

Application Cover Page

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2006 Foster G McGaw Prize
American Hospital Association
One North Franklin/
Floor 32
Chicago, IL 60606

Applications must be received in the Prize office by close of business on April 7, 2006.

Questions? Please contact AHA Member Relations at 312/422-3932, or visit the web site at www.aha.org

Memorial Healthcare System

Name of Health Delivery Organization

3501 Johnson Street

Mailing Address

Hollywood, FL 33021

City, State Zip Code

Marilyn Munson

Administrative Director of Marketing & Communications

Name of Contact (Mr./Ms./Mrs.)

954-985-3452

Title

954-985-3453

Phone

Fax

My health delivery organization is a (check one):

Hospital

Health System

Integrated Network

Community Partnership

Other

Primary type of community:

Urban

Rural

Suburban

Mix

References

Please list three (3) individuals who can be contacted to provide reference information about (a) the commitment of the health delivery organization to community service and (b) the impact of the applicant's community service initiatives

John Werner, Executive Director Broward Regional Health Planning Council

Name of Reference Title

Organization

Ft. Lauderdale, FL 954-561-9681 Regional Health Planning Council

City State Phone Number

Relationship to Health Care Org

Josie Bacallao, Chief Executive Officer Hispanic Unity, Inc.

Name of Reference Title

Organization

Hollywood, FL 954-683-2028 Non-profit community partner

City State Phone Number

Relationship to Health Care Org

Shirley Taylor-Prakelt, Director of Community Development Town of Davie

Name of Reference Title

Organization


Davie, FL 954-797-1173 Municipal community partner

City State Phone Number

Relationship to Health Care Org

Signatures

In submitting this application we give the American Hospital Association permission to use and disseminate the information contained herein except the audited financial statements

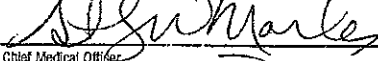

Chief Executive Officer

Frank V. Sacco, FACHE

Type or Print Name

Shane Strum

Board of Trustees Chair


Chief Medical Officer

Type or Print Name

Stanley W. Marks, MD FACS

Type or Print Name

Marilyn P. Munson

Application Contact Person

Type or Print Name

II. Memorial Healthcare System Executive Summary

The Memorial Healthcare System is deeply committed to providing access to healthcare and a better quality of life to the community of south Broward County. MHS is a leader in providing community care, as it won the *first* American Hospital Association Award, "Living the Vision," in 1998.

MHS continues to *Live the Vision* through its growing work in improving the health of the community. Community spirit and volunteerism are hallmarks of the MHS Board of Commissioners, MHS CEO Frank V. Sacco and the doctors and employees who donate their time every day to help those in need.

The Memorial Healthcare System is guided in its culture by its "Seven Pillars of Excellence," which include safety, quality care and service, patient satisfaction, people, financial performance, growth and community.

A strong pillar in the MHS culture is *community*, and when there are needs, MHS strives to meet those needs. Its **Community Youth Services** program reaches out to meet needs of children and teens, and this program has grown to impact more than 3,000 youth and families a year – youth who have gotten into trouble with the law, teens whose grades are failing, parents who abuse their children, or kids who abuse drugs. Because of MHS Community Youth Services, families have turned around, students are making better grades and there is less delinquency. Community Youth Services is perhaps the only hospital-based program that provides free afterschool care for youth who are severely emotionally disturbed, and perhaps the only hospital-based program that visits troubled families *in the home, at no cost to the family*, to offer help and counseling.

Helping conquer chronic illness in the community through **Disease Management**, MHS also goes outside its walls to regularly call and meet with those who have diabetes, asthma and other chronic illnesses, *proactively, at no cost to the patient*, to make sure these patients are following up on good health practices and managing their health problems.

Primary Care has been expanded to meet the growing needs of those who do not have insurance or who are underinsured. From one clinic in 1992, Primary Care has grown to three large primary care centers, two mobile health centers, two school-based health programs and two homeless programs. With its new **ER Discharge Program**, those who have used the ER as a primary care provider now are screened and given an appointment with a physician. In the **Pharmaceutical Assistance** program, individuals receive free or lower cost prescription drugs. If someone does not have transportation to see a doctor, a transportation service also is provided.

