



**Memorial
Healthcare**

World-Class Community Care - In Owosso

ANNUAL
REPORT
2023

[MemorialHealthcare.org](https://www.MemorialHealthcare.org)



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A MESSAGE FROM OUR PRESIDENT & CEO BRIAN L. LONG

As we reflect on the achievements and milestones of 2023, I am honored to share with you the highlights of Memorial Healthcare's world-class community care and our journey toward excellence in healthcare delivery and service.

2023 marked a significant chapter in our organization's history as we adopted a new system-oriented governance structure known as the Memorial Health System. This move came after more than two years of deliberation by our Board of Trustees and constituted a governance and legal restructuring. Implementing a system model allows the organization to explore new, innovative partnerships and revenue-generating service lines, such as childcare, clinical research, and development projects, to bring additional healthcare services to the community.

Central to our mission of being an industry leader in health and wellness promotion is the strategic hiring of additional healthcare providers, enriching our medical staff to nearly 500, with over 130 employed directly by Memorial Healthcare. This investment in talent strengthens our ability to deliver compassionate care and meet the evolving needs of our communities.

I am proud to announce that our relentless dedication to quality and safety has been recognized through prestigious awards, affirming our commitment to excellence. Moreover, the receipt of several grants in 2023 underscores our proactive approach to innovation and community-focused initiatives, further enhancing our ability to serve those entrusted to our care.

At Memorial Healthcare, our mission is to be an industry leader in promoting and delivering health and wellness through quality, compassionate healthcare with a commitment to service excellence, teamwork, and innovation. This mission permeates every aspect of our organization, driving us to uphold the highest standards of care and service.

Our vision is to be recognized for excellence in personalized healthcare. This vision guides us in providing patient-centered care tailored to the unique needs of each individual we serve throughout our service area, which now includes six counties: Bay, Clinton, Ingham, Livingston, Saginaw, and Shiawassee.

As an independent, non-profit entity with 161 beds and over 1,500 dedicated employees, Memorial Healthcare is the cornerstone of health care in Shiawassee County, Michigan. Serving as the largest employer in the county, we take great pride in our role as a trusted healthcare provider and community partner.

Our commitment to compassionate, patient-centered care remains unwavering, and we are grateful for the trust and support of our community as we continue to strive for excellence in all that we do.

Whether in your time of need or in establishing your medical home, I invite you to get to know us better. At Memorial Healthcare, you will be seen, heard, and well cared for as we continue our commitment to provide you and your family with the best patient care available anywhere.

BOARD OF TRUSTEES



**Gregory Bontrager,
Chairman**



**Tony Young,
Vice-Chairman**



**Wilfred Farrell,
Treasurer**



**Jerry Walden,
Secretary**



Mike Ash



Barbara Baker Omerod



Thomas Campbell



Shana Espinoza



Margaret Frey, DO



Brian L. Long



Anthony Patsy, DO



Hazem Tabbaa, DO, MS



**Joseph Testa,
DO, FACS, FACOS**



Bruce Wenzlick



EXECUTIVE LEADERSHIP



Brian L. Long,
President/CEO



Joseph Bustamante,
DO, FACEP,
Chief Medical Officer



Tom Kurtz, Ph.D.,
Chief Operating
Officer



Abbie Majzel, MBA,
Chief Talent Officer



Megan Smith, MSN,
VP of Patient Care Services
Chief Nursing Officer



Jorri Tremain,
MBA, COC, CSMC, CHFP,
Chief Financial Officer



Joyce Bremer,
MBA, CPC,
Vice President,
Memorial Medical Associates



Kevin Davis,
Vice President,
Operations



Ben Frederick, MSML,
Associate Vice President,
Advocacy
Government Relations



Brigitte Gurden, MLD,
Executive Director,
Memorial Healthcare
Foundation



Brett Lamphier
Associate Vice President,
Practice Management
and Anesthesia



Jeanie Smeets, BSN, RN,
Associate Vice President,
Neurology/Clinical Research



Danielle Wendling, MS, RD,
Associate Vice President,
NOW Building



MISSION AND VISION



MISSION:

To be an industry leader in the promotion and delivery of health and wellness through quality compassionate healthcare with a commitment to service excellence, teamwork, and innovation.

VISION:

Recognized for excellence in personalized healthcare.



