SOUND MEDICINE**

October: Beacon Medical Group's Maternal Fetal Medicine achieves re-accreditation with AIUM (Ultrasound Practice Accreditation Council of the American Institute of Ultrasound in Medicine).

## **32 PROUD TO WEAR PINK**

October: Beacon associates, along with community leaders and EMCOR Shambaugh & Son, as well as guests from Power Construction and other contractors, wear pink hard hats and formed themselves into a human pink ribbon in support of Breast Cancer Awareness Month.

## **33 NATIONAL EXCELLENCE\***

October: Beacon Health System is one of only 20 organizations nationwide awarded The Advisory Board Company's 2014 Excellence in Engagement Award.

## **34 BACK-TO-BACK**

October: For the second year in a row, the Elkhart General Bariatric and Metabolic Institute receives the New Direction Outstanding Achievement Award at the 2014 New Direction Annual Conference.

## **35 FURTHERING CARE**

December: Memorial Family Residency Program and the adjoining Beacon Medical Group E. Blair Warner Family Medicine Center break ground on a \$4.5 million expansion that will nearly double their size in late 2015 with 10 new exam rooms, additional patient-care areas, larger teaching rooms and radiology services.

## **36 BABY BOOM\***

December: Over a 60-hour period in Memorial's Childbirth Unit, a record number of babies are born—38.

\* No corresponding photo.







2014 was another exceptional year for Elkhart General Hospital and Beacon Health System.

2014 was another exceptional year for Elkhart General Hospital and Beacon Health System.

The Surgery Expansion Project is progressing well and has even grown in scope as we have added two additional operating rooms. We are using Total Value Management and Innovation to redesign how we change the delivery of care and the patient experience when we move into the new location in late 2015. This is such an exciting project for Elkhart General, Beacon and our community.

Our continued emphasis on quality is making solid progress. We have added the Chest Pain Center Certification and the Heart Failure accreditation to our list of designations, and the next survey will be for the Bariatric Center of Excellence designation. We will also be

filing an application to be a Level III Trauma Center. The reason to celebrate these designations along with others—such as Commission on Accreditation of Rehabilitation Facilities—is that they are a formal recognition by an external accrediting body of the excellence of our physicians and staff.

Elkhart General and Memorial experienced continued progress in the Hospital Engagement Network by significantly improving safety for our patients.

2014 also saw Elkhart General performing the first Transcatheter Aortic Valve Replacement procedures in our region. Dr. Jagdeep Sabharwal and Dr. Walter Halloran have now successfully completed eight of these minimally invasive procedures, which utilize a

catheter approach to valve repair versus surgery. This is another first for our cardiac program, which just celebrated its 15-year anniversary in the Center for Cardiac Care.

The Elkhart General Center for Cancer Services continues to grow. Our low-dose Lung Screening Program using CT is gaining national recognition in detecting lung cancer at an earlier stage. When a diagnosis of cancer is made, we have the region's most comprehensive and collaborative Thoracic Oncology Clinic, where patients and families meet with our team of specialist physicians and oncology professionals to understand their diagnosis and set a treatment plan.

2014 was an exciting year and we have had many accomplishments, but the

biggest story is the great work that Beacon associates do each and every day for our patients!



**Greg Losasso**  
President,  
Elkhart General Hospital



ELKHART  
GENERAL HOSPITAL



When you try to accomplish great things, the strength of the entire team supporting one another becomes as important as the goal itself.

When you try to accomplish great things, the strength of the entire team supporting one another becomes as important as the goal itself. The team at Memorial is incredibly strong and I have had the privilege to share the President's chair at Memorial with Kreg Gruber in 2014. While trading places with Kreg could have interrupted the progress on quality, service and financial goals, the entire team rose to the challenge during the transition and helped to craft a new three-year focus on improvement and achievement.

In looking back, 2014 will be seen as a year where the foundation for significant improvement and growth was put in place for an even brighter future. Through the Summit Project, we are making the complexity of inpatient health care more streamlined by enhancing the overall system for progressing patients from admission to home. We have developed a physician partnership model related to quality, safety and finance that will enhance

patient outcomes as well as develop a platform to ensure Memorial is as efficient and safe as the top hospitals in the country. We have also engaged in population health efforts that will enhance the health of the community.

We are partnering with Healthways, the world's largest independent provider of well-being improvement solutions, to begin this journey toward the future of creating health. This calls for transforming the care approach from a sick model to a well-being model, where we focus our efforts on keeping people healthy, eliminating or reducing health-related lifestyle risks and streamlining care for those with persistent or chronic conditions.