MHS works to empower low-income neighborhoods in the south Broward County area through its **Neighborhood Empowerment Program**. In the program, MHS hires a neighborhood coordinator for each targeted neighborhood, and this coordinator meets with residents to learn about and help each neighborhood improve, whether it's fighting to get rid of drug dealers or cleaning up trash. The Neighborhood Empowerment Program also increases trust in MHS and improves access to healthcare for its residents.

MHS has noted an emerging healthcare problem -- childhood obesity. In its collaborative **Schools of Wellness Initiative**, MHS seeks to teach children good nutrition for a better quality of life now and in the future. This program has impacted 8500 students in 34 schools so far.

MHS has initiated its employee volunteer program called **HEROs** (Healthcare Employees Reaching Out). MHS employees donated more than 5600 volunteer hours last year to repair hurricane-ravaged homes, clean up beaches, teach others about Breast Self Exams and buy school supplies for needy children.

MHS has a clear vision of giving to the community and truly *Lives the Vision*. Thank you for allowing us to share our vision of a healthier community with you.

III. Overview of the Memorial Healthcare System – Structure and Organization

The mission of the Memorial Healthcare System is to provide safe, quality, cost-effective, customer-focused healthcare to its patients, *regardless of ability to pay*, with the goal of *improving the health status of the community it serves*.

The Memorial Healthcare System is a public, non-profit organization governed by a seven-member Board of Commissioners appointed by the Governor of Florida. Chief Executive Officer Frank V. Sacco, FACHE, oversees this multi-facility healthcare system that has provided services for more than 53 years and currently employs more than 9,000 full and part-time employees.

Facilities include: 1) **Memorial Regional Hospital**, the flagship facility with 690 beds, is one of Florida's largest hospitals and one of only 6 Level I trauma centers in Florida. It serves Hollywood and the eastern region of south Broward County; 2) **Joe DiMaggio Children's Hospital**, a facility within Memorial Regional Hospital, is the leading children's hospital in Broward and Palm Beach Counties and features the largest and most diverse group of board-certified pediatric specialists in the region; 3) **Memorial Hospital West**, a 299-bed facility that keeps pace with the rapidly growing and diverse population in the western region of south Broward County; 4) **Memorial Hospital Miramar**, opened in 2005 to meet the healthcare needs of the southwest region, is a 128-bed hospital that offers the latest technological advancements; 5) **Memorial Hospital Pembroke**, operated by Memorial Healthcare System since 1995, is a 301-bed facility that serves the central portion of the region; 6) **Memorial Manor** is a 120-bed nursing home and short-term rehabilitation facility; and 7) **Memorial Primary Healthcare Services**, for uninsured and underinsured adults and children, include three primary care centers, adult and children's mobile health centers, two school-based programs and homeless programs. In 2005, Primary Healthcare Services accounted for 90,800 patient visits.

Marketshare:

- MHS serves as the "safety net" provider for 635,000 residents.
 - MHS' marketshare is 63.5 percent within south Broward County, with 52,204 admissions.
 - Joe DiMaggio Children's Hospital is the leading children's provider in Broward County with a marketshare of 72.3 percent and 6,235 admissions.
 - The Sickle Cell Day Hospital is the first in the United States to receive accreditation from the Joint Commission on Accreditation of Healthcare Organizations.
 - In 2005, MHS provided 260,304 emergency department visits; 636,354 outpatient visits; and 68,210 admissions at its facilities.
 - Revenue: \$-----; Uncompensated Care: \$----- in 2005.
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IV. The Community of the Memorial Healthcare System

Serving as the gateway to Latin America and the Caribbean -- Broward County, Florida, is located just north of Miami-Dade County and has a population of more than 1.7 million (U.S. Census, 2004). In 2004, Florida's Agency for Health Care Administration's (AHCA's) Florida Health Insurance Study estimated the uninsured population in Broward County less than 65 years of age at 18.4 percent. This represents a 3.6 percent increase from 2000, when the percentage of uninsured was 14.8 percent.

