



2011 COMMUNITY BENEFIT REPORT



Memorial
Hospital & Health SystemSM

MEMORIAL HOSPITAL OF SOUTH BEND



IMPACT ON THE ECONOMY AND THE COMMUNITY

Memorial Hospital of South Bend is proud to provide quality, efficient health care to our community. Our hospital stands ready to care for you with doors open 24 hours a day, seven days a week, 365 days a year. Every year, we serve thousands of individuals and keep our community healthy, strong and vibrant. This record of service is, and always will be, our most valuable contribution to the community.

Hospitals strengthen the infrastructures of local communities. Indiana residents rely on their local hospitals and health systems to:

- provide high quality, efficient health care
- care for the aged
- ensure safety during an emergency or disaster
- bring life into the world
- be good neighbors
- support the quality of life in our community
- educate people about good health and well-being
- provide comfort at the end of life



MEMORIAL HOSPITAL OF SOUTH BEND

DIRECT AND INDIRECT IMPACT ON OUR COMMUNITY

Less often recognized is the hospital's contribution to the local economy, such as the people it employs and the impact of its spending. Memorial Hospital of South Bend is critical to the economic viability of our community. We are a major employer and purchaser of goods and services, while also providing health care that allows people to be productive citizens.

Jobs		3,600
Economic Impact	Payroll	\$ 254,187,000
	Supply Purchases	\$ 290,416,000
	Capital Spending	\$ 68,361,000
	TOTAL IMPACT	\$ 612,964,000



This report, prepared with assistance from the Indiana Hospital Association, highlights the significant role Memorial Hospital of South Bend plays within our community. It identifies and measures the direct involvement of our hospital in the local economy and demonstrates the ripple effect of the dollars the health care sector brings into the community, such as the jobs it helps create. In addition, this report illustrates the benefit the hospital provides for a safe, stable and healthy community.

AN ECONOMIC ANCHOR TO OUR COMMUNITY

In addition to enhancing the health and well-being of the communities it serves, Memorial Hospital of South Bend also contributes significantly to the area's economic health. In 2008, the hospital's estimated total annual economic impact was \$612,964,000.





PROVIDING WELL-PAYING, CONSISTENT EMPLOYMENT

Memorial Hospital of South Bend employs 3,600 health providers, with a total payroll of \$148,257,000. Hospital payroll expenditures serve as an important economic stimulus, creating and supporting jobs throughout the local and state economies.

Dollars earned by Memorial Hospital of South Bend employees and spent on groceries, clothing, mortgage payments, rent, etc., generate approximately \$254,187,000 in economic activity and create an additional 1,400 jobs for the local economy.

STIMULATING THE LOCAL ECONOMY WITH PURCHASES OF GOODS AND SERVICES

Memorial Hospital of South Bend spends about \$169,388,000 per year on the goods and services it needs to provide health care—for example, medical supplies, electricity for its buildings and food for patients. Funds spent to buy goods and services flow from the hospital to vendors and businesses and then ripple throughout the economy.

Dollars spent by Memorial Hospital of South Bend generate approximately \$290,416,000 for the local economy.



IMPROVING INFRASTRUCTURE FOR ALL INDIANA RESIDENTS

In 2008, Memorial Hospital of South Bend spent \$39,872,000 on buildings and equipment. Capital spending by Memorial Hospital of South Bend generates approximately \$68,361,000 for the local economy per year.

A GOOD NEIGHBOR

Memorial Hospital of South Bend has a positive impact on the surrounding neighborhoods. We contribute to civic and cultural programs, make space available to community groups and improve the environment by supporting grassroots community organizations to increase affordable home stock, decrease the presence of violence in the neighborhoods and improve access to comprehensive primary care and preventative care.

Tithing

The community benefit fund is Memorial's mechanism for reinvesting funds to improve the health status of the communities it serves. The system, which includes Memorial Hospital of South Bend Inc., tithes 10% of the previous year's bottom-line to benefit the community. The Community Health Enhancement (CHE) committee of the hospital board began the fund in 1993. This committee sets the policy and oversees the administration of the fund and determines specific investment allocations. Volunteers and staff are committed to prudently investing these resources in an accountable manner. This community-benefit investment is in addition to the hospital's charity care.

