



connected

coordinated

convenient



2016
annual report

Mission

Beacon Health System exists to enhance the physical, mental, spiritual and emotional well-being of the communities we serve.

Vision

Beacon Health System aspires to achieve:

- 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

Values

We Place People at the Center.

We RESPECT one another.

We demonstrate COMPASSION.

We operate with INTEGRITY.

We are TRUSTWORTHY.



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from the CEO

Dear Beacon Friends and Family,

We have the honor and privilege to guide more than 4,000 people every day—our **family**, our **friends**, our **neighbors**—on their **journey** to their very best health.

When you think about it, it's a tremendous and humbling responsibility. As a guardian of this invaluable resource of health, we take our unique role as a **community-owned health care** organization very seriously.

Throughout what seems like a chaotic regulatory environment, we are staying focused on advancing our mission and **supporting the communities we serve**.

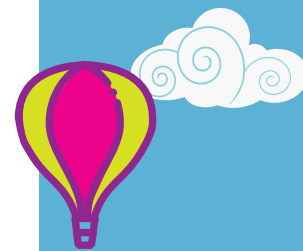
To help keep people healthy and prevent illness and injury in the first place, we proudly opened a **new Beacon Health & Fitness facility** in Granger, offering the area's only medically based fitness programming. We also celebrated the opening of a **new Surgery Center** at Elkhart General Hospital and became the first health system in Indiana to become a member of the **Mayo Clinic Care Network**.

We've continued our work to align more services across the entire system to provide **convenient, connected and coordinated** care. We have amazing physicians and clinicians who are guiding Beacon into a future where standardization and **best practices** will move us to new levels of quality and efficiency. And, we're excited about the momentum behind our new telehealth initiative, **Beacon Connected Care**. We expect that this new, dynamic tool will give us even more ways to provide exceptional health care.

Over the coming years, we have an **unprecedented opportunity** to lead our industry and transform the way health is delivered. In the end, our hard work and effort are going to lead to an even better world of **health and well-being** and I'm glad we are on this journey **together**.



Philip A. Newbold
CEO, Beacon Health System



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Carl Risk, II

Amish Shah



connection



community



compassion

financial report

CONSOLIDATED BALANCE SHEETS (IN THOUSANDS OF DOLLARS)

Assets

2016

2015

Current assets:		
Cash and cash equivalents	\$96,533	\$106,402
Accounts receivable, net of allowances	160,873	163,256
Other current assets	90,642	55,963
Total current assets	348,048	325,621
Assets limited as to use:		
Internally designated investments	590,890	547,515
Restricted Cash	4,526	3,012
Externally designated investments – insurance trust	2,680	2,656
Designated Cash	19,769	18,948
Board-designated endowment	24,961	19,477
Endowment and temporarily restricted investments	6,514	6,217
	649,340	597,825
Other Assets		
Property and equipment, net	654,913	626,234
Other	32,938	32,162
Total Assets	1,685,239	1,581,842

Liabilities and Net Assets

2016

2015

Current liabilities:		
Accounts payable and accrued expenses	\$82,919	\$84,280
Other current liabilities	18,085	24,018
Total current liabilities	101,004	108,298
Noncurrent liabilities:		
Long-term debt, less current maturities	279,909	239,808
Other long-term liabilities	92,159	100,437
Interest rate and basis swaps	22,779	20,523
	394,847	360,768
Total liabilities	495,851	469,066
Net assets:		
Unrestricted net assets	1,154,359	1,080,002
Board-designated endowment	19,621	19,477
Temporarily restricted	14,742	12,706
Permanently restricted	666	591
Total net assets	1,189,388	1,112,776
Total Liabilities and Net Assets	1,685,239	1,581,842

CONSOLIDATED STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS (IN THOUSANDS OF DOLLARS)

Unrestricted revenue and other support

	2016	2015
Net patient service revenue	\$945,600	\$934,934
Provision for bad debts	(59,658)	(73,035)
Net patient service revenue less provision for bad debts	885,942	861,899
Other revenue	36,274	40,567
Net assets released from restrictions used for operations	980	332
	923,196	902,798
Expenses		
Salaries and wages	391,882	379,739
Employee benefits	102,234	93,500
Supplies and other	222,224	223,052
Professional fees and purchased services	119,129	115,892
Depreciation and amortization	55,987	52,517
Interest	6,637	4,985
	898,093	869,685
Income from operations	25,103	33,113
Non-operating income		
Investment income (loss), net	42,741	(20,496)
Unrealized gains (losses) on swap transactions, net	(1,246)	7,827
Other non-operating income	3,953	-
	45,448	(12,669)
Net income	70,551	20,444

