



# 2018 ANNUAL REPORT



**Memorial  
Healthcare**

## A MESSAGE FROM OUR PRESIDENT & CEO

**A**s we celebrate Memorial Healthcare's 98th anniversary and recognize the outstanding contributions of our forefathers in our community, we reflect on the many accomplishments in 2018 that have strengthened our capability to provide leading-edge healthcare to the communities we serve. We look forward to the future as we develop initiatives that will enable Memorial to grow and prosper while maintaining our commitment to excellence.

In 2018, Memorial Healthcare experienced a 28% growth in net revenue, adding nearly 100 employees to its roster of over 1,200 team members. Employee engagement results increased to the 79th percentile, an increase from the 22nd percentile just three short years ago, setting Memorial Healthcare on the national map for being recognized as an industry leader in increasing employee engagement.

In February, Memorial received two da Vinci™ X robotic-assisted surgical systems, one of just two hospitals in the nation to receive this new technology. These systems enable our surgeons better mobility and visualization to perform more intricate procedures. In August, we began offering 3D mammograms for all patients. This technology is revolutionizing how breast cancer is detected by providing a better option for women of all breast densities compared to 2D alone.

In April, the Leapfrog Group, a Washington D.C.-based organization aiming to improve health care quality and safety for consumers and purchasers, announced Memorial Healthcare received an "A" for quality. Out of 76 participating hospitals throughout Michigan, Memorial Healthcare was one of just three hospitals within a 50 mile radius to receive an A rating. Additionally, in September we received 3-year accreditation from The Joint Commission of Healthcare Organizations, the gold standard in health care.

Also in 2018, Memorial Healthcare welcomed more than 60 new providers to its medical staff. Partnerships with iNDIGO Health Partners, for hospital medicine services, and Emergency Care Specialists, for emergency services, flourished with increased patient satisfaction rates.

These are only a hand-full of the highlights that are cited in the following pages. On behalf of the Board of Trustees, physicians, and employees of Memorial Healthcare, it is our honor and privilege to serve this community and we look forward to an exciting future.



In good health,

A handwritten signature in black ink, appearing to read 'B. Long', written in a cursive style.

Brian L. Long, FACHE  
President and CEO  
Memorial Healthcare



# EXPANDED SERVICES

Operating Rooms with da Vinci™ Surgical Robots



New techniques in Urology Care

**1 of just 3 rural hospitals in the State of Michigan offering SpaceOAR,** an innovative system for men choosing to undergo radiation therapy for prostate cancer



**2nd institution in Michigan offering Blue Light Cystoscopy,** the best and most sensitive detection of hidden bladder cancer



Muscular Dystrophy Association/ALS Care Center offered by specialized neurologist

Increased hours at Durand Urgent Care location



Clinical Research Trials for neurology and oncology patients

New Vaccine Management System



Decreased wait times

Average wait time for emergency patients:



Selection of enhanced Electronic Health Record for implementation in 2019

Increased specialization in stroke recognition and care



Multidisciplinary Memory Disorders Clinic supporting patients and their families



Continued focus on partnership with Central Michigan University for medical student rotations

# REVENUE & EXPENSES

	2018	2017
Total Assets	\$159,632,977	\$147,621,071
Net Patient Revenue	\$164,087,561	\$127,457,911
Other Operating Revenue	\$12,924,625	\$10,271,047
Net Operating Revenue	\$177,012,186	\$137,728,958
Total Operating Expenses	\$168,594,213	\$136,023,848
Non-Operating Income	\$(2,709,862)*	\$7,854,148
Net Income	\$5,708,111	\$9,559,258
Bad Debt	\$ 8,489,505	\$8,235,844
Charity Care	\$927,845	\$1,111,040

\*due to losses on investments

# PARTNERS

- Ascension
- Emergency Care Services
- Flint Medical Laboratory
- iNDIGO Health Partners
- McLaren Cancer Institute
- Mid-Michigan Physicians
- Pain Management Group
- Physician Anesthesia Service, PC
- Radiology Associates of Flint



# At Memorial, we're proud to have some of the best physicians and healthcare providers found anywhere.

In 2018, nearly 60 providers joined the Medical Staff at Memorial Healthcare in 20 specialty areas. No one delivers better healthcare in our region and that often begins and ends with one of our many highly skilled physicians or advanced practice providers. It is these highly skilled and dedicated medical professionals who, day in and day out, provide our community with security, confidence, and at time, hope. Visit our website at [www.MemorialHealthcare.org](http://www.MemorialHealthcare.org) to learn more about our dedicated team of healthcare experts.