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 we ensure that everyone, regardless of their ability to pay, receives the care they need. Memorial has long been recognized for our collaborative efforts that engage individuals and organizations with diverse socio-economic, religious, ethnic, racial, 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) regions, helped us contribute significantly to the health and well-being of our communities. This report offers a glimpse of how we touch and improve the health and the quality of life throughout Michiana. It is a testament to the commitment and leadership of our medical staff, board of trustees, employees, volunteers and community partners. These dedicated men and women touch many lives and make our community a better place to live, work and play.

PROVIDING OTHER IMPORTANT ECONOMIC BENEFITS

Medical and Nursing Education

Students in the Memorial Hospital of South Bend physician education and nursing education programs spend approximately \$5,432,000 per year in the community on housing, food, transportation, books, entertainment, clothing, utilities, insurance and supplies.

The medical education program brings approximately \$435,302 per year into the region from state and federal funding sources.



Construction

Construction activity at Memorial Hospital of South Bend affects the local economy, from the convenience store located down the street, to the insurance agent providing policies for the contractors and other companies working on the project. Construction projects totaling approximately \$2,900,000 are currently underway at Memorial Hospital of South Bend. These projects generate local jobs and revenue and result in improved health care delivery for the community.

Research

Preparing for tomorrow's health care needs requires a commitment to researching new and innovative treatments. Clinical research is a part of programming across the health system. Memorial Medical Group participates in a significant number of pharmaceutical trials annually. In 2009, the physicians were involved with 21 drug trials, bringing \$525,000 to the community. Hospital physicians participate in various research projects that are national in scope and are evaluated using FDA guidelines by Memorial's Institutional Review Board. Memorial is also a member of the Northern Indiana Cancer Research Consortium, which annually brings \$853,691 in grant funds to the Michiana area. Our medical staff is working to find tomorrow's treatments and cures today. Memorial Hospital & Health System's research programs draw \$1,389,785 in funding from sources outside the health system each year.

Grants

Memorial Hospital of South Bend is the recipient of more than \$2,000,000 in grant funding to serve vulnerable populations in St. Joseph County. This includes the Seniors Aging in Place program at Robertson's Apartments, prenatal care coordination, fetal alcohol education and counseling, nutrition to the Women Infants & Children program (WIC), a HUD environmental program working with asthma triggers, a lead poisoning and abatement program and reproductive health education for youth.

Visitors

Memorial Hospital of South Bend attracts a variety of visitors, including vendors, medical education students, students' families and academic visitors, along with business and industry leaders to workshops at Memorial's Innovation Café. These participants use a variety of community services, including hotels, car rental services and restaurants.



CARING FOR OUR COMMUNITY

Memorial Hospital of South Bend provides vital health care services to our community. In 2008, we totaled:

- 20,469 Admissions
- 85,056 Total Patient Days
- 2,996 Births
- 5,142 Inpatient Surgical Procedures
- 8,577 Outpatient Surgical Procedures
- 52,286 Trauma and Emergency Room Visits

Through our community outreach programs aimed at preventing disease, injury and trauma before they occur, Memorial Hospital of South Bend saves individuals and the community millions of dollars in treatment costs and lost earnings.

Violence Prevention

In early spring we were called into the community by a group of 27 African American leaders who were concerned about the very real potential for gang violence. Unfortunately, such violence was already taking a foothold in the neighborhoods. Memorial strategized with the concerned citizens and developed a way to stop the neighborhood violence. A community event was held to address the issue of gang violence. Among the speakers was Dr. Deborah Prothrow-Stith who presented violence as a public health issue to more than 750 parents, police officers, teachers and teens.



As a result, momentum within the community quickly mounted, and additional violence prevention programs either expanded or initiated. South Bend Police and the Mayor implemented the Enough is Enough campaign against violence. Robinson's Community Learning Center expanded the Take Ten program in the schools. Ceasefire, an after-school program for youth, was implemented. Two very successful gun-buy-back events removed hundreds of weapons from the community. African American pastors encouraged their congregations to be involved with violence prevention.

