



Elkhart General Hospital
Memorial Hospital of South Bend

Beacon Health System Community Benefit Investment

Beacon Health System's investment in the community during 2013 was significant; Memorial Hospital and Elkhart General Hospital take community involvement and investment to a high level of commitment. Both hospitals are held to the rigorous standards of accountability under the Patient Protection and Affordable Care Act (PPACA is the legislation commonly regarded as 'health care reform'). These rules include new requirements for non-profit hospitals, which must be in place by December 2013. It goes without saying both care partners are on-board and documenting the community benefit investments being made to improve the health of our communities.

Community Health Needs Assessment (CHNA)

One of the most significant items requires hospitals to conduct a community health needs assessment to guide the evaluation of community health priorities. Assuring the adherence to established guidelines is a serious responsibility; hospitals failing to do so, are in danger of losing their non-profit status. Fortunately, Memorial and Elkhart General Hospitals are not strangers to investing in the health of our community, and we are well-prepared to meet this new legislated requirement.

Communicating the results of the CHNA is an important aspect of the accountability mandated. Hospitals are responsible for communicating the population health strategy, implementation plan, measurements, and progress to the community, and ultimately to the Attorney General's office. The Community Health Needs Assessments and Implementation Strategies can be found on the hospitals' websites www.egh.org/CommunityHealthNeedsAssessment and www.qualityoflife.org/chna.

Two final pieces completed the disciplined CHNA process. The first was the organization of the Elkhart General and Memorial Hospital's Community Health Enhancement board-represented councils to oversee the community partnerships and investment in the health issues in alignment with the CHNA priorities. The final step was the development of a Policy and Procedures document delineating the Tithing and Community Benefit Investment process. The Policy and Procedures were approved by the Beacon Health System Board the last day of October 2013.

The Policy and Procedures have a more legalistic tone as they serve as the vehicle by which Beacon Health System can build the framework to meet the legal mandates. The codification must stand the test of time, sensibility, and judicial review while simultaneously, meeting the organization's intent, best serving the community, and providing good stewardship of the funds, while satisfying federal law.

Elkhart General Hospital's Community Outreach

Dame Tu Mano - ("Give Me Your Hand") is Elkhart General Hospital's Hispanic Latino health outreach program. Broad-based community health empowerment effort to address the health needs of the nearly 29,000 Hispanic Latinos in Elkhart County. The goal of the program is to provide health promotion and education messages to the Hispanic Latino communities utilizing print, electronic, and radio media, and educational venues. Partners include Heart City Health Center, La Mejor radio station, Sabor Latino radio station, El Puente, Child Abuse Prevention Services, Northern Indiana Hispanic Latino Health Coalition, Elkhart County Health Department, University of Notre Dame's Institute of Latino Studies, La Casa, Center for Healing and Hope, Minority Health Coalition of Elkhart County. **PEERS** presents Elkhart General's middle-school risk-avoidance curriculum that emphasizes abstinence from sexual involvement, alcohol, drugs, and smoking, and empowers youth with assertive life skills. Educational sessions annually reach 1100 middle-school students in Elkhart and Baugo Schools systems, with lessons facilitated by 175 EGH-trained teen mentors (PEERS Project Indiana).

Community-Based Enrollment and Advocacy Center offers a program to address the community health need of access to health care identified as a priority health need in the 2012 Elkhart County Community Health Needs Assessment. The Center assists Elkhart County residents in applying for, enrolling in, and maintaining coverage in health insurance programs, including the Federally Facilitated Marketplace Qualified Health Plans, Medicaid, Hoosier Healthwise, and HIP. Partners include Community Action of Northeast Indiana, Covering Kids and Families of Indiana, Elkhart County Women's Shelter, WorkOne, Elkhart Community Schools, and Elkhart County Health Department.

EGH Community Cancer Education programming is community-based cancer education and screening effort designed to educate Elkhart County residents on cancer prevention and detection awareness. Activities are responsive to the identified needs within the community, and include prevention and early detection messaging, and provide free cancer screenings with follow-up to ensure abnormal screening results are appropriately referred for applicable clinical review. Activities also include cancer education sessions to area employers and the community-at-large, Freedom from Smoking series, cancer awareness activities coinciding with national cancer awareness designated days, activities with National Smoke-Out Day, editorials, and EGH support of American Cancer Society and Ribbon of Hope on-site programs.