NEW GOVERNANCE AND LEGAL RESTRUCTURING

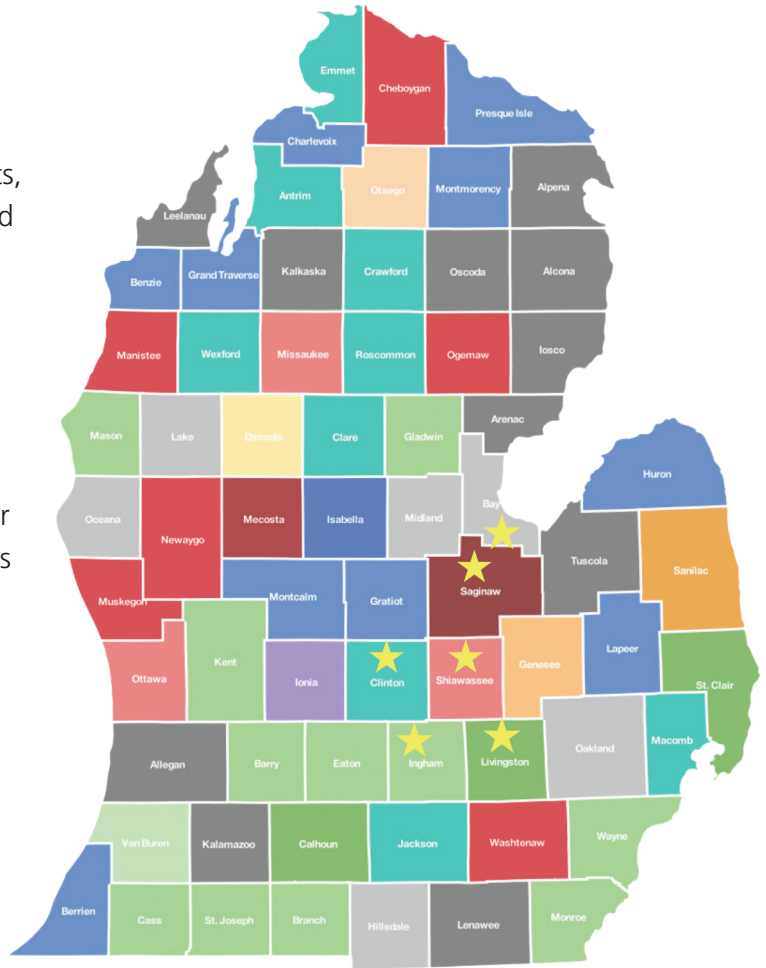
In November, Memorial Healthcare announced the adoption of a new system-oriented governance structure, known as the Memorial Health System, after unanimous approval from the hospital Board of Trustees.

The move comes after more than two years of deliberation and constitutes a governance and legal restructuring. The implementation of a system model allows the organization to explore new, innovative partnerships and revenue-generating service lines, such as childcare, clinical research, and development projects, to bring additional healthcare services to the community. The system approach will also provide increasing services to the community while securing Memorial Healthcare's status as an outstanding independent community hospital. The system model does not in any way constitute an affiliation or merger with another hospital or hospital system.



ABOUT MEMORIAL HEALTHCARE

Memorial Healthcare is a financially successful, private, non-profit, community hospital situated along the Shiawassee River in historic Owosso, Michigan. The mid-county area has a population of approximately 35,000. Scenic tree-lined streets, nearby lakes and state parks, excellent public and private schools systems and a safe, pleasant community offers newcomers a wonderful hometown atmosphere in which to build new friends and memories. Our medical staff is expanding and includes over 30 medical/surgical specialties. Our medical staff has nearly 500 members with over 130 employed providers. Our Memorial Healthcare Medical Associates provides practice management to 39 employed physician practices throughout Shiawassee, Saginaw, Livingston, Clinton, Ingham, and Bay Counties.



PRIMARY CARE

Memorial Healthcare Family Medicine (Chesaning)
Memorial Healthcare Family Medicine (Corunna)
Memorial Healthcare Family Medicine (Durand)
Memorial Healthcare Family Medicine (Laingsburg)
Memorial Healthcare Family Medicine/
Occupational Medicine
Memorial Healthcare Family Medicine (Owosso)
Memorial Healthcare Family Medicine (Ovid)
Memorial Healthcare Family Medicine (Perry)
Memorial Healthcare Family Medicine (St. Johns)
Memorial Healthcare Internal Medicine (Owosso)
Memorial Healthcare Internal Medicine (Ovid)
Memorial Healthcare Pediatric & Adolescent Medicine