Two community plunges were held that have influenced outreach programming: (a) Enough is Enough: Violence as a Public Health Mandate, and (b) High School Drop Out which incorporated a number of opportunities for youth who had dropped out of school sharing their stories about its impact on their lives. Included in the plunge was "The Pact." The Three Doctors, as they are known, shared their story about their pact: growing up in public housing in Newark, N.J.; having brushes with the law; and yet succeeding in their middle-school pact to become doctors. Many families have expressed their gratitude for The Three Doctors who connected with their children and continue to be linked.

The High School Drop Out community plunge was presented to 1,000 students at a local high school, as well as to more than 400 parents and teachers at a community conference center, and also to children at a local neighborhood youth center. Children expressed their need for parents who are active in their lives, not in prison or consumed by drug addictions. This plunge resulted in a group of teens preparing a discussion guide to supplement the video that highlighted what they experienced. Recently, the students presented their work to the CHE board committee and will be using the video to help other students in the community.

In 2009, with CHE leadership and the financial sponsorship of Memorial, the group, 100 Black Men of Greater South Bend, was chartered. Among the goals of 100 Black Men are to tutor and serve as role models, bring healthy lifestyles to youth and support the foundation for scholastic success. Their Four for the Future are mentoring, economic development, education, and health and wellness. Michiana Diversity Leadership is another minority-targeted initiative, encouraging young adults of color to engage in active leadership in the community. Memorial also supported this program with leadership and resources; they partnered with faculty from the University of Notre Dame, Indiana University South Bend, Bethel College, Ivy Tech Community College, Saint Joseph Regional Medical Center and the South Bend/Mishawaka Chamber of Commerce.

Safe and Healthy Neighborhoods

Community focus groups reported that safety within their neighborhoods was a major concern as a result of increasing drive-by shootings and gang activity. Memorial's response was to become actively involved with neighborhood organizations. The neighborhoods selected for engagement were those surrounding the hospital, including the Near Northwest Neighborhood. Actively collaborating in three neighborhoods has paid great dividends. The Near Northeast Revitalization Organization saw the University of Notre Dame, the former Madison Center (now Memorial EPWORTH CENTER), Saint Joseph Regional Medical Center, the City of South Bend and Memorial Hospital



implement a multi-million dollar strategy that has rescued a neighborhood teeming with poverty and violence. The area was transformed into a community of choice with a lively 'main street' business district in 2009, and the work continues today.

South Bend Heritage Foundation, one of the oldest community development organizations in the nation, has been a long-time partner with Memorial. Together, we are occasionally fighting for the city to acknowledge the voice of the people, its residents. It was a proud day when the Mayor, on behalf of South Bend Heritage Foundation and the neighborhood, bulldozed the exterior sign of a notorious liquor store. Personal crime in a three-block area dropped by more than 35% in four months, and empty beer bottles were no longer being around peoples' homes. Affordable homes replaced the empty, trash-strewn lots and boarded-up houses were rehabbed, becoming available to growing families.

Each year, 42-50 Memorial female employees take paid-time-off and build a Habitat for Humanity home as part of WomenBuild. Memorial helps to sponsor the project with a \$10,000 donation. The Health System's innovative community outreach to at-risk, underserved populations has received national recognition as a model of involvement as well as state and federal grants to support these programs. The programs include: African American Women in Touch (breast care education and screening programs) and PEDS developmental delay screening program for infants and toddlers are offered at the St. Joseph County WIC clinics, the YWCA and the Center for the Homeless. African American Women in Touch breast cancer programming hosted the fourth annual 100 Voice Women's Choir Concert in honor of Mother's Day.

Health education and outreach in the Latino community included an innovative diabetes education and case management program that has produced significant results. More than 240 Type II diabetics have participated in the program with only four diabetes-related hospitalizations; the program now includes African Americans and Caucasians. The newest additions to the program are two Zumba exercise classes, which have approximately 70 individuals of all ages participating. Another diabetic program consisted of 40 women who were referred by their physicians to the free community-based gestational diabetes program (Bebes Dulces Sin Azucar: Sweet Babies without Sugar). As a result of the program, women who had given birth saw their glucose level return to normal within six-weeks post-partum.