Memorial Healthcare System facilities serve residents of "south Broward County" -- which is comprised of more than 635,000 documented and undocumented immigrants from Cuba, South America, Haiti, Jamaica, Romania and other countries, native-born Floridians, and a steady stream of residents from other parts of the United States who reside in 10 cities: Pembroke Pines (population 156,000); Hollywood (141,000); Miramar (111,500); Davie (84,500); Hallandale Beach (32,000); Cooper City (29,000); Dania Beach (27,000); West Park (13,700); Southwest Ranches (7,000); Pembroke Park (6,300); and unincorporated south Broward County (27,000). The population in this 135-square mile area has grown 53 percent from 414,000 in 1990 to 635,000 in 2005. The demographics of this population include: Caucasian: 66 percent; African American: 22 percent; other: 9 percent, and Asian: 3 percent. Hispanics of all racial categories represent 29.5 percent of the population. Since 1990, the Hispanic population has increased 350 percent to nearly 187,980 residents. At the same time, the African American population has grown 60 percent to 142,400 residents. More than 35 percent of residents speak a language other than English in their home. Based on a 2004 Quality of Life Survey conducted by Professional Research Consultants, 70.6 percent of adults view their collective physical, mental, and emotional health as "excellent" or "very good."

Major Employers: The largest public sector employers include: Broward County School Board with 35,853, Memorial Healthcare System with 9,370, North Broward Hospital District with 7,472, Broward County Government with 6,964, while the largest private sector employers are American Express with 6,000, Motorola with 3,800, JM Family Enterprises with 3,500 and Nova Southeastern University with 2,529.

V. Memorial Healthcare System: Community First

The Memorial Healthcare System believes in the philosophy that *public health and quality of life issues are inseparable*. The Memorial Healthcare System (MHS) is not only a place for those who need access to the latest medical care, it also reaches beyond the walls of its facilities and brings health and human services directly into the community it serves.

In 1998, the American Hospital Association chose MHS as the first recipient of the "Living the Vision" award, which recognized the healthcare system as the national model for improving the health and quality of life in the community it serves.

As a national role model, MHS improves the health and well-being of the community through an initiative known as **Community First**.

Whether it's finding after-school care for a child who's medically needy, having transportation to get to a doctor or decreasing the crime rate in a neighborhood -- all these affect health, safety and everyone's quality of life. MHS is committed to building strong neighborhoods, effective schools, dynamic senior centers and many other community-based initiatives.

Origins: The Memorial Healthcare System began as Memorial Hospital in 1953. The hospital has always been a public hospital, meeting the healthcare needs of the residents of south Broward County, Florida. Before the hospital could be built, residents rallied together, went door to door, and then voted for the

funding to build a hospital for their community.

Because other area hospitals were too crowded to care for those from south Broward County, Memorial Hospital soon expanded, until now the Memorial Healthcare System encompasses five hospitals, a nursing home, an urgent care center, primary care centers and numerous other facilities

Throughout its history, MHS has always helped the community, and the community has worked to help MHS, forging strong partnerships. Previously, Broward County government provided Primary Care to Broward County residents through its Primary Health Care Division. But in 1992 MHS assumed responsibility from Broward County government for adult primary care and prenatal, pediatric and adolescent clinics at the Pembroke Road Primary Care Center.

In 1996, the MHS Board of Commissioners met in a workshop to discuss community health strategies. Surveys were conducted to assist in determining community needs, and some of the needs that were identified included prenatal care and child development services for high risk families, access to primary care for low and moderate income adults, access to outpatient mental health and drug and alcohol services, and adolescent development support.

To meet these community needs, MHS initiated the ***Coalition for a Healthy South Broward***, an organization made up of grassroots community residents and community leaders representing local schools, public transportation, social service agencies and more. The Coalition for a Healthy South Broward provides the partnerships that drive the MHS ***Neighborhood Empowerment Program***, which has achieved significant accomplishments in at-risk neighborhoods

The Future: The *Community First* initiative has been sustained and will be maintained in the future by the Memorial Healthcare System and its partners. During 2005, MHS provided \$318 million in uncompensated care for the poor, the homeless and the uninsured, while funding Community First programs such as Community Youth Services, Neighborhood Empowerment, Disease Management, HEROS (Healthcare Employees Reaching Out) and the Schools of Wellness Initiative, among many other programs. MHS believes in investing in the community, and this investment will reap countless dividends in the future.