We also officially kicked off the Memorial Children's Hospital public campaign called "Shine" that will support our expansion of children's services in the future. The expanded Memorial Children's Hospital will feature significant upgrades including:

- 9 pediatric hematology/oncology infusion rooms
- 23 general pediatrics patient rooms
- 12 pediatric intensive care unit patient rooms
- 9 NICU couplet care rooms
- 21 private, single family rooms
- A two-story atrium providing natural light to patient rooms
- A roof garden and terrace

As we look to the opportunities and challenges ahead of us in these complex times, we are encouraged at the progress we have made in 2014 and the team that is in place. Without a doubt, we are in the best position possible to see Memorial shine in the years to come!



**Steve Huffman**

Interim President,  
Memorial Hospital and  
Memorial Children's Hospital



# MEMORIAL HOSPITAL





Beacon Medical Group is  
the region's largest and most  
comprehensive medical group.

Beacon Medical Group is the region's largest and most comprehensive medical group. It is composed of over 230 physicians, over 80 nurse practitioners and physician assistants, and in total, over 1,000 associates.

Recently, you may have seen some of our physicians and nurse practitioners on television or a billboard. We can't help but be proud of the outstanding clinical skill that our providers have, and the fact that they are great people, too. We wanted you to get an idea of who we are and what we care about — you.

The practice of medicine is a pretty complex matter. However, our providers keep pace and are willing to make changes to adapt to the changing environment. For example, we are implementing a new



Electronic Health Record in our more than 40 locations. This is no simple matter. However, by doing this, patient health information will be integrated with both Memorial Hospital and Elkhart General Hospital and all of our provider locations.

Nationally, quality and safety are a priority, and this is certainly true within Beacon Medical Group. All of our physicians have identified quality and safety measures that help them monitor how we are doing and make necessary improvements when needed.

Finally, as large as we are, we continue to grow due to demand for our services. In 2014, we added more than 30 new physicians in many different specialties, which is quite amazing.

We believe expansion at that pace will continue for some time. To accommodate this growth and all the new physicians coming on board with our existing practices, 2015 will see us begin new practices in new locations – maybe one near you.

This is a great time to be part of Beacon Health System and Beacon Medical Group. Our physicians, physician assistants, nurse practitioners and every single associate are here to take care of you when you need it. We want to connect with you — when you are ill and need us most — also when you are well. We are here for you!



**Vincent Henderson, M.D.**

Chief of the Physician  
Governance Council of  
Beacon Medical Group



**Kreg Gruber**

Interim President,  
Beacon Medical Group



BEACON  
MEDICAL GROUP

Welcome

2014  
NEW DOCS  
TO BMG

Kelvin Hsu, M.D.  
*Hospitalist - Faculty*

Monika Niemiec, M.D.  
*Hospitalist - Adult*

Nancy Pudlo, M.D.  
*Pediatrics*

Carlos Falcon, M.D.  
*Obstetrics & Gynecology*

James Cornwell, M.D.  
*General Surgery*

George DePhillips, M.D.  
*Neurosurgery*

Adeel Yousaf, M.D.  
*Hospitalist - Pediatrics*

Barbara Williams, M.D.  
*Hospitalist - Academics*

Jagdeep Sabharwal, M.D.  
*Cardiology*

Freeman Farrow, M.D., J.D.  
*Family Medicine*

Darren Dolly, M.D.  
*Obstetrics & Gynecology*

Namita Gupta, M.D.  
*Critical Care Intensivist*

Kristine Jennings, M.D.  
*Hospitalist - Faculty*

Marion Mahone, M.D.  
*Hospitalist - Academics*

Matthew Reed, M.D.  
*Hospitalist - Academics*

Megan Pence, M.D.  
*Family Medicine*

Lindsay Kramer, M.D.  
*Hospitalist - Pediatrics*

Emily Singh, M.D.  
*Family Medicine - Faculty*

Olajide Benson, M.D.  
*Neuro Critical Care*

Marques Bolden, M.D.  
*Hospitalist - Adult*

Michael Knipp, M.D.  
*Occupational Medicine*

Kevin Wu, M.D.  
*Hematology/Oncology*

Carmela Cowdrey, M.D.  
*Psychiatry*

Shruti Fadia, M.D.  
*Pediatric Endocrinology*

Mureena Turnquest-Wells, M.D.  
*Maternal Fetal Medicine*

James Reidy, M.D.  
*Urgent Care*

Stephanie Waldrop, M.D.  
*Hospitalist - Adult*

Scott Thomas, M.D., FACS  
*General Surgery*

Vinicius Teixeira, M.D.  
*Psychiatry*

Amberly Burger, M.D.  
*Palliative Care*

Szabolcs Szabo, M.D., FACC  
*Cardiology*



BEACON  
MEDICAL GROUP



As the health care environment continues to change, Beacon Health Ventures has worked to enhance services to deliver healing and well-being.