Community Support (IN THOUSANDS OF DOLLARS)

	2016	2015
Total Cost:	898,093	869,685
Gross Charges:	2,460,910	2,100,645
Ratio of Cost to Charges	36.49%	41.40%
Gross Medicaid Charges	456,057,552	368,361,103
	36.49%	41.40%
At Cost	166,435,219	152,504,652
Net Medicaid Revenue	127,333,159	129,759,570
Unreimbursed Medicaid Cost	39,102,060	22,745,082
HAF Impact		
Unreimbursed Medicaid Cost HAF normalized		
Gross Medicare Charges	1,105,673,136	951,992,066
	36.49%	41.40%
At Cost	403,508,175	394,132,868
Net Medicare Revenue	259,066,926	257,329,476
Unreimbursed Medicare Cost	144,441,249	136,803,392
Unreimbursed Medicare and Medicaid	183,543,310	159,548,473
Unreimbursed Medicare and Medicaid HAF Normalized		
Uninsured Discounts (acct 4326)	27,033,623	28,408,216
	36.49%	41.40%
	9,865,744	11,761,245

2016 highlights



Ranked
35th
out of 5000+
applicants



Beacon Health System has been recognized as a **2016 Healthiest 100 Workplace in America®**.

*Elkhart General
Hospital
implements “air
traffic controller”
software system*



Memorial Honored with “Excellence in Breastfeeding” Award

The Indiana Perinatal Network Breastfeeding Coalition awarded its **“Excellence in Breastfeeding” award** to Memorial Hospital. Memorial was selected for the honor out of 90 delivering hospitals in the state.



First in the Region to Implant an MRI-Compatible Cardioverter Defibrillator

Memorial Hospital was the **first in the region** to insert an implantable cardioverter defibrillator (ICD) that can be used during a full-body magnetic resonance imaging (MRI) scan. With the medical breakthrough of MRI-compatible ICDs, people across the country who will be at risk for sudden cardiac arrest, including **right here in Michiana**, can have the assurance they can undergo an MRI, without fear the ICD will malfunction or fail to deliver **lifesaving** shocks to correct lethal arrhythmias.



Communication with family drives new surgical technology

The recent expansion of **Elkhart General Hospital’s surgical center** included several new technologies to improve the patient experience, including RealView, a **workflow management software** system from STERIS Corp. that acts as an “air traffic controller” among the various surgical suites that are active at any given time. There are a lot of moving parts in an operating room setting, and this technology shows details of what is going on in each room **in real time** from one convenient dashboard.

Surgery Center Opens *in Elkhart*

Elkhart General Hospital celebrated its single, largest expansion in its history. The 165,000-square-foot, \$74 million surgery expansion project, is highlighted by leading-edge surgical suites, the newest medical technology, 43 all-private patient rooms, and a one-of-a-kind patient environment.

165,000
square feet

\$74M
expansion

14
leading-edge
surgical
suites

43
all-private
patient
rooms

**One-of-
a-kind**
patient
environment



Taking Health Care to the Next Level.



B

eacon Health System
is *the first*
system in Indiana
to become a member
of the **Mayo Clinic
Care Network**



In 2016, Beacon was honored to be selected as a member of the Mayo Clinic Care Network, joining an exclusive network of health care systems committed to bringing the best care to every patient.

Membership in the Network enhances the world-class care provided by Beacon physicians, while keeping patients and families close to home.

Funded through the generous support of the Judd Leighton Foundation, Inc., more patients are now able to get answers to complex medical questions close to home. Thank you to the Leighton Foundation for such an impactful gift to our community members!

The Generosity of Beacon Associates Shines Through

The TCU Foundation pledged \$250,000 to **help build the new Beacon Children's Hospital**. This pledge matches, **dollar-for-dollar**, the contributions of Beacon associates who are also TCU members. By year-end 2016, Beacon associates raised \$205,693.06 toward the \$250,000 goal.



\$205,693
Raised by
Beacon
Associates

\$250,000
Matching funds
pledged from
TCU for
Children's
Hospital





Maternity Centers receive Blue Distinction

Elkhart General and Memorial Hospital's maternity programs received the designation of **Blue Distinction Centers for Maternity Care Program** by Anthem Blue Cross and Blue Shield. The designation signifies that both programs meet nationally established criteria

by demonstrating expertise and a commitment to quality care.