Leadership and Partnerships: The seven-member Board of Commissioners and MHS CEO Frank V. Sacco have led the healthcare system in its strong commitment to help the community. MHS works jointly with private and public agencies such as the Broward Sheriff's Office, Hispanic Unity of Florida, homeowners associations, Broward County Public Housing, Habitat for Humanity, Robert Wood Johnson Foundation, Pfizer Inc., Boys and Girls Clubs, Children's Services Council, local churches, Crime Watch, Family Central and local city governments to assist residents in mobilizing and improving quality of life. Also, to educate leaders about the community, new MHS and community leadership (administrators, department heads, nurse managers, United Way staff, local community organizations) attend the MHS *Community Plunge*, a 3 ½ hour field trip that includes touring a Primary Care clinic and several of the MHS neighborhood project areas. In the last five years, more than 300 MHS and community leaders have taken the Community Plunge.

Challenges: One of the main challenges to improving the health and quality of life in the community is in reaching immigrants in the community – those who do not speak English, who are not used to seeing a doctor, whose lifestyle threatens their health (i.e.: nutrition and large fat intake) and who have been brought up with cultural barriers to medicine that must be overcome. There are also many ethnic disparities in accessing healthcare that the Memorial Healthcare System strives to overcome through cultural diversity, special programs and employee training and outreach.

Impact: There is a broad impact in the healthcare and quality of life with the MHS Community First initiatives. For example, MHS has a strong partnership with a local organization, Hispanic Unity of Florida. Aetna, a provider of healthcare benefits, also became a partner and gave MHS a \$25,000 grant to target reduction of health disparities in the Hispanic community. For this program, a health fair was held with Hispanic Unity, to pre-test for blood pressure, body mass index and cholesterol. A series of six health lectures followed and post-testing was conducted at a final health fair. 150 people participated, and results after the program showed that 40 percent of the participants showed improvement in blood pressure, 20 percent showed improvement in body mass index and 80 percent showed improved cholesterol levels. This project was so successful, Aetna awarded MHS a second \$25,000 follow-up grant.

On an ongoing basis, MHS Primary Care Centers provide more than 90,800 patient visits a year. The Primary Care Centers have also grown to include an ER Discharge Program, to enroll and provide medical care for those who do not have a "medical home" and who use the ER as a primary care provider. Over a one-year period, 1800 patients have been screened and given an appointment with a physician, with this program. Now those who did not have a place for healthcare, other than the ER, have a specific "home" for medical care. This is the first year of the program, and the ER impact is still being measured.

Awards Show Success in the Community:

Consumer Choice Award: Most Preferred Hospital for Overall Quality & Image – Memorial Regional Hospital 2005/2006

Best Place to Give Birth in Broward County – Memorial Regional Hospital, 2005

100 Most Wired Hospitals & Health Systems, 2005

Lindberg Bell Award, 2005

Fire Starter, Studer Group, 2004

Best Hospital for Pediatrics in Broward County – Joe DiMaggio Children's Hospital, 2005

Best Emergency Room for Kids in Broward County – Joe DiMaggio Children's Hospital, 2005

Best Services for Special Needs Kids/Families in Broward County - Joe DiMaggio Children's Hospital, 2005

Best Fitness Center in Broward County – Memorial Hospital West, 2005

Premier Award for Quality – Memorial Hospital West, 2005

Depth and degree of commitment throughout MHS:

Memorial Primary Care Centers provide compassionate medical care for residents who cannot afford health insurance or are underinsured. Services include:

- physician appointments
- HIV testing and counseling
- pharmacy services
- health education and support groups
- diabetes treatment
- social services
- well child care and immunization programs
- laboratory and diagnostic procedures
- gynecology services, including high risk care, and prenatal care
- full-time librarian services
- nutritional counseling
- asthma case management

There are three Primary Care Centers, two homeless programs, two school-based programs and two mobile health centers to care for the health needs of those in the community who cannot afford healthcare. Because of the increased need for adult primary care services, MHS began the Mainstream Physician Program, which provides care for patients in physicians' private offices. In 2005, there were 6,808 patient visits with this program, in 11 physician offices.

There is a special program for the transient/homeless men and women who work at Gulfstream Race Park. Through the MHS Dania Primary Care Center, Gulfstream Race Park workers receive primary care services and free drug programs, health screenings and diagnostic testing. MHS also provides doctors and nurses at the Broward Outreach Center, a 90-bed facility for the homeless in Hollywood, FL.

The MHS Adult Mobile Health Center focuses on the health needs of the poor in the community who are at high risk for diabetes, cardiovascular disease and obesity, as well as overall poor health. The Adult Mobile Health Center has a bilingual staff and is equipped with two exam rooms, a lab and has computer connectivity with MHS. It provides general primary care services, including immunizations, laboratory services, a pharmacy and social services. More than 1900 people were seen in the center in 2005.