As the health care environment continues to change, Beacon Health Ventures has worked to enhance services to deliver healing and well-being. 2014 was a year of challenges, growth and changes at Beacon Health Ventures, where we continued to provide expert care, products and services to people in our community in a variety of care settings.

Elkhart General Home Care's new state-of-the-art building opened in April 2014. The significant investment in the community by Beacon Health System provides a centralized location for our many services and products for our associates and customers. The new location supports approximately 300 associates and all the Elkhart General Home Care service lines.

This includes a Medicare- and Medicaid-licensed home health agency, an infusion and

compounding pharmacy, private nursing care and our personal services agency, Partners in Personal Care. Additionally, the facility has a home medical equipment business, with a modern, customer-friendly, retail showroom with the most up-to-date features. This is the first facility in Elkhart County to provide all of these services from one location. Our Post-Acute Care Transition Services (P.A.C.T.), which provides hospitals and patients the resources to reduce the need for re-admission to the hospital, expanded to serve Elkhart General Hospital.

The integration of new information technology platforms has enhanced alignment among home care services, hospital care and Beacon Medical Group, allowing better patient-care coordination.

Our talented associates continue to demonstrate their

commitment to providing outstanding patient care. The Home Medical Equipment division performed near the 90th percentile ranking in patient satisfaction according to Press Ganey surveys.

As health care continues to change and people continue to age, there will be challenging times ahead and an increased need for our services. However, we are confident that because of our focus on innovation, dedicated staff and excellent customer service, we are equipped to manage the challenges of tomorrow. Together, we will continue to advance the Beacon vision to build a stronger and healthier community.



**Greg Conrad**  
President,  
Beacon Health Ventures



**BEACON**  
HEALTH VENTURES





# 2014 Elkhart General Hospital Foundation Highlights

## **Big Hearts**

Donations received for the Have a Heart event provided cutting-edge services and innovative technology for Elkhart General's Center for Cardiac Care.

## **Giving Peace Of Mind**

Medical research shows that most cancer patients worry about how treatment expenses will impact their finances. When families face financial stress, recovery can be compromised, but the Oncology Patient Assistance Fund offers peace of mind. Patients can concentrate on their health while receiving financial support to offset medical costs.

## **Saving Lives**

Although screening and early detection of breast cancer saves lives, many women avoid mammograms because of financial limitations. Elkhart General has joined with the Foundation to provide mammograms at a discounted fee to women with lower incomes.

## **Opportunities For Nurses**

Continued clinical education helps nurses expand traditional roles, master new technologies and improve medical care. Foundation grants to Elkhart General nurses help them achieve their BSN degrees, receive national training and certification, and incorporate new, evidence-based practices.

## **Guiding To Well-Being**

Elkhart General's Self-Management Education and Medical Nutrition Therapy classes offer guidance and support to patients having trouble managing diabetes.

The diabetes educator teaches management of glucose, Hemoglobin A1C levels, tips for healthy eating and exercise. When financial conditions prevent class registration, Foundation grants cover registration fees for patients and reduce the cost of diabetes supplies and prescriptions.

## PROGRAM INVESTMENTS AND DISTRIBUTIONS

Cardiac Care Center/Planning	\$212,665
Patient Financial Assistance	200,528
<ul style="list-style-type: none"> <li>• Diabetes Self-Management Education and Medical Nutrition Therapy Classes</li> <li>• Discounted Screening Mammograms</li> <li>• Oncology Patient Assistance</li> <li>• Traditional Charity Care</li> </ul>	
College Scholarships for Nurses	156,201
Community Partnerships	76,755
<ul style="list-style-type: none"> <li>• Healthy Indiana Plan Premium Payments</li> <li>• Patient and Family Liaisons for Emergency Department</li> <li>• Gas Cards for Meals on Wheels Volunteers</li> </ul>	
Clinical/Medical Education and Certification	35,349
Medical Equipment/Technology	28,064
<b>Total Distributed 2014</b>	<b>709,562</b>

**2014**



# 2014 Memorial Health Foundation Highlights

## **Beacon Associates “Go The Extra Mile” In 2014**

In March, Beacon launched “GEM,” Beacon’s new associate giving program. In its first year, more than 1,400 associates said “Yes!” to supporting Beacon programs such as Chaplaincy (Spiritual Care), Child Life, the Associate Emergency Assistance Fund, the Elkhart General West Wing project and Memorial Children’s Hospital. Thank you for going the extra mile for our patients and for each other!