Partners encompass Elkhart County employers; American Cancer Society; Heart City Health Center; American Lung Association, Elkhart County United Cancer of Services, Ribbon of Hope an ecumenical cancer ministry; Center for Healing and Hope, Elkhart County Health Department, various Elkhart County churches, Minority Health Coalition of Elkhart County, Hispanic Latino Health Coalition of Elkhart County, Susan G. Komen Grant Foundation, and Elkhart Truth.

Elkhart County 4-H Fair Health Awareness is annual, on-site health awareness with interactive activities to raise awareness on myriad health issues, provide prevention and wellness education, and to provide screening, support and referral services to fair attendees. Interactive

age- and gender-specific-themed efforts focus on for children, families, seniors, females, males, Hispanic Latinos. In 2013, an estimated 48,000 persons participated.

Elkhart County Child Obesity Prevention - EGH leadership and participation in various community and school-based efforts aimed at preventing and reducing obesity and overweight in Elkhart County youth, including Elkhart County Healthy Schools working group, Middlebury and Goshen Schools Coordinated School Health efforts, Elkhart Community Schools alternative education, YMCA of Elkhart County, and Boys and Girls Club of Elkhart County. This broad effort includes the Elkhart, Middlebury, and Goshen Community Schools systems, YMCA of Elkhart County, and Boys and Girls Club of Elkhart County.

Memorial's Community Health Enhancement 2013 Highlights

Aging in Place is an innovative partnership that enables older people to remain independent in their own homes as they are surrounded by a caring community of peers. A nurse and life skills administrator further facilitates independence and community building. The program is experiencing steady and continued growth, keeping pace with the needs within the community as the desire to remain independent becomes an increasingly relevant issue for more and more families. New developments include:

- A third location was opened in the last quarter of 2012 and reached full lease-up in early 2013. This program at Heritage Square on Bendix Avenue marks the first partnership with a for-profit company (The Sterling Group) and provides CHE with a funding stream to help sustain Memorial's senior wellness and social programming at all three locations (including Robertson's Apartments and The South Bend Housing Authority).
- In collaboration with the University of Notre Dame Interdisciplinary Center for Network Science and Applications, a research project was launched within Aging in Place. The hypothesis is: The intersection of technology and relationship-building can improve the health and quality of life for senior citizens, while simultaneously impacting healthcare costs. This study will lead to a comprehensive understanding of the impact of smart health technology in providing a foundation for health and wellness, especially for a senior population. Dovetailed into this research, Memorial BrainWorks delivers their award winning The Heart of Aging with Wisdom and Vitality, Saging Circle Series to research participants, and Heritage Square residents.
- Another important collaboration within Aging in Place is bringing increased health care oversight to our residents. Working with the Memorial Hospital Family Medicine Residency Program, Physician Residents are on-site at our Housing Authority of South Bend site as part of their Care of the Underserved curriculum.

Nanotechnology Educational Science Kits resulted from a Community Plunge in partnership with the University of Notre Dame. The kits made their debut at The National Science Teachers Association conference (attended by more than 10,000 educators) where they received rave reviews. Locally, the kits were presented at the 'How Does it Work' STEM (Science,

Technology, Engineering, and Math) fair in January 2013. CHE is working with the IUSB Biology and Chemistry Club to develop an outreach plan to bring the Nano kits to our local kids.

BrainWorks, the lifespan based program that translates messages from neuroscience into actionable strategies for healthy brain development, performance, maintenance, and disease resilience at all age, continued expanding its audiences and services, growing replication, revenue, and collaboration opportunities. Major highlights include:

- BrainWorks was the American Society on Aging and MetLife Foundation's 2013 MindAlert Award winner in the category of overall mental fitness for older adults for their Grandbuddies, intergenerational program. A replication manual for this program was created and exists for purchase by others wishing to bring brain fitness based intergenerational programs to their organization.
- The Heart of Aging with Wisdom and Vitality: Sage-ing Circle Facilitators Training continues to draw interest and attendees from around the globe. In June, a team member from the Jerusalem based Joint Distribution Committee (JDC); the world's leading Jewish humanitarian assistance organization attended curriculum training in South Bend, leading to a group of ten in Israel being trained in October via webinar to deliver this curriculum in Israel.
- Funding from the Butler Oare Foundation supported record breaking attendance at the 2013 Mary Morris Leighton Lecture, featuring Dan Buettner, National Geographic fellow and author of the international best seller Blue Zones. The almost 700 person audience saw pictures of those around the world who are living, and living healthily, well into their hundreds, and learned the stories and secrets to living a long health and happy life.
- Through programs delivered at BrainWorks, at WIC, in the community, and in collaboration with HealthWorks, Little Noggins Nook, a BrainWorks brain based play at HealthWorks Kids Museum continued to focus the community's attention on early brain development as a critical foundation for the development healthy life skills which maximize potential, learning and relating abilities over the lifespan.
- BrainWorks is highly involved in the activities of the newly formed Michiana Gerontology Institute (MGI) at Holy Cross College. In addition to being part of their Board, BrainWorks and the University of Notre Dame Center for Compassionate Care in Medicine presented the pre-conference session on bringing compassionate care to working with older adults. BrainWorks also offered a complimentary lecture series to the community through the MGI community health lecture series.
- Collaboration continues with Dr. Dominic Vachon, Director of the Ruth Hillebrand Center for Compassionate Care in Medicine. BrainWorks hosted presentations by Dr. Vachon both to the medical community, and to the general public on the neuroscience of compassion. In October, BrainWorks and the Center for Compassionate Care in Medicine introduced a "See It, Feel It, Do It" model for expanding compassion in the

community. Trainings for organization implementation are available on a quarterly basis in 2014.



Memorial BrainWorks' School Team continues to offer evidence-based prevention programs within South Bend's middle schools. Approximately, 4,000 students in the intermediate schools participate in the Draw the Line; Respect the Line program focusing on developing the skills necessary to prevent pregnancy, HIV, and other sexually transmitted infections.

At other ages both in the schools, and through organizations in the community, the BrainWorks School team brings brain health and decision making programs to relevant audiences. New programs in 2013 include:

- High-school students became exposed to information about their brain through the rollout of three new BrainWorks developed classes being delivered in health classes. *Your Brain: An Owner's Manual* is based on the basic science and operations of the brain, using pop culture categories, chants, and stories to help youth learn the important changes happening in their mind and how it contributes to their thinking and decision making.
- The Choice To Exercise, looks at the impact of exercise in five categories of life comparing the differences with or without exercise. The Secrets to Achieving Life Goals incorporates information from the previous two classes with executive functioning skills to paint a picture of the steps toward long-term planning and goal achievement.
- FitNoggins! an innovative brain and exercise program for elementary and middle school children was created. This program blends brain health factoids with Zumba to teach children the importance of having a fit brain throughout their lives.
- Your Baby's Brain was delivered at WIC, Porch Light, and for the School-Aged Mothers program.
- BrainWorks received renewal of the St. Joseph County VOICE grant, enabling programs to inspire high-school students to advocate against the tobacco industry attempts to recruit teens as new smokers. Programs are held in South Bend, Mishawaka, PHM, and Rolling Prairie High Schools.

The **Early-Childhood Services** umbrella of CHE includes: Minority Health and Sickle Cell Anemia screening and education, Prenatal Care Coordination, B.A.B.E. coupon store, Fetal Alcohol Prevention, WIC nutrition program and the CDC and WIC-sponsored Breastfeeding programs. Highlights among this array of services over the past year include:



- Memorial continues to receive the WIC grant for St. Joseph County; a grant which totals \$1,098,945. Memorial has operated the federally funded women, infant, and children's nutrition program for more than 20 years, successfully completing the competitive process. CHE serves more than 18,000 woman, infants, and children annually with this program.
- Certifying six employees to become Lactation Specialists, enabling them to counsel new and expectant mothers was promising for the future health of our children. A major goal of the WIC program is improving the nutritional status of infants, WIC promotes breastfeeding as the optimal infant feeding choice. By the year's end, 77.25% of local WIC mothers chose to breastfeed their infants, an increase from previous years.
- Adding another successful Notre Dame Ganey Grant award was a bonus. WIC received a ground-breaking opportunity to research pregnancy outcomes among WIC clients who were exposed to adverse childhood experiences and the impact on the birthing outcomes and infants. This is their second consecutive Ganey Grant; data gathering was recently completed for the previous grant, which investigated breast feeding among African American women.
- We introduced a case management system for clients with sickle cell disease who frequently seek acute care. This service, provided in collaboration with Memorial's Emergency Department, aims to reduce unnecessary and preventable emergency room visits.
- The continuation of a CDC Breastfeeding Outreach Grant, which is enabling a weight check clinic for breast-fed infants at the Minority Health Coalition in the Marycrest building. This service will be primarily focused on the Latina population.
- Two additional grant applications were successful; a Federal grant under the National Institutes of Health builds upon the earlier work in Fetal Alcohol, providing education and support for pregnant women (\$264,620 for 18 months). The second was a sizeable increase in State funding for Prenatal Care Coordination; the award of \$140,517 for the year is nearly double prior year's level of support. This allows the addition of a Community Health Worker to enhance the efficiency and increase the number of most at-risk pregnant women.