The Children's Mobile Health Center, also provided by MHS, brings pediatric healthcare services to neighborhoods and schools. Free healthcare services for children from birth to 17 are provided, such as physical exams, vision and hearing screenings, immunizations and referrals to primary care physicians. Last year, more than 6,500 children were seen.

Memorial's Primary Care Center, in partnership with Broward County Public Schools, has established two successful partnerships with local schools. One center provides a Teen Parenting Program designed to reduce/prevent the high incidence of teen mothers and fathers dropping out of school. At South Broward High School, a Memorial RN provides schools physicals, immunizations and sick day assessments.

Patients at the Primary Care Centers now obtain prescription medications through the *Pharmaceutical Assistance Program*. Last year, the Program saved more than \$6 million in pharmaceutical costs. This private program provides medicine free of charge (based on eligibility) to individuals who do not have prescription drug coverage and who, without assistance, could not afford needed medications.

Other community outreach programs include *Boot Camp for New Dads*, *Speakers Bureau* with **physician volunteer speakers**, *Safety Town* (a built-to-scale interactive safety education program for elementary school children), *Tough Trauma Talk*, two *Senior Resource Centers* with a large variety of programs for 7,205 member seniors, *Shaken Baby Syndrome* education, *mall walkers* and many more.

Level and Continuity of Financial and Other Support for Community Service Initiatives: During the past year, the Memorial Healthcare System provided \$318 million in healthcare for the poor, the homeless and the uninsured, and also funded the initiatives for the Community First program.

*Each year MHS also receives a growing number of grants to fund its community initiatives. MHS recently was chosen as one of 10 hospitals nationwide to participate in *Expecting Success: Excellence in Cardiac Care*, a new national program, funded by the Robert Wood Johnson Foundation, aimed at reducing racial and ethnic gaps in the delivery of healthcare. The Joe DiMaggio Children's Hospital also recently received a \$1.1 million grant to educate and follow-up those with sickle cell disease. With funding from the Susan G Komen Breast Cancer Foundation, MHS created a comprehensive breast health program to serve uninsured and underinsured women in Broward County. The Komen Foundation provided an \$80,000 grant for Memorial Regional Hospital's Women's Imaging Center and its Mobile Mammography Van to conduct mammograms. Also, for the first time ever, the Foundation granted \$96,000 for Memorial Hospital Miramar to offer similar services to women in North Dade County.*

MHS's strong financial position enhances its ability to continue its work in the community. The Board of Commissioners and Administration of the Memorial Healthcare System are deeply committed now, and in the future, to bring quality healthcare and a better quality of life to all people in the MHS community.

VI. (1) Memorial Healthcare System – Community Youth Services – Saving 'At-Risk' Youth

"The people there believe in you and want you to succeed." -- Andrew Gregoire, a first-time offender who got counseling and later a job with MHS Community Youth Services

Meets unique needs: Since 1999, the Memorial Healthcare System's Community Youth Services have been meeting the needs of at-risk school-age youth who are severely emotionally disturbed, at-risk for substance abuse, pregnancy, family abuse and crime; and families who are at-risk for abuse, neglect and need parenting help – at *no cost* to parents or children.

If behavioral problems can be identified and helped early, during the vulnerable teen years, the consequences of depression, family conflict or criminal behavior can often be halted. Research suggests that juvenile crime, including violent offenses, peak between 3 – 6 p.m., generally right after school lets out. *That's why MHS provides free after school programs at 8 schools in areas where crime statistics have been high.* MHS also saw the need for a free Therapeutic Afterschool Program at two schools with youth with special needs (severely emotionally disturbed and severely mentally challenged). There were no free mental health afterschool services for children in the area – MHS saw the need and began to help children who must be supervised by trained staff. *Not only were these special needs youth cared for, but they thrived under the supervision (1 counselor to 5 children), with better physical fitness, improved word recognition and improved social skills.* MHS has initiated 16 programs in all, funded by grants and organizations (listed below), to meet the needs of at-risk children and adolescents, with amazing results.