## **Donation Of Piano, Music To Our Ears**

Since the start of the winter holiday season, Memorial patients and their families have been treated daily to the piano melodies of Chopin, Beethoven, Joplin, Ellington and others. The vision and gift of a very special local family, this gorgeous Baldwin grand

piano is building a community of musicians, dedicated to bringing warmth, comfort and healing to countless patients and families.

## **Shine: The Campaign For Memorial Children’s Hospital**

In January of 2014, leaders from across our region kicked off Shine: the Campaign for Memorial Children’s Hospital. Since then, they have contributed to and raised more than 90 percent of our campaign goal!

## **Thank You To The Team Of Honorary Campaign Chairs:**

Art Decio, the late Reverend Theodore M. Hesburgh, CSC, Paqui and Brian Kelly, Carmi and Chris Murphy, the Newton Family, Ernestine Raclin and Reverend Richard V. Warner, CSC. A special thanks to the Campaign

Co-Chair Team of Nancy and Peter Baranay, Kerie and Tracy Graham, Stephanie and Todd Schurz, Julie and Jim Schwartz and all Cabinet members who have so generously supported, led and advocated for a better future for our region’s children.

## **Join Us In Celebrating...**

Jack Donohoe, a local fourth grader who has raised almost \$1,000 to benefit Memorial Children’s Hospital.

The Auxiliary of Memorial Hospital, for its support of Memorial’s NICU and babies like Stella, born at 12½ ounces. Because of the past and current support of Auxiliary members, little ones like Stella, and her family, have hope for a healthy future.

Hannah’s House, for donating hundreds of blankets and hats for the preemies

in the Elkhart General and Memorial NICUs.

The 22 individuals, foundations, companies and organizations for holding fundraisers which benefitted the patients and families of Beacon Health System. We deeply appreciate your supporting the delivery of world-class, holistic care!

The Pokagon Band of Potawatomi, the Four Winds Casino and the many corporate supporters of the Four Winds Invitational. Your support of and participation in the SYMETRA® Tour—Road to the LPGA® brought not only a world-class golf tournament to northern Indiana, but raised funds for a new pediatric ambulance and helicopter incubator for Memorial Children’s Pediatric Emergency Transport Team!

## PROGRAM INVESTMENTS AND DISTRIBUTIONS

### 2014

BrainWorks	\$73,829.32
Memorial Regional Cancer Center	12,062.59
Memorial Leighton Heart & Vascular Center	2,360.00
Memorial Neighborhood Health Centers	4,485.51
Pfeil Innovation Center	14,885.00
Reach Out Club	26,882.32
• Memorial Team Member Giving Society, funds used toward staff education	
Staff Education	62,379.57
Adult Support Services and Emotional Healing	836.27
• Social Work, Chaplaincy, etc.	
Areas of Greatest Need at Beacon Health System	3,641.48
Staff Recognition	412.76
Memorial Children's Hospital	280,318.71
Children's Support Services	18,342.58
• Child Life	
• Social Work	
• Chaplaincy	
HealthWorks! Kids' Museum	96,364.00
Newborn Intensive Care Unit	107,917.71
Pediatric Hematology Oncology	3,354.94
<b>Total Distributed 2014</b>	<b>708,072.76</b>



# Beacon Financial Report

CONSOLIDATED BALANCE SHEETS (IN THOUSANDS OF DOLLARS)