Through screening programs, Memorial Hospital of South Bend can detect medical conditions in the population earlier, thus lowering the costs of treatment. Memorial's Language & Latino Outreach Services took on a vital role when the St. Joseph County



Health Department reported 10 active cases of tuberculosis in the county. The CHE team gave hundreds of TB tests at churches, factories and congregate living facilities, including the Center for the Homeless. Once there was a suggestion of active TB, Memorial provided free x-rays, and individuals were referred to the health department for prescriptions and follow-up. In 2009, Memorial collaborated with the health department to address the potential influenza pandemic. Cancer screenings geared toward Latinos included breast screens for 57 Latino women and 29 Latino men screened for prostate cancer.

As a result of the higher incidence of hypertension, a program for African American men was introduced at a local barbershop. The program's goal is to increase hypertension awareness and encourage men to make behavioral changes to monitor and control high blood pressure. In 2009, 357 men participated in the program with 292 referrals made for treatment.

Memorial's 2009 sickle cell conference attracted 196 individuals. The sickle cell initiative offered educational presentations to 2,877 high school students and conducted 487 screens. Through a collaborative effort with local health centers, county libraries and health departments, medical providers and school corporations, individuals received education, assistance and self-management resources about sick cell disease. A total of 3,970 individuals were served.

The Domestic Violence Ends (DOVE) project and The Health Professionals, a free service of Memorial for residents needing a physician referral or health information, have proven their value to the community.



A demonstration project in partnership with South Bend Heritage Foundation provided health and social service oversight to 74 low-income elderly living independently in the converted Robertson's Department store. The results of the intervention have shown a decrease in depression (Beck Depression Scale), an increase in life satisfaction (Neugarten's Life Satisfaction Scale) and an increase in eight indices of health (SF-12 measurement instrument) for those participating in the program. This project recently received funding from a local foundation to expand and accommodate seniors living in public housing.

Other noteworthy programs include the free summer children's health clinic providing school physicals and early detection of health problems conducted by Memorial's Southeast Neighborhood Health Center. The clinic is held at an elementary school on the west side where 100% of the children are members of a racial minority and on free or reduced lunches.

Primary Care for an Underserved Population

In late spring 2009, Bendix Family Physicians opened adjacent to an area designated as medically underserved. This medical facility, located in an area where residents face many challenges to accessing health care, was developed by a unique partnership with the City of South Bend, Saint Joseph Regional Medical Center and Memorial Health System. A renovated building was designed to offer primary care, as well as health education, including nutrition, exercise and smoking cessation. Additionally, mammograms are conducted on site via the mobile medical unit, along with access to more specialized care, senior service programs, medication assistance and health fairs for the broader

neighborhood. A medical practice in this area has been the number one need according to a 2007 community needs assessment.

The building was refurbished by the City using Tax Incremental Financing. Furnishings, the Electronic Medical Record (EMR) software and hardware and medical equipment were purchased via local grants. The facility features a state-of-the-art EMR, laboratory and diagnostic x-ray equipment.

In the first year of operation, 1,128 patients were seen; 34% of the patients used Medicaid or Medicare, and 50% were self-pay or sliding fee eligible (up to 200% of Federal Poverty Guidelines). The financial results, including start-up grant funding, was just over \$445,000. The two health systems equally shared the annualized subsidy of nearly \$270,000.

Early Childhood Interventions

As the county's WIC/nutritional program sponsor, Memorial serves an average of 8,565 women and children every month. In collaboration with the St. Joseph County Health Department, WIC hosts Super Shot immunization programs, which provided 541 vaccinations in 2009. Memorial also collaborated on a lead poisoning program with the Health Department and the South Bend Housing Authority.

Stimulus grants allowed Memorial's Community Health Enhancement to develop a Fetal Alcohol Screening and Education program for pregnant women, and the HUD-affiliated program that assists families with asthmatic children. Home visits included a Master Home Environmentalist helping clients manage their home environment to produce better health outcomes. Incentives were provided through the 11-month process, including a HEPA vacuum cleaner.

Prenatal Care Coordination helps more than 200 pregnant women each year, assisting these mothers with social service programs, providing transportation to a physician's office during the first trimester and acquainting them with community programs that can support their pregnancy and birth.