Families in need and experiencing problems with teens many times do not have the transportation or the funds to get help and counseling MHS then goes to the family, visiting in the home, at no cost to the family. Also, families have a difficult time dealing with anger and family issues when their water might be turned off or the family might be evicted for not paying rent There is flex funding available from grants, and MHS pays family bills in crisis situations

Statistics and Results:

- 16 programs, such as Afterschool Programs, Behavioral Modification and Reinforcement Services, Community Youth Crime Watch, Family Ties (an in-home family prevention model program) helps 250 families a year, Healthy Families (a home visitation program to prevent abuse and neglect), Healthy Start (works with teen pregnancy and parenting), Hot Tips (tobacco intervention & prevention), Leadership Academy (developing positive leaders), New Beginnings (counseling services and group therapy for teens), Operation Turnaround (middle school intervention for at-risk youth and families), Parenting Programs (developing parenting skills), Project Team (focuses on helping families in targeted neighborhoods), Reconnecting Youth (intervention for substance abuse and crime), South County Youth Coalition (development of youth leadership), STARS (intervention for middle and high school youth) and TAP (therapeutic afterschool program for severely emotionally disturbed and mentally challenged youth). *These programs helped 3,216 south Broward County youth during 2005.*
- At the Whispering Pines School, TAP decreased hospitalizations (primarily Baker Act) by 81 percent. 85 percent of students there improved their social skills, 80 percent increased their physical fitness and 80 percent improved word recognition skills. This program is the winner of the Florida Alcohol and Drug Abuse Association "Best Practices" Award and was an EPIC Award Honoree.
- Of the 140 youth involved in the STARS program this year, none have become pregnant or had STDs.
- In the schools with the MHS Afterschool Programs, there was recorded a 22% higher FCAT score (Florida standardized test) than in 2004.
- The students enrolled in the MHS Afterschool Programs recorded a 19 percent overall increase in academic performance.
- Families in the Family Ties Program increased parenting techniques 49 percent, according to pre- and post-tests, and a parent stress index

Total Operating Expenses: \$-----

Funding for the Programs: Children's Services Council - \$-----; Dept. of Children and Families - \$-----; Healthy Families of Broward County - \$-----; Healthy Start Coalition of Broward County - \$-----; Dept of Juvenile Justice - \$-----; Broward County Commission on Substance Abuse - \$-----; Broward Sheriff's Office - \$-----; and City of Miramar/Police Dept. - \$-----

VI. (2) Memorial Healthcare System – Fighting Disease in the Community

"You are my guardian angel" -- patient to Care Manager in the MHS Disease Management Program.

Needs of the community: In response to the growing number of uninsured and underinsured with chronic disease in the community, Memorial Healthcare System began its Disease Management Program in 2000 MHS currently operates Disease Management Programs for those with diabetes, asthma, hypertension, congestive heart failure and HIV/AIDS.

The number of those in the community with chronic disease is growing, because the at-risk population in the community is growing There has been a 60 percent growth in the African American population since 1990 and a 350 percent increase in Hispanics. Seventy-eight percent of the MHS Disease Management patients are African American or Hispanic. These groups are particularly at risk for chronic illness, with studies showing that rates of Type 2 Diabetes are 50-60 percent higher among Cubans and African Americans vs. non-Hispanic whites.

Community resources: Over the years, MHS has received funding for Disease Management from the following organizations and agencies: Agency for Health Care Administration (AHCA), Broward County Substance Abuse and Healthcare Services, Health Resources and Services Administration (HRSA), Pfizer Inc., the Robert Wood Johnson Foundation and the Centers for Healthcare Strategies (CHCS). The latter grant from CHCS provides funding to research the effect of adding a "Health Navigator," a social worker

dedicated solely to Disease Management patients, providing them with psychosocial and home assessments and linking them to needed mental health and social services

MHS's Disease Management program relies on aggressive prevention of complications as well as the treatment of chronic conditions. Disease Management strives to change the patients' care from being "reactive" to being "proactive," concentrating on improving quality of life and overall health. This approach focuses on maintaining health rather than waiting for a health crisis, which can lead to ER visits and hospitalizations. The care manager ensures the patient has a medical home (a primary care provider) who will provide both preventative medical and chronic illness care. If no provider exists, MHS assists the patient in finding a provider within the MHS primary care clinic system. Eligibility within our primary care system also gives access to specialty care and prescriptions through our Drug Assistance Program (free and low cost medications available). Care managers regularly call the patient and see the patient face-to-face. The goal of the care managers is to help patients achieve the knowledge and skills to self-manage their condition.