*Walter Halloran,
MD, FACS,*

Beacon Medical Group
Cardiothoracic Surgery
Elkhart, received the
**Outstanding Physician
of the Year Award** from
the IU School of Medicine
– South Bend.



Jeff Costello,

Beacon Health System
Chief Financial Officer,
received the **Governance
and Investment
Management Award** at
the third annual Investor
Intelligence Awards for
Healthcare Plans. The
national award recognizes
individuals and firms in the
**financial services field for
excellence.**





First in Indiana to Implant Naturally Dissolving Stent

The interventional cardiology team at Elkhart General Hospital was the **first in Indiana** to use a new treatment option for coronary heart disease that literally disappears over time. This FDA-approved dissolvable stent was implanted in the first patient in Indiana in late July 2016 at Elkhart General Hospital.



Elkhart General Hospital Cancer Program Receives National Honor

The American College of Surgeons Commission on Cancer awarded the **2016 Outstanding Achievement Award** to Elkhart General Hospital. Elkhart General was one of a **select group of 20** U.S. accredited cancer programs to receive this national honor.



Hospital Foundations Unite to Form Beacon Health Foundation

Beacon Health Foundation will serve the many individuals, organizations, schools, businesses and foundations that **support Beacon** through philanthropy. These **gifts**, which are invested in hospital programs and services, ensure that Beacon remains an **innovative leader** in health care.

See related story on page 21.



Consumers Choose Beacon Hospitals – Again!

Elkhart General Hospital and Memorial Hospital were named **2016/2017 Consumer Choice Award winners** by National Research Corporation in their respective markets. The annual award identifies hospitals across the United States that health care consumers choose as having the **highest quality** and image.

Maternal Fetal Transport

*Provides Specialized
Care to High-Risk
Moms and Babies*



Memorial Hospital of South Bend was the **first hospital in northern Indiana** to launch a new Maternal Fetal Transport service for high-risk expectant women. Each transport request activates a response team that includes a high-risk obstetrical nurse and a respiratory therapist.

Expanded Building Opens Doors to More Patients and Residents

Beacon Medical Group **E. Blair Warner** opened its doors to a 13,500-square-foot addition, which nearly **doubled the size** of the facility. The addition includes 10 new exam rooms, patient-care areas and radiology services for the growing patient base. The **improved layout** allows patients to receive care more efficiently, and with additional exam rooms, more patients can be seen to get the care they need, when they need it. The expanded space is **home to the Memorial Family Medicine Residency Program**, a program that includes up to 30 physicians and a medical faculty of 14 experienced physicians.



13,500
square-foot
addition

10
new exam
rooms

**More
efficient
care**

Beacon Health & Fitness

opens new center in Mishawaka

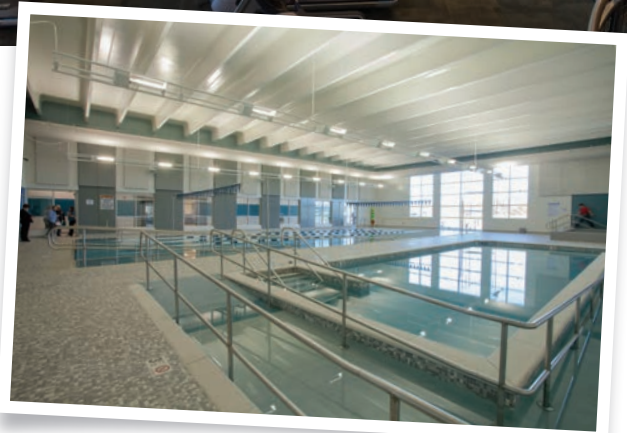
67,000
square
feet

Integrates
**Fitness &
Medicine**

Doors opened at a new 67,000-square-foot Beacon Health & Fitness facility, located in Mishawaka. The center integrates fitness and medicine, by offering a 24-hour fitness facility, Sports Performance and group classes, along with services related to prevention and management of disease and injury, including physical therapy and sports medicine.

24hr
fitness
facility

**Sports
Performance**





Carl Risk, II, Joins Elkhart General as President

Carl Risk, II, comes to Beacon from St. Vincent Jennings Hospital in North Vernon, Indiana, where he has served as the lead administrator since 2011. Mr. Risk served as Vice President of Planning from 2004 to 2007 and then Vice President of Clinical Services from 2007 to 2011 at King's Daughters' Hospital and Health Services in Madison, Ind. He has 17 years of experience in health care administration.