ASSETS	2014	2013	LIABILITIES & NET ASSETS	2014	2013
Current assets:			Current liabilities:		
Cash and cash equivalents	\$182,451	\$157,747	Accounts payable and accrued expenses	\$108,450	\$97,473
Accounts receivable, net of allowances	140,259	138,950	Other current liabilities	23,391	22,623
Other current assets	65,093	50,316	<b>Total Current Liabilities</b>	<b>131,841</b>	<b>120,096</b>
<b>Total Current Assets</b>	<b>387,803</b>	<b>347,013</b>	Noncurrent liabilities:		
Assets limited as to use:			Long-term debt, less current maturities	249,797	256,237
Internally designated investments	570,198	558,918	Other long-term liabilities	97,245	65,484
Restricted Cash	6,144	5,194	Interest rate and basis swaps	27,752	36,761
Externally designated investments – insurance trust	2,619	2,582		<b>374,794</b>	<b>358,482</b>
Board-designated endowment	20,801	20,968	<b>Total Liabilities</b>	<b>506,635</b>	<b>478,578</b>
Endowment and temporarily restricted investments	6,610	6,278	Net assets:		
	<b>606,372</b>	<b>593,940</b>	Unrestricted net assets	1,059,437	1,000,532
Other Assets			Board-designated endowment	20,801	20,968
Property and equipment, net	575,744	543,193	Temporarily restricted	15,338	12,362
Other	32,883	28,885	Permanently restricted	591	591
<b>Total Assets</b>	<b>1,602,802</b>	<b>1,513,031</b>	<b>Total net assets</b>	<b>1,096,167</b>	<b>1,034,453</b>
			<b>Total Liabilities &amp; Net Assets</b>	<b>1,602,802</b>	<b>1,513,031</b>



<b>UNRESTRICTED REVENUE AND OTHER SUPPORT</b>	<b>2014</b>	<b>2013</b>
Net patient service revenue	\$938,468	\$840,408
Provision for bad debts	(68,927)	(62,724)
Net patient service revenue less provision for bad debts	869,541	777,684
Other revenue	43,902	42,726
Net assets released from restrictions used for operations	322	458
	<b>913,765</b>	<b>820,868</b>
<b>Expenses</b>		
Salaries and wages	361,661	329,320
Employee benefits	93,030	90,072
Supplies and other	232,821	192,834
Professional fees and purchased services	113,630	107,094
Depreciation and amortization	50,547	44,169
Interest	5,925	6,594
	<b>857,614</b>	<b>770,083</b>
<b>Income from operations</b>	<b>56,151</b>	<b>50,785</b>
<b>Non-operating income</b>		
Investment income (loss), net	29,672	49,466
Unrealized gains (losses) on swap transactions, net	9,008	(6,744)
Loss on bond refunding	—	(3,734)
	<b>38,680</b>	<b>38,988</b>
<b>Net Income</b>	<b>94,831</b>	<b>89,773</b>

<b>COMMUNITY SUPPORT</b> (in thousands of dollars)	<b>2014</b>	<b>2013</b>
Unreimbursed Medicare and Medicaid	\$137,986	\$165,645
Traditional Charity Care	12,328	12,092
Uninsured Discounts	12,988	13,443
Community Benefit Programs	6,984	5,796
<b>Total Community Support</b>	<b>170,286</b>	<b>196,976</b>





# Memorial Hospital Emergency and Trauma Stats

## MEMORIAL MEDFLIGHT 2014

Inter-facility calls	354
Scene calls	278
<b>Total calls</b>	<b>632</b>
Inter-facility transports	170
Scene transports	110
Transports to Memorial	(166)
<b>Total transports</b>	<b>280</b>
Number of education and community events	64
Attendance	1,515



## MEMORIAL LEIGHTON TRAUMA CENTER

### Patient Statistics

Adult (16 and over)	
Male	701
Female	495
Child (15 and under)	
Male	56
Female	21

**Total trauma patients 1,273**

### Injury mechanisms (%)

Falls	46
Motor vehicle crashes	21
Firearm, cut/stab	8
Motorcycle/moped crashes	7
Pedestrian	4
Blunt assault/abuse	4
Machine/struck	3
Bicycle	2
Other transport vehicle	2

(ATV, watercraft, aircraft)	
Animal	1
Sports	1
Burn	<1
Self-inflicted injury	<1

### Mode of arrival (%)

Ambulance	78
Helicopter	12
Private vehicle/walk	9
Police/security	1

## 2014

## TOP 10 TRANSFER FACILITIES

Franciscan St. Anthony Health, Michigan City
Indiana University Health LaPorte Hospital
Elkhart General Hospital
Indiana University Health Starke Hospital
Saint Joseph Regional Medical Center – Plymouth
Lakeland Hospital – Niles
Community Hospital of Bremen
Porter Regional Hospital – Valparaiso
Indiana University Health Goshen Hospital
Saint Joseph Regional Medical Center – Mishawaka

## PATIENTS BY COUNTY

St. Joseph	53%
Berrien, MI	11%
LaPorte	10%
Elkhart	8%
Marshall	7%
Starke	3%
Cass	3%
Porter	1%
Pulaski	1%
Fulton	1%
Lake	1%





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