Bendix Family Physicians and Volunteer Provider Network

Bendix Family Physicians is a full service medical practice that provides comprehensive, high-quality, and patient-friendly care to medically isolated and under-served South Bend residents. BFP employs a family physician, and an advanced practice nurse, and additional services are provided through the Volunteer Provider Network (VPN), by more than 350 local physicians who volunteer time and services. A partnership between Memorial, the City of South Bend, and St. Joseph Regional Medical Center, the practice continues to grow and expand.

To support the Indiana Health Plan, Marketplace health plans, and Medicaid coverage, 15 CHE associates successfully passed the Indiana Navigator training program and certification test. Affordable Care Act/Medicaid Enrollments are being facilitated at the old NIPSCO Building, at BrainWorks and at Bendix Family Physicians. Enrollment appointments can be made through The Health Professionals, 574-647-6800.

In addition to providing interpretation, **Language Services** also conducts outreach to the Latino community and provides diabetes case management services for medically underserved. The division experienced considerable growth, and highlights include:



- Responding to the ever-growing demand for medical interpretation services in our community. The language services team supplied these services to over thirty medical providers and practices throughout the area. The team also worked to equip our region to provide this service as CHE offered a 60-hour medical interpretation training course to thirty-seven individuals.
- A Spanish medical terminology course was also provided to twenty students from the University of Notre Dame in Pueblo, Mexico.
- Hosting the medical students exchange program that allowed two medical students from Pueblo, Mexico to spend four weeks in rotation with physicians at Memorial, Elkhart General, and Memorial Medical Group's Central Clinic.
- Expanding the range of languages for which in-person interpretive services can be provided; two Arabic interpreters have been added to Memorial's team in response to an ever-growing demand.

Diabetes Outreach implemented the launch of an ambitious pilot program that draws upon lessons learned from the successful Diabeticos Saludables program and utilizing Community Health Workers (CHWs) to assist individuals in managing their diabetes. The CHW model trains non-health professional community members to serve as a link or liaison between health and social services and clients. CHWs use relationship as well as cultural and language skills to make health and disease management more understandable and health care access less intimidating. With the pilot program, CHWs are recruiting clients for education and case management services through Memorial's Emergency/Trauma Center and patient care units and Memorial Medical Group clinics.

- The Diabetes Care Management is based upon a solid curriculum, the impact and outcomes of which are carefully measured and documented, making this an evidenced-based program with clear goals, and measurable outcomes. The program has served 364 individuals, avoiding nearly a million dollars in costs, and decreased bad debt and charity care, while improving the disease management process and the health of the participants with statistically significant results.

- Developing a Community Health Worker training curriculum in collaboration with Ivy Tech State Community College has put Memorial’s team in a leadership position at the state-level. This program will strive to meet the Indiana Health Professions Bureau certification guidelines scheduled to be in place in 2014.
- The diabetes team guided 26 pregnant women with gestational diabetes in managing their condition through the program, Bebes Dulces sin Azucar. Resulting in no complications for babies and mothers – all babies were born at a healthy weight and all mothers’ blood sugars returned to appropriate levels within weeks of delivery.

Community-based Partnerships Initiated in 2013 (CHNA Priorities)

Equity in Birth Outcomes – the racial disparity in death during the first 12 months of life was among the top five priorities of the CHNA for Elkhart and St. Joseph Counties. This study is to identify the variables which most impact the cause of early death. Until the Health Systems know what are the determinants impacting the problem, activities cannot be targeted toward remediation. This proposal was a request from SJRMC, MHSB, Elkhart General, IU-Goshen, Elkhart County Health Department and St. Joseph County Health Department and approved by all four hospitals’ Institutional Review Boards. In partnership with the Otro Mar project: A social venture LLC dedicated to the elimination of health disparities.