Statistics:

- Disease Management has grown to serve approximately 7,000 patients in the past 6 years.
- Patients are assigned RN disease-specific care managers who carry a patient load of 200 each.
- Positive outcomes have been seen with reduction of Hemoglobin A1c in diabetic patients (the lower Hemoglobin A1c number will delay complications in eye, kidney and nerve disease – the goal was less than 7.0, and the MHS number was 6.91, indicating excellent compliance), reduced ER visits for asthmatics and greatly improved quality of life.
- An evaluation demonstrated a 27 percent reduction in hospital admissions for our patients, a 9 percent reduction in ER visits, with an overall savings of approximately \$475 per patient.
- A \$1400 per patient savings was noted in the Community Access Program (a grant-funded program for uninsured patients with diabetes, HIV and asthma).
- Satisfaction surveys are conducted for all disease management programs, with an 84 percent satisfaction rating in 2002, which compares with a 98 percent satisfaction today.

Operating Expenses: \$-----

Funding: Robert Wood Johnson Foundation - \$-----; Broward County Substance Abuse and Healthcare Services - \$-----; Memorial Healthcare System - \$-----; Pfizer Inc. - \$-----; Agency for Health Care Administration - \$-----; and Centers for Healthcare Strategies - \$-----.

VI. (3) Memorial Healthcare System – Bringing Better Quality of Life to the Neighborhood

"Until Memorial came to help, our neighborhood had not had a health fair, health prevention programs or intervention that I can ever remember." -- Barbara Lawson, resident in an at-risk neighborhood.

Meeting the needs of the community – low-income resident access to care:

More than 18 percent of the residents in the Memorial Healthcare System area are estimated to be uninsured. While MHS Primary Care facilities provide more than 90,000 patient visits per year, surveys indicate that residents living in low-income, difficult-to-serve neighborhoods are significantly less likely to have health insurance than the rest of Broward County or the State of Florida. Memorial Healthcare Systems is working to improve its neighborhoods through its **Neighborhood Empowerment Program**, which is tied into other aspects of its Community First initiatives. The following are designed to **increase trust** and **improve access to care** in the hardest to serve sections of south Broward County:

- *Neighborhood Empowerment Programs:* Initiated in 1994, MHS has conducted seven neighborhood projects and is presently working on two more. Sharing costs with partners (usually municipalities), MHS hires a full-time neighborhood coordinator to work in the target area. The coordinator implements a community-building model designed to assess needs, mobilize the community to address opportunities for improvement, provide community leadership training and build long term relationships between MHS, community resources and residents.

- Coalition for a Healthy South Broward: MHS initiated the group and enthusiastically participates in this monthly meeting of grassroots community leaders who work on quality of life improvements in the targeted neighborhoods. The Coalition includes neighborhood leaders, political leaders and non-profit agency leaders from neighborhood projects.
- Adult Mobile Health Center: Over the past three years MHS has scheduled an adult mobile health center (physician, medical technician and social worker) to conduct community screenings in difficult-to-serve neighborhoods and encourage primary care enrollment.

Program statistics and quantifiable improvements in health status:

- Despite documented increases in residents without insurance ranging from 10.8 percent in 1994 to 18.4 percent in 2004, survey results indicate 78.4 percent of MHS area residents report having visited a physician for a routine checkup within the past year (compared to 68.2 percent in the U.S.).
- 1900 residents received free screenings in 2005 in the *Adult Mobile Health Center*.
- A 2004 survey indicates that 70.6 percent of MHS area residents report their health as "excellent" or "very good." 49.2 percent rate local health care as "excellent" or "very good" compared to 14.4 percent when ranking healthcare with the State government, 19.8 percent when ranking Broward County government and 23.5 percent when ranking local government.
- Additionally, community building partnership efforts have resulted in *formation of a youth coalition* (which includes 50 – 80 active youth who work on community volunteer projects), *central air conditioning in 100 public housing units*, *26 Habitat for Humanity homes*, *a new Boys and Girls Club*, *development of a formal mobile home park residents association*, *recruitment of over 50 Crime Watch block captains*, *participation in a Weed and Seed crime prevention project* and *off site parking for primary care clinic staff in a neighborhood park*.

Total operating expenses: \$-----

Funding for the program:

Memorial Healthcare System - \$-----; and area municipalities - \$-----.