Healthy Lifestyle Choices and Reproductive Health

The Postponing Sexual Involvement program for teens reached 9,375 youth in school year 2009-10. The Baby Think It Over program targeting middle school students on the responsibilities of parenthood was facilitated by 90 high school juniors and seniors. The Healthy Babies program focused on proper prenatal care and reducing infant mortality. The team of six community health coordinators provided these programs as part of the

health class curriculum in the South Bend Community Schools, School City of Mishawaka and Penn-Harris-Madison districts. Partnering with agencies expands our ability to provide educational programming to youth outside the classroom to include: South Bend Residential Juvenile Facility, Family and Children’s Center, the Juvenile Justice Center, home-schooled students, La Casa de Amistad and Boys and Girls Clubs.

A partnership with South Bend Community School’s magnet schools finds Memorial’s evolving role in building a high school program intended to prepare students for future careers in health care and scientific research. Summer programs were offered to Latino students at La Casa de Amistad, Martin Luther King Center and South Bend School’s Bilingual Education Department.

THE FRONTIER OF HEALTH AND QUALITY OF LIFE

Memorial BrainWorks

With the increasing occurrence and awareness of Alzheimer’s and other dementias, Community Health Enhancement’s newest initiative, Memorial BrainWorks, is in the right place at the right time. BrainWorks is committed to translating the groundbreaking discoveries of neuroscience into daily lifestyles as a means of reducing incidents of Alzheimer’s and enhancing quality of life.

Over the course of 2009, attendance at all BrainWorks events totaled 5,592. A key part of the BrainWorks objective is to engage individuals in new behaviors that enhance their health and quality of life. Mid-year we began measuring our efforts to inspire change.



Of those that responded to surveys, 87% of individuals shared with us that most or all of this information presented at events was new to them. Eighty-five percent indicated their intention to do something different because of this information.

BrainWorks is housed within the Leighton Center located on the hospital campus. The programs sponsored at the Leighton Center promote a holistic understanding and approach to brain health across the lifespan, emphasizing the importance of a healthy brain to enhance the quality of life at every age. Lifelong education and physical movement are important aspects of aging well for all of us. Memorial understands the number of Alzheimer's cases emerging in the next few years could bankrupt the health care industry. Thus, it is our goal to develop programs which will influence the prevalence of the disease. The memory program we developed and researched for over two years with controlled studies was a strong initiation. The results were presented at the Gerontological Society of America in the fall of 2008 and at the American Society of Aging in the spring of 2009.

While the focus continues to be on holistic health, brain health as a key component to well-being can contribute to the prevention of neurodegenerative disorders; improve rehabilitation and recovery from trauma; and enhance productivity and capabilities later in life. As a part of senior programming, Memorial's Sage-ing Center contributes to socially responsible aging. Programs, classes and workshops provide education and strategy on the importance of caring for your brain.

As a segment of reaching the broader community, a dementia community plunge was hosted in 2009. The plunge's goal was to face the reality of this disease, the growing incident rates and educate leaders on the task our health care community will face in the coming decades. The video in conjunction with this plunge can be viewed at www.MemorialBrainWorks.com.

The other end of the age spectrum also received attention. In collaboration with South Bend's Junior League, BrainWorks designed and prototyped brain learning play space for children. The first space was in a women's day program, St. Margaret's House. The University of Notre Dame sponsored an anthropology student to measure the influence that play space design may have on children's behaviors. Based upon the qualitative and quantitative outcomes of the project, more play spaces are scheduled to be created.

Teens, their teachers and parents are also engaging in brain health. BrainWorks is working with South Bend Community School Corporation's early college program for



high school students who are preparing to be first-generation college entrants. Among the goals is to help parents, teachers and teens foster better communication and collaboration during this important developmental period. Due to the teen's "brain in progress," it is easy for teachers and parents to misread or misunderstand the teen's intended message, leading to a sense of frustration.

Infants of mothers living in poverty, which may be victims of domestic violence, or a lack of basic parenting skills, may be at risk for poor cognitive development and suffer developmental delays. Family and Children's Services is partnering with BrainWorks to create a learning-based experience and supporting exhibit that focuses on the importance of early childhood development for cognitive health and a lifetime of brain maintenance and development. We created a "brain train" to educate at-risk families regarding the importance of healthy brain development in infants and toddlers ages 0-4, as well as to teach parents brain healthy exercises they can do with their children at home.

Researchers tell us that effective early childhood development establishes the baseline of neural architecture that continues into adulthood. This has long-term impact on language skills and learning abilities, including school performance, social and emotional abilities, coping and cognitive skills. Early child development training can also create a "cognitive reserve," which has potential to delay the onset of mind-damaging diseases like Alzheimer's.