Healing Violence with Hope replicates a successful Trauma Center-based model developed at Wishard Hospital in Indianapolis. This is in collaboration with Youth Services Bureau, and Oaklawn is actionable and measurable. The project identifies vulnerable populations and provides therapeutic and stabilization programming to support positive behavioral changes. The proposal aligns with the Violence and Safety identified priority.

The CHE Council approved the funding of **Creating Large-Scale Social Change in Childhood Obesity & Academic Performance**. United Way of St. Joseph County convened and sponsored the initial approach to a two-year project to tackle Childhood Obesity community-wide as a disease prevention model, addressing nutrition and exercise in partnership with the Farmers Market and various community gardens, Purple Porch Food Cooperative, South Bend Community School Corporation, St. Joseph County Health Department, the Joan and Ray Kroc Community Center, St. Joseph County Minority Health Coalition, YMCA, Blair Warner Family Practice Center, Boys & Girls Clubs, South Bend Career Academy, Hope Ministries, St. Joseph County Minority Health Coalition, Center for the Homeless, Unity Gardens, University of Notre Dame, and HealthWorks! Kids Museum.

Unity Garden has become expert in connecting our community to healthy food, especially children! Twenty-two of the 56 Unity Gardens focus on children in their garden activities; including such vulnerable populations as: Juvenile Justice Center, Migrant Farm Workers at Lakeville Unity Garden, Red Cross Refugee Unity Gardens, Kroc Center, Robinson Learning Center, Youth Service Bureau, Muessel School, El Campito Children’s Center, and the children living at Beacon Heights Apartments.

The successful proposal is to develop a curriculum designed for enriching garden education and discovery activities. The adolescent participants will help build and develop the area, then mentor their younger peers. The new Unity Gardens Youth Discovery Garden will include areas devoted to learning and play, including an heirloom vegetable section, a grain garden, a permaculture garden and food forest area, composting and eco-recycling station, butterfly garden, soil and water conservation shed station, a discovery trail, outdoor-classroom seating area, and an active play zone.

South Bend's Anti-Violence Commission will replicate the Group Violence Reduction Strategy developed at John Jay College of Criminal Justice. Successful implementation of the strategy has been proven to reduce homicides by 30 – 40%. The initial focus is to reduce gun violence, and then expand to address drug activity, robberies, and domestic violence. Memorial's funding partners include the African American Community Fund, St. Joseph County Community Foundation, City of South Bend, Saint Joseph Regional Medical Center, the University of Notre Dame, and the Judd Leighton Foundation.

Diabetes Prevention is designed to help those at high risk adopt and maintain healthy lifestyles that will reduce the potential for developing Type 2 diabetes. The YMCA's Center for Disease Control national program targets overweight individuals with pre-diabetic conditions and engages them in a group lifestyle intervention helping them to avoid the devastating effects of diabetes. Sixteen core sessions, facilitated by a trained Lifestyle Coach, cover various topics, including healthy eating, physical activity, overcoming stress, and motivation. After the initial sessions, participants meet monthly for added support and to help them maintain their progress toward a healthier, diabetes-free life. This is a four-year partnership with actionable and measurable outcomes.

Boys & Girls Club of St. Joseph County is utilizing the best practices of creative, outcome-based, hands-on academic enrichment, innovative brain science knowledge, and physical, emotional and social support to engage young people in learning, encourage them to succeed in school and help them to live healthy, productive lives now and in the future. Partnership with Memorial provides quality programs that will ensure the same positive outcomes at O.C. Carmichael Jr. Youth Center as provided at the school-based 21st Century Community learning sites. Additional programming to support childhood trauma intervention was also approved.

Training for Eye Movement Desensitization and Reprocessing (EMDR), an integral part of the intervention for Healing Violence with Hope, was sponsored by tithing for five Youth Service Bureau's and Oaklawn therapists. Additionally, hospital and community-based social workers and therapists in St. Joseph and Elkhart Counties received EMDR training. Non-profit agencies were trained under a discount grant through a national foundation. Included in the training were social workers and therapists from Memorial (5 participants), Oaklawn (3), Youth Services Bureau (2), Center for the Homeless (3) YWCA children's counseling (1), St. Margaret's House (1), Boys and Girls Clubs of St. Joseph County (3), HOPE Ministries (1), La Casa de Amistad (1), Bashor Children's Home (1), and one independent volunteer.