SPECIALTY CARE

Memorial Healthcare Anesthesiology Department
Memorial Healthcare Cancer Center
Memorial Healthcare Counseling Services
Memorial Healthcare Diabetes and Endocrinology (Owosso)
Memorial Healthcare Diabetes and Endocrinology (St. Johns)
Memorial Healthcare Ear, Nose, Throat & Audiology
Memorial Healthcare Gastroenterology (Owosso)
Memorial Healthcare Home Health/Hospice
Memorial Healthcare Institute for Neuroscience (Auburn)
Memorial Healthcare Institute for Neuroscience (Howell)
Memorial Healthcare Institute for Neuroscience (Okemos)
Memorial Healthcare Institute For Neuroscience (Owosso)
Memorial Healthcare Institute for Neuroscience (Saginaw)
Memorial Healthcare OB/GYN (Owosso)
Memorial Healthcare OB/GYN (St. Johns)
Memorial Healthcare Ophthalmology
Memorial Healthcare Center for Orthopedics (Owosso)
Memorial Healthcare Center for Orthopedics (St. Johns)
Memorial Healthcare Pain Management
Memorial Healthcare Palliative Medicine
Memorial Healthcare Podiatry
Memorial Healthcare Pulmonology
Memorial Healthcare Surgical Associates
Memorial Healthcare Urology (Owosso)
Memorial Healthcare Urology (St. Johns)
Memorial Healthcare Wound Management

OUTPATIENT SERVICES

Memorial Healthcare Diabetes & Nutrition Education
Memorial Healthcare Diagnostic Center
Memorial Healthcare Infusion Center (Okemos)
Memorial Healthcare Infusion Center (Owosso)
Memorial Healthcare Laboratory Services
Memorial Healthcare Outpatient Services (Chesaning)
Memorial Healthcare Outpatient Services (Durand)
Memorial Healthcare Outpatient Services (Laingsburg)
Memorial Healthcare Outpatient Services (Owosso)
Memorial Healthcare Outpatient Services (Ovid)
Memorial Healthcare Outpatient Services (Perry)

URGENT CARE

Memorial Healthcare Urgent Care (Durand)
Memorial Healthcare Urgent Care (Owosso)

EMERGENCY DEPARTMENT

Memorial Healthcare, Owosso



QUALITY AWARDS, RECOGNITIONS & INITIATIVES



Memorial Healthcare was recognized by the 2023 Women's Choice Awards in two categories:

BEST HOSPITALS IN EMERGENCY CARE AND BEST HOSPITALS FOR MAMMOGRAM IMAGING



The Joint Commission



American Heart Association
American Stroke Association

Memorial Healthcare again earned
THE JOINT COMMISSION'S GOLD SEAL OF APPROVAL[®]
**AND THE AMERICAN HEART ASSOCIATION/
AMERICAN STROKE ASSOCIATION'S
(AHA/ASA) HEART-CHECK MARK FOR ACUTE
STROKE READY HOSPITAL CERTIFICATION**

The Acute Stroke Ready Hospital certification obtained through The Joint Commission is a recognition of the outstanding professional teamwork exhibited at all levels of Memorial Healthcare and demonstrates our commitment to excellence to the community we serve.





**RANKED IN
TOP
10%**
of eligible hospitals

The American College of Radiology recognizes Memorial Healthcare as a Breast Imaging Center of Excellence, indicating the level of quality Memorial Healthcare brings to mammography services. This distinction is the highest available from the American College of Radiology for meeting and exceeding the standards of patient care.

Memorial Healthcare was recognized for the second year by the U.S. News & World Report

**2023-2024
BEST HOSPITALS
FOR MATERNITY
CARE RATINGS**

New designation as a
**MATERNITY CARE
ACCESS HOSPITAL**

Maternity Care Access Hospitals serve a community that depends on it for access to essential maternity care services.

Of the 680 hospitals reporting, Memorial Healthcare is among the

**TOP
6%**
IN MATERNITY CARE



QUALITY INITIATIVES IN 2023



The Joint
Commission

THE JOINT COMMISSION ACCREDITATION

for Memorial Healthcare,
Memorial Healthcare
Home Health and Hospice,
and Acute Stroke Ready
Hospital Certification



BlueCross
BlueShield

100%

of Memorial Medical
Associates provider offices
are designated as

PATIENT-CENTERED MEDICAL HOMES

for outstanding quality
care delivery



BlueCross
BlueShield

COLLABORATIVE QUALITY INITIATIVES

- o Obstetrics Initiative
- o Michigan Surgical Quality Collaborative
- o Michigan Arthroplasty Registry Collaborative Quality Initiative
- o Michigan Anticoagulation Quality Improvement Initiative
- o Michigan Hospital Medicine Safety Consortium
- o Michigan Health and Hospital Association

For a complete listing of our quality and safety initiatives, visit
www.MemorialHealthcare.org/why-choose-us/quality-safety.