He earned his master's in Health Administration from Indiana University-Purdue University in Indianapolis. He is a fellow of the American College of Healthcare Executives. An Indiana Hospital Association board member, he has served the community through leadership roles with the United Way and Rotary Club. He and his wife, Christi, who are natives of Madison, Ind., have two children.



Memorial Receives Grant to Support Children and Families Exposed to Trauma

Memorial Hospital was **one of just seven** organizations in the U.S. to receive **\$2 million in federal funding** under a new grant program called "Communities Addressing Childhood Trauma" from the Office of Minority Health and the U.S. Department of Health and Human Services.

Memorial diabetes education program merits ADA recognition

The **prestigious American Diabetes Association Education Recognition Certificate** for a quality diabetes self-management education program was recently awarded to the Healthy Diabetics program at Memorial Hospital of South Bend. ADA believes that this program offers **high-quality education** that is an essential component of effective diabetes treatment.



Beacon Welcomes Larry Tracy, Memorial Hospital President

In late June, Larry Tracy joined Beacon Health System as President of Memorial Hospital. He previously served as the President of Barnes-Jewish St. Peters Hospital and Progress West Hospital in Missouri from 2013 to 2016 and Chief Operating Officer at Barnes-Jewish West County Hospital from 2008 to 2013.

A United States Army officer from 1991 to 1999, Tracy's career turned to health care when he served as a business analyst for The Ohio State University Health System, an administrative fellow for Northwestern Memorial Hospital in Chicago and Vice President for Evanston Northwestern Healthcare. He earned his master's degree in Health Administration from The Ohio State University. Larry and his wife Debbie, have three children, a son at Ohio State and two daughters in middle school.



Where's Waldo?

The heartwarming story of Jason Haney creating a larger-than-life-sized *Where's Waldo?* for pediatric patients at Memorial Children's Hospital to find when they look out their windows, touched more than 3 million people across the country, and millions more around the globe. The story, along with pictures and video of Jason and Waldo, made its way to Today, Good Morning America, People.com and Huffington Post, as well as print publications and broadcast networks in Canada, England, Germany, France, Poland, Portugal, Spain, South Korea, Japan and Australia.

"What I thought was just a fun game of 'Where's Waldo?' for the kids suddenly turned into a viral sensation," says Haney.

"It has taught me that even the smallest gestures can have the most amazing outcome."

– Jason Haney



Beacon Medical Group Cleveland Road Opens

Beacon Medical Group opened a new medical facility on Cleveland Road in South Bend. The clinic offers medical care to patients of all ages, including family medicine and podiatry services, and will be equipped with digital radiology services, EKG capabilities and an on-site lab.





Beacon Health System Launches **Virtual Health Visits**

Beacon Health System offers online medical visits through a new platform called **Beacon Connected Care**. Built in partnership with American Well, the leading national **telehealth** company, this health care delivery system offers secure, digital connectivity between providers and patients.

Through digital devices, such as a computer, tablet or phone, patients with certain, minor health conditions can see a board-certified physician for **quality urgent care** from the comfort of their home or office. Future uses of the technology are nearly limitless, affording numerous opportunities for more **convenient**, **connected** and **coordinated** care.

convenient

connected

coordinated



BEACON
CONNECTED CARE



Elkhart General Hospital is Baby-Friendly!

Elkhart General Hospital received the **prestigious international recognition** as a **Baby-Friendly Designated birth facility**. Baby-Friendly USA is the U.S. authority for the implementation of the Baby-Friendly Hospital Initiative, a global program sponsored by the World Health Organization and the United Nations Children's Fund. Memorial Hospital is also a Baby-Friendly facility.



A PROUD TRADITION – A NEW BEGINNING

Beacon Health Foundation

It was with great excitement that, in 2016, we announced the creation of Beacon Health Foundation!

Building upon the remarkable legacies of the Elkhart General Hospital and Memorial Health Foundations, the unified Foundation will enable us to better serve our System's benefactors and our community, enhancing the quality of care for every patient.

Susan King was named the first President of the newly formed Beacon Health Foundation. She comes to us from the Midwest Health Foundation, the parent foundation of four Chicago area hospitals of Adventist Health System, where she has served as President since 2015 while also serving as the Executive Director of Adventist Hinsdale Hospital Foundation since 2004.