Anesthesia



Cardiology



Diagnostic Imaging



Emergency Medicine



Family Medicine



Gastroenterology



General Surgery



Hospital Medicine



Internal Medicine



Neurology



OB/GYN



Ophthalmology



Orthopaedic Surgery



Pain Management



Palliative Care



Pathology



Pediatric Gastroenterology



Pulmonology



Urgent Care



Urology

# AWARDS & ACCREDITATIONS

## Leapfrog A Rating



Rated one of the safest hospitals in the nation by The Leapfrog Group. An “A” grade is only given to those hospitals with excellent patient outcomes and safe practices in place. This results in patients having a lower risk for infections, injuries, and accidental harm. Memorial is the only hospital in the region and just **1 of 3** within a 50 mile radius of Owosso to earn an “A” grade.

## CMS



Highest overall survey averages at or above the state and national averages. Memorial’s HCAHPS achievement rating is above other hospitals within a 50 mile radius and the number one choice in patient satisfaction.



## Culture of Safety

Top 25% of all hospitals that participate in a Safety Culture Survey.

## American Society for Gastrointestinal Endoscopy



**1 of Only 8 Centers in MI to be Recognized for Quality and Safety.**

## American Association of Neuromuscular and Electrodiagnostic Medicine



**1 of Only 7 EMG Accredited Labs in MI**

## Other Accreditations Included :

- The Joint Commission of Healthcare Organizations – 3-year recertification
- American College of Surgeons – Memorial Cancer Center
- College of American Pathologists – Laboratory
- Michigan Department of Community Health, American Diabetes Association – Memorial Diabetes Education Program
- Blue Care Network – Category A classification – Physical Therapy
- Michigan Department of Community Health Blue Cross/Blue Shield of Michigan; Medicare/Medicaid
- The Joint Commission – Memorial Home Health Care
- Breast Imaging Center of Excellence – American College of Radiology

# AWARDS & RECOGNITIONS

## President’s Award

**Kristy Brown**, Pre-Access Coordinator, Call Center

## Employee of the Year

**Theresa Mills**, Production, Food and Nutrition Department

## Nurse of the Year

**Robin Cannon**, Registered Nurse, Emergency Department



## Nurse Tech of the Year

**Tyler Luznek**, PCT, 2-North

## Good Safety Catch of the Year

**Chelsea Bebiak**, Registered Nurse, Operating Room

## Memorial Healthcare Foundation Millionth Hour Volunteer

**Angie Meder**, Public Safety Ambassador and High Risk Registered Volunteer



# One of Memorial's primary goals is to promote health in the communities we serve.

Memorial is more than just a hospital where people are treated. We also reach out to the communities in the region — with education, wellness, and prevention programs.

Opening of Community Wellness, Nutrition and Diabetes Center



**242**  
Lives Touched

Peanut Butter and Jelly Drive



**1,300.1** Pounds  
Peanut Butter & Jelly Collected  
Estimated total sandwiches:

**18,428**

Free Cancer Screenings



**91**  
Patient Screenings

Michigan Harvest Gathering



**1,183**  
Pounds of Food Collected



Cancer Survivor Day

**175**  
In Attendance



## New Facility to Bring Wellness Center to the Community

In 2018, Memorial Healthcare announced plans to construct a new facility on the grounds of the hospital's main campus. This new facility will serve as the home for three of our growing clinical service lines: the Memorial Healthcare Institute for Neurosciences and Multiple Sclerosis; our orthopaedic practice; and our therapy and rehabilitation services. This facility will also be home to a new Community Wellness Center which will offer the community access to full service medically-based wellness programs. Groundbreaking for this new building will occur in 2019 with an expected completion date in late 2020.





# Memorial Healthcare

826 W. King Street  
Owosso, Michigan 48867  
(989) 723-5211

[MemorialHealthcare.org](http://MemorialHealthcare.org)