WORLD-CLASS NEUROLOGY CARE

Memorial Healthcare Institute for Neuroscience now has over 20 physicians and Advanced Practice Providers in five locations – Owosso, Saginaw, Okemos, Auburn, and a new location in Howell.

Memorial Healthcare has a longstanding history of providing cutting-edge treatment options for a variety of neurological conditions and diseases, including Aduhelm (Alzheimer's), Vyepti (for migraines), Lemtrada (for MS), Ocrevus (for MS), Radicava (ALS), and Spinraza (for Spinal Muscular Atrophy). The Institute for Neuroscience offers patients the latest technology to improve the early detection and treatment of MS, dementia, Alzheimer's disease, and epilepsy.

In January 2023, after conditional approval by the FDA, Memorial Healthcare was one of the first institutions in Michigan to begin prescribing Leqembi, an intravenous drug, which studies showed to slow cognitive decline caused by Alzheimer's Disease.



The Institute is just one of five in Michigan to be recognized as a Center for Comprehensive MS Care by the National MS Society. Additionally, the Institute was the first in the U.S. to use neurofilament light (NfL) technology clinically for Multiple Sclerosis patients and currently has over 30 Phase 1-4 research projects open for enrollment or in various stages of development.

To learn more about the world-class providers at the Institute for Neuroscience, visit www.MemorialHealthcare.org/service/neurology.



OUTPATIENT AND SPECIALTY PHARMACY

Memorial Healthcare continues operating public outpatient pharmacies at the NOW Building in Owosso and Ovid at Memorial Healthcare Family and Internal Medicine. The pharmacies also offer vaccines on a walk-in basis during regular business hours and free home delivery within 35 miles of Owosso.

In addition, Memorial Healthcare offers patients with chronic and complex conditions such as cancer, hepatitis C, multiple sclerosis, cystic fibrosis, and others access to a Specialty Pharmacy. The Specialty Pharmacy offers patients clinical support for specialty medications 24 hours a day, seven days a week, 365 days a year, one-on-one counseling, assistance with insurance authorization and enrollment in qualifying financial support programs, and free home delivery and pick-up options.



To learn more, please visit
www.MemorialHealthcare.org/service/memorial-pharmacy.

Free home delivery!



MEMORIAL CHILDCARE ACADEMY

In August, Memorial Healthcare announced the grand opening of Memorial Childcare Academy in north Owosso. The facility can host 120 children, ranging from infants to 12 years of age, for full-time and part-time care. The Academy was developed in partnership with Heritage Hollow, a trusted childcare provider in Shiawassee County with over 20 years of experience. A state-certified facility, Memorial Childcare Academy strongly emphasizes fostering a sustainable learning environment for enrolled children, offering parents the peace of mind that their children will be safely cared for in an active and educational environment.

Visit www.MemorialHealthcare.org/child-care-academy to learn more.



ADVOCACY AND GOVERNMENT RELATIONS

In January, Memorial Healthcare announced the appointment of Ben Frederick as Associate Vice President of Advocacy and Government Relations. Prior to joining Memorial Healthcare, Ben served as 85th District State Representative and Majority Floor Leader in the Michigan House of Representatives. In this new role, Ben serves as a liaison at local, state, and federal levels, advocating for public policies that result in improved healthcare throughout the community, especially underserved and vulnerable populations.

In September, U.S. Congresswoman Elissa Slotkin visited the Memorial Healthcare campus to tour Memorial Healthcare's Cancer Center as well as its Neurology-Orthopedics-Wellness (NOW) Building. During this visit, Memorial Healthcare Cancer Center and pharmacy leadership emphasized the preservation of access to cancer-fighting drugs. The congresswoman also visited Memorial's NOW Building to learn about the personalized care being offered, and visited with executive leadership to learn about the challenges rural healthcare providers face in the post-pandemic environment.



The visit also included a conversation with executive leadership about the challenges rural healthcare providers face in the post-pandemic environment.

In August, Memorial Healthcare recognized State Senator Sam Singh for his successful effort to add the hospital to Michigan's Rural Access Pool in the state budget. The addition will result in an ongoing boost to state funding for Memorial to help preserve essential healthcare delivery throughout rural mid-Michigan.

BUILDING FOR THE FUTURE



NOVEMBER 2023

Memorial Healthcare was awarded a \$4,719,754 grant from the Michigan Health & Hospital Association to expand access to inpatient behavioral health services over the next three years. In addition to supporting the current workforce of Memorial's inpatient Behavioral Health Unit, this grant will allow the opportunity to increase staffing and renovate the unit to meet the needs of our inpatient population while providing additional resources to patients.