"We believe that the best way to serve our benefactors and our community is to do so with one voice across our entire region," says Dan Morrison, Chairman of the Board, Beacon Health System.

Added Susan King, President of Beacon Health Foundation, "Our most important priority is honoring each of our supporters' wishes and communicating the impact they make. Whether it's supporting Nursing Education or a specific program, such as the Palliative Care Program at Elkhart General Hospital, every investor's passion is honored, celebrated and needed."

We gratefully acknowledge the members of the Memorial Health Foundation and Elkhart General Hospital Foundation for their vision, leadership and dedication.

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Tom Shoff

Carl A. Tiedemann

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An Elkhart General Family Member's Story

Several years ago, Doug Stutsman was preparing to say goodbye to his family. Lymphoma had taken over his abdomen, rendering the former Elkhart General Hospital associate so ill that doctors stopped chemotherapy: his hope for survival was extinguished.

Then Doug and his wife, Lana, a current associate at Elkhart General, met Dr. Amberly Burger, Medical Director of Palliative Care Services at Elkhart General Hospital. Doug's goals were clear. He wanted as much time as possible and to feel better, for however many days he had left. Dr. Burger then developed a plan to manage Doug's pain, discomfort, and anxiety, with a focus on length and quality of life.

Doug's days improved and he grew strong enough to resume chemotherapy. He went back to many of his normal activities, including enjoying family vacation.

Doug and Lana recently welcomed a beautiful new granddaughter into their family. They look forward to getting to know this precious little girl and watching her grow day by day.



Creating Nurse Leaders

and Supporting Nursing Education

Thank you to our dedicated donors whose support affirms the unique role nurses play in the health and well-being of our patients.

Beacon Health System nurses treat patients as individuals, skillfully and compassionately. Quality nursing is one of the cornerstones on which Beacon's reputation has been built. Just as healthcare delivery is increasingly dependent on innovation and technology, our ability to provide quality care and guarantee patient safety is dependent on the people who deliver that care. Our nurses play a leading role in our mission of providing outstanding quality care to our patients.

Nursing scholarships and educational opportunities are made possible by generous donors who believe a strong, compassionate, and well-educated nursing staff is at the heart of Beacon Health System's mission. Donations help our nurses enhance standards and build knowledge through ongoing education. Beacon's investment in nursing includes an emphasis on the attainment of BSN and higher degrees, as well as continuing education programs for nurses.

Care for one – that's love.
Care for many – that's nursing.

Beverly Teegarden and Karra Heggen, Directors of Nursing for Memorial and Elkhart General hospitals, are grateful for such investments. "The bond of care between our nurses and their patients provides comfort, kindness, and empathy—all essential for the healing process. As nurses' knowledge of and wisdom about patient care grows, this vital connection is strengthened."

Memorial MEDFLIGHT®

★ BEACON HEALTH SYSTEM



28
Transports
to Different
Hospitals

138
Transports
into
Memorial

60
Education &
Community
Events

2,580
Attendance

412
Inter-facility
Calls

273
Scene
Calls

685
Total
Calls

227
Inter-facility
Transports

87
Scene
Transports

314
Total
Transports

A service of Memorial Hospital of South Bend, **MedFlight** and its highly trained critical care transport specialists, provide rapid, helicopter transport of critically ill and injured patients. MedFlight is the **region's only air medical transport provider fully licensed to operate within Indiana and Michigan**. MedFlight immediately responds to requests to pre-hospital providers for scene transports and to hospitals for inter-facility transports. The medical team consists of **certified flight nurses and paramedics** working under the direction Memorial physicians and they are **highly skilled** at managing all types of critical patients and life threatening emergencies. Aviation services are provided by Metro Aviation, Inc. the FAA Part 135 Operator.

Emergency Trauma Report Card

As the region's only Level II Trauma Center, Memorial Hospital provides cutting-edge care with immediate availability of physicians, nurses, technologists and support services 24 hours a day. Trauma care at Memorial meets rigorous national standards for quality as evaluated by the American College of Surgeons.

When patients need Memorial most, it's just not time that counts, but excellence, efficiency, competence and compassion. Memorial's Emergency Care Center and Memorial Leighton Trauma Center offer a trauma team that is composed of specialists pulling together to provide state-of-the-art, timely care to the most critical patients. This care begins with

EMS, fire and police personnel and continues through the acute hospital stay to rehabilitation and home. The onsite helipad allows for rapid transport by Memorial MedFlight and other air medical transport teams, ensuring quick, lifesaving access to our highly trained team.