COMMUNITY SPONSORSHIPS AND TITHING PARTNERSHIPS

In 2009, Memorial contributed \$1,058,454 to 101 community programs. Seventy-nine of the partnerships were designated sponsorships for events or health/disease related organizations, such as the Red Cross, Alzheimer's Association, Boy Scouts, NAACP, Junior League and Twin Branch Elementary School's LEGO® Robotics Club.

Sixteen of the community-based entities entered into a multi-year commitment, which includes participating in Memorial's WOW! Wizard school that encourages innovation. This \$668,921 investment in the organizations developed accountability, measurement and planning for sustainability. These programs included Habitat for Humanity, Early College at Riley High School, South Bend Heritage Foundation, 100 Black Men of Greater South Bend, Bridges Out of Poverty, Michiana Diversity Leadership Initiative (MDLI), Washington High School Health Professionals Magnet School, St. Margaret's House, Rosie's Place (a respite home for medically-fragile children to ease the care giving burden and prevent unnecessary hospitalization) and Hope4Kids – a program of Hope Ministries housed at Hope's Residential Family Center. Hope4Kids has a three-fold purpose of providing a high-quality, developmentally appropriate early learning program for infants, toddlers and preschoolers living in poverty. This creates effective and connected parents through parental education, home visits and hands-on mentoring in the classroom and connecting families to community resources and support.



Nutritional Food

Recognizing the need to support healthy eating habits, Memorial teamed up with The Unity Gardens to develop a garden of its own on campus in 2009. The Unity Gardens, a local non-profit organization, has a vision to develop a community with an abundance of healthy, locally grown produce. Unity Gardens strives to improve community health in three areas: physically, by increasing accessibility of fruits and vegetables as well as providing education on nutrition and food preparation; socially, by providing education, increased social capital and opportunities for the disadvantaged; and economically, by developing a sustainable local food system, recapturing food waste, creating new jobs and increasing per-capita productivity.

The 34 community gardens provide food for those in need and bring diverse people together to grow, harvest, share and eat healthy food. The gardens are designed to operate in a free and open manner, allowing people to stop by to help plant, weed, water, and/or harvest. This open concept works well to bring together communities and provide food for those who need it.

Prisoner Re-entry

Each year 640 men and women return to St. Joseph County from prison. As a group, ex-felons tend to be addicted to drugs, under-educated and unskilled. Most of them want to succeed, but half of them will go back to prison for a new crime or for violating their parole. This is very expensive for society; however, one of the worst outcomes is that prisoners' children tend to end up in prison as well. Companions on the Journey is a prison reentry program that works with ex-felons to build their social capital. Its goal is to restore ex-prisoners to our community by providing pre-release preparation and long-term post-release support. Companions on the Journey has built a strong supportive group with participants learning from and supporting one another on the way to success. The indicators of success are that no new crime be committed within three years of parole and living independently, drug free. (At print, Companions on the Journey has ceased operation; Agents of Change, an outgrowth of Companions, is developing a new program with Franklin Covey's "7 Habits on the Inside.")

Engaging Parents

No Parent Left Behind (NPLB) strives to work with parents and educators to build dialogues and partnerships in order to have parents become more involved in their children's education and to help their children flourish in school. NPLB's first aim is to provide workshops for parents as a means to helping them support their children's lifelong learning and academic achievement in school. The focus has been upon teaching

parents requisite skills for understanding reading, writing and math processes so they can develop authentic learning experiences at home and help children successfully complete homework assignments. The second aim is to study and assess parents' roles in promoting academic learning. The third aim of NPLB is to create community among parents so they can rely on each other for mutual support. NPLB seeks to guide parents in using all of the available resources in the community. 2009 marked the completion of the three-year pilot project; success was measured by improved grades, improved attendance and statistically significant increases in proficiency on the state academic testing. One mother also completed her GED.