AUGUST 2023

Memorial Healthcare received a \$200,000 grant to expand access to maternal healthcare services. The grant is distributed by the Michigan Health Endowment Fund and will go toward a two-year initiative to reduce the number of complicated deliveries.



JUNE 2023

Memorial Healthcare received a \$150,000 Caring for MI Future: Facilities Improvement Fund Grant to expand its Memorial Childcare Academy. In addition to the state grant, Memorial Childcare Academy received grants from the Memorial Healthcare Foundation for \$40,000 and Memorial Healthcare Auxiliary for \$60,000 to purchase new playground equipment.



MEMORIAL HEALTHCARE FOUNDATION

Since the founding of the
Memorial Healthcare Foundation in 1991,
**OVER 7,700 INDIVIDUALS AND
ORGANIZATIONS**

have contributed

OVER \$16 MILLION

to sustain the Legacy Of Caring
for the people of the Shiawassee County region.



In 2023,

OVER \$800,000

was raised by the Foundation
thanks to its generous donors.

Each year, the Foundation hosts several events which are open to the public. These include, but are not limited to, the annual Gala, Golf Outing, Clays to Raise, and Breakfast with Santa.

To learn more about Memorial Healthcare Foundation,
please visit www.MemorialHealthcare.org/Foundation.



FINANCIAL REPORT

REVENUE & EXPENSES

	2022	2023
Net Patient Revenue	\$226,383,461	\$268,393,493
Other Operating Revenue	\$23,380,190	\$22,334,439
Net Operating Revenue	\$249,763,651	\$290,727,932
Total Operating Expenses	\$259,382,188	\$284,946,890
Operating Income	\$(9,618,540)	\$5,781,042
Non-Operating Income, Donations, Investments & Assets Release From Restrictions	\$(8,754,783)	\$3,650,661
Net Income	\$(18,373,320)	\$9,431,703

UNCOMPENSATED CARE

Uncompensated care encompasses two components – Charity Care & Bad Debt:

- Charity Care (also known as community care or indigent care) is care for which a hospital does not expect payment because it has been determined the patient cannot afford to pay for services.
- Bad debt comes from payment which is expected but which the hospital has been unable to collect.

Uncompensated Care does not include service levels set by Insurance Companies, which are often at or below cost of services and delivery.

	2022	2023
Bad Debt	\$9,170,762	\$9,270,631
Charity Care	\$969,920	\$1,038,799
Economic Impact of Memorial Healthcare on Shiawassee County (Local Purchases, Total Payroll & Labor Costs)	\$137,991,171	\$142,718,757



A COMMUNITY FOCUS

In January, Memorial Healthcare released the findings of its 2022 Community Health Needs Assessment (CHNA) survey. This survey is completed in collaboration with the Shiawassee County Health Department and the Shiawassee Community Health Needs Assessment Team. From the survey findings, three strategic priorities were identified: sexual violence prevention, substance misuse, and mental health.

For the full CHNA report, please visit www.MemorialHealthcare.org/patient-information/patient-resources/community-resources. You will also find the 2023 CHNA Implementation Plan at this link.



EVENTS

In 2023, Memorial Healthcare attended many community events, including the downtown Owosso Farmer's Market, the Shiawassee County Fair, Shiawassee Regional Chamber of Commerce 5K Run/Walk, Project Connect, Shiawassee Council on Aging events (free monthly blood pressure checks), Shi-Tri, Moonlight Market, Owosso Open Streets, Durand Wednesday Night Live Music event, and the Shiawassee Prevention Network Overdose Awareness event.



Throughout 2023, Memorial Healthcare hosted several free lunch and learn educational sessions on healthy eating for your heart, breast health, hospice, joint replacements, GERD, youth mental health, stroke, and multiple sclerosis.



In October, Memorial Healthcare hosted its annual free drive-thru food pantry for the national Make a Difference Day, serving 521 individuals.



World-Class Community Care - In Owosso



“I’ve been able to
get my life back.”

– JOHN L., OWOSSO

HOSPITAL

161-bed Fully Accredited Hospital

PRIMARY CARE

Over 40 Primary Care Providers

SPECIALTY CARE

Over 60 Specialty Providers

WELLNESS

Medically-based Wellness Center

PHARMACY

Outpatient & Specialty Pharmacies

REGIONAL FOCUS

Located throughout Six Counties



“ The exact same protocols that would be used at the Mayo Clinic are available here, in our own backyard.”

– KARI K., OWOSSO





Memorial
Healthcare

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