2016 TRAUMA STATISTICS	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Registry Patients													
Number of Patients Age >= 15.0	102	81	96	86	115	121	148	121	135	123	100	103	1331
Number of Patients Age < 15	7	4	12	4	7	3	6	8	5	12	2	4	74
Total Number Into Registry	109	85	108	90	122	124	154	129	140	135	102	107	1405
Percent Injury Type													
Blunt	91%	93%	92%	89%	85%	91%	90%	90%	93%	92%	90%	93%	91%
Penetrating	9%	6%	7%	10%	12%	9%	8%	9%	7%	7%	8%	6%	8%
Burns	0%	1%	1%	1%	3%	0%	2%	1%	0%	1%	2%	1%	1%
Deaths % Mortality	1.8%	3.5%	1.9%	6.7%	9.0%	1.0%	3.3%	3.1%	2.1%	3.0%	4.9%	7.5%	3.8%
Total Number of Deaths	2	3	2	6	11	1	5	4	3	4	5	8	54
Total Number Autopsies Performed	0	0	0	1	2	1	1	2	1	1	1	2	12 (22%)
Total Number of Organ Donors	1	0	0	1	4	0	1	0	1	0	0	0	8 (15%)
Trauma Activations—Total 911/912	23	22	38	35	52	48	65	47	59	48	38	48	523
Total Number of 911 Activations	13	11	21	17	33	26	39	26	33	28	16	32	295
Total Number of 912 Activations	10	11	17	18	19	22	26	21	26	20	22	16	228
Total Number of Trauma Admit	16	9	11	8	16	15	22	18	17	15	15	11	173
Trauma Transfers													
Total Number of Transfers Into MHSB	40	24	20	22	24	28	44	32	32	26	19	20	331
Total Number of Transfers Out MHSB	1	0	5	1	5	2	5	3	3	11	4	4	44

Trauma Statistics

	2016	2015	% CHANGE
Total Patients Into Trauma Registry	1405	1318	↑6.6%
Total Pediatric Patients (Age < 15)	74	66	↑12.1%
Total Trauma Activations - 911 / 912	523	407	↑28.5%
Total Number of 911 Activations	295	241	↑22.4%
Total Number of 912 Activations	228	166	↑37.3%
Total Number of Trauma Admit	173	153	↑13.1%
Total Number of Deaths	54	57	↓5.3%
Total Number of Transfers Into MHSB	331	317	↑4.4%
Total Number of Transfers Out MHSB	44	32	↑37.5%

Top 6 Referring Hospitals

1	Franciscan St Anthony's
2	SJRM-C-Ply
3	LaPorte
4	Elkhart General
5	Starke
6	Bremen

Top 10 Mechanism of Injuries

Adult	Peds (Age < 15)
1 Falls	Falls
2 MVC	MVC
3 Motorcycle	Other Blunt
4 Other Blunt	Bicycle
5 Gun	Gun
6 Blunt Assault	Burn
7 Pedestrian	Blunt Assault
8 Knife / Stab	Pedestrian
9 Burn	Motorcycle
10 Bicycle	Knife / Stab

Average ECC LOS

All Patients Into Trauma Registry	3.50
911 / 912 Activated Patients	3.37

HR:Min



Welcome

New Beacon Medical Group Physicians

Ryan Bonek, MD
Family Medicine

Swetha Chitta, MD
Internal Medicine/Hospitalist

Abhishek Das, MD
Pain Management

Lauren Das, MD
Radiation Oncology

Rachel Dunham, MD
Family Medicine

Angela Herman, MD
Peds Hematology/Oncology

Shahid Javaid, MD
Pediatrician

Russell Johnson, MD
Radiation Oncology

Nicholas Kerr, DO
Palliative Care Medicine

Emily Kisor, MD
Pediatrician

Heather Kistka, MD
Neurosurgeon

Michael Kozak, MD
Family Medicine

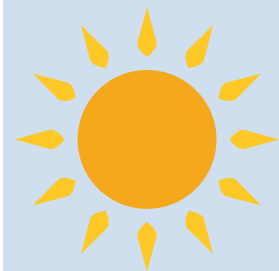
Javed Malik, DO
Hematology/Oncology

Michael Messmer, DO
Sports Medicine

Usman Qadeer, MD
Neurohospitalist

Satya Ramiah, DO
Neurohospitalist

Amanda Springer, MD
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