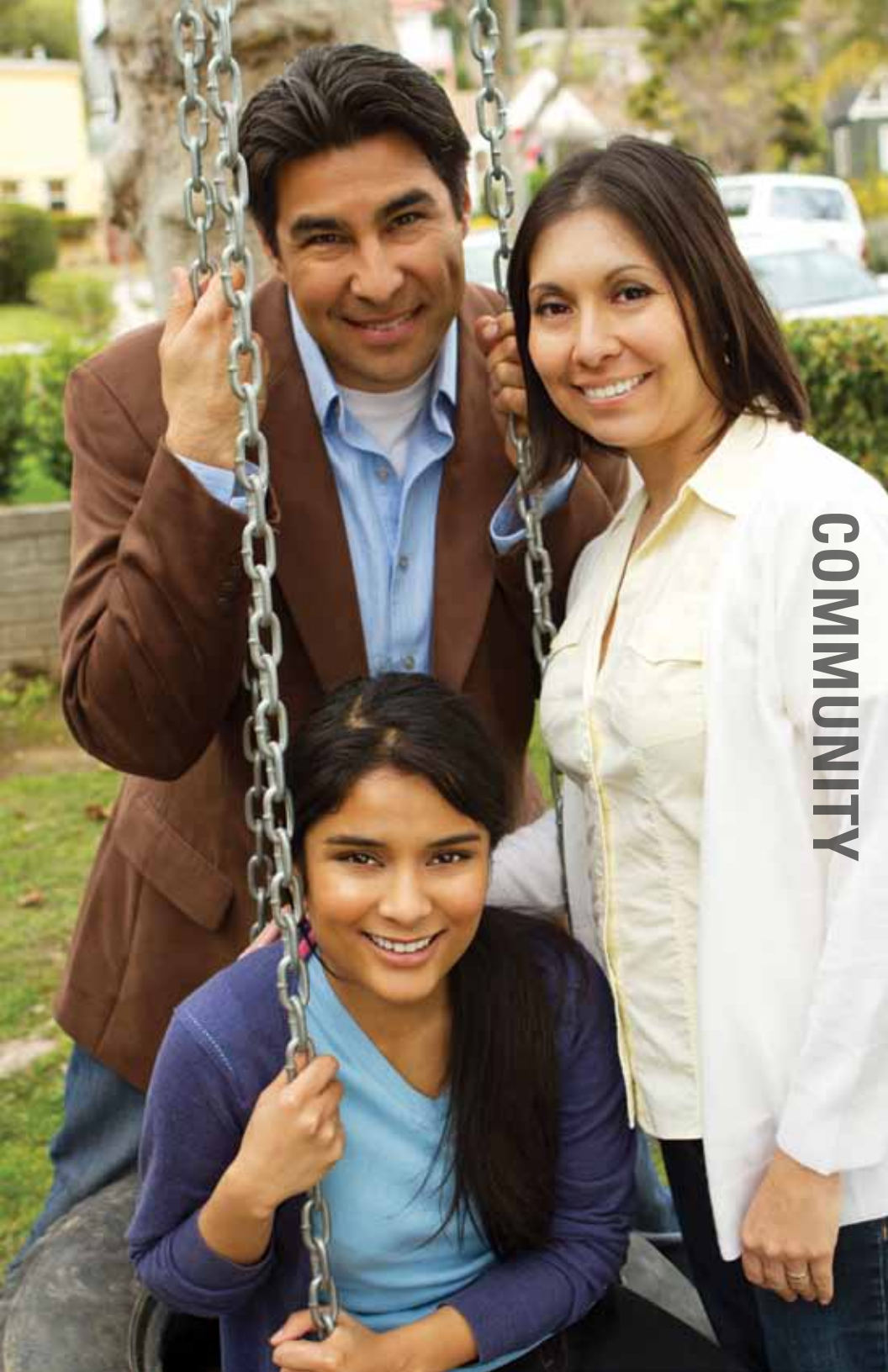
HOSPITALS ARE KEY TO OUR ECONOMY

Hospitals are a key ingredient to Indiana's quality of life and to keeping communities healthy and vibrant. Memorial Hospital of South Bend is a major contributor to both the local and state economies and to keeping families healthy and secure by providing needed health care services.

The data and information contained in this report provide strong evidence that the economic benefit of our hospital on the local and state economies is significant. To continue to attract jobs to and maintain families in Indiana, it is critical that the state have high quality health care providers and services. We urge our legislators to positively support the health care systems in our state, understanding the valuable resources they provide.

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COMMUNITY



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