VI. (4) Memorial Healthcare System – Schools of Wellness – Fighting Obesity in Children

"My students are really learning the lessons of healthy eating and exercise." -- teacher, North Side Elementary, Fort Lauderdale.

The *Schools of Wellness Initiative* works to prevent childhood obesity by teaching fourth and fifth grade students healthy habits they can use throughout their lives. Students learn to increase their physical activity level and make wiser nutritional choices, thereby improving their overall health. Participating students also enjoy improved academic performance and decreased absenteeism. *Schools of Wellness* is a model collaborative approach to addressing pediatric obesity. This public-private partnership consists of education, health care, community and children's programs throughout Broward and Palm Beach Counties.

Unique needs of the community and use of community resources: Based on data from the National Center for Health Statistics (2005), the percentage of young people who are overweight has more than tripled since 1980. In Florida, 28 percent of low-income children between the ages of 2 and 5 years of age are overweight or at risk of becoming overweight, and 26 percent of Florida high-school students are overweight or at risk of becoming overweight (CDC, 2003). While obesity itself is not a chronic condition, it is a risk factor for the leading causes of death in America: heart disease, stroke and type 2 diabetes. Obesity in childhood causes a wide range of serious complications and increases

the risk of premature illness and death later in life. Joe DiMaggio Children's Hospital Foundation and partner agencies, such as the YMCA of Palm Beach County and Broward and Palm Beach County School Boards, recognize that South Florida's children are not immune to this nationwide epidemic and the *Schools of Wellness Initiative* has grown out of these concerns for our children.

Statistics: During the pilot program – October 2003 to June 30, 2004, 262 elementary school students in 4th and 5th grade participated in the *Schools of Wellness – Miramar Pilot* program. With funding from Robert Wood Johnson Foundation and local partners, the *Schools of Wellness Initiative* impacted 4,000 students from 16 schools in two counties during 2004. Based on the pre-test Body Mass Index (BMI) data (September 2004) from the *Schools of Wellness Initiative*, more than 43 percent of participating 4th and 5th graders from 16 schools were above the “normal range” for their age, with 18 percent “at risk for becoming overweight” and 25 percent “overweight.” In reviewing the post-test BMI data (May 2005), the SWI program appears to have made an impact, with the number of “at risk for becoming overweight” and “overweight” scores dropping from 43 percent to 38 percent overall. Currently, the program is in its second year, impacting 8,500 students in 34 schools, and next year will impact 12,500 students in 50 schools.

Recent result: Students in a gifted class at North Side Elementary in Ft. Lauderdale (part of the Schools of Wellness program) refused to sell candy to raise money for a field trip to Washington, D.C. “If they tell us not to eat junk food and then after school we sell it, that disobeys what they taught us,” said Daphnie Auguste, the 10-year-old who started the candy-sale boycott. “I’m happy because people won’t get fat. But I’m sad because how are we going to get the money to go on our field trip?” This story was featured in the local, national and international news. Donations of over \$25,000 then came in to fund the field trip for the children.

Operating expenses: \$-----

Funding: With the support of local funders, Joe DiMaggio Children's Hospital Foundation received a three year, \$----- matching grant in 2004 to support the *Schools of Wellness Initiative* from Local Initiative Funding Partners, a national program of the Robert Wood Johnson Foundation. The sources of funding for Year 1 include: Joe DiMaggio Children's Hospital Foundation - \$-----; Quantum Foundation - \$-----; Robert Wood Johnson Foundation - \$-----; Children's Services Council - \$-----; and Health Foundation of South Florida - \$-----.

VI. (5) Memorial Healthcare System – HEROS – Employees Volunteer in the Community

“The Memorial Healthcare System really cares about the community.” -- a HERO volunteer.

The Memorial Community Volunteer - HERO Program is designed to *meet the needs of the community* by matching MHS employees with activities that meet volunteer interests. The program began in 2001, and employee HEROs (which stands for Healthcare Employees Reaching Out) donated more than 5600 *volunteer hours* last year. Because of its importance, MHS CEO Frank V. Sacco urges new employees to volunteer with the HEROs program. With 1710 *employees* registered as volunteers, MHS is making a positive impact on the community.

HEROs meet the needs of the community with employees and community resources: Many families in the community cannot afford new clothes and school supplies for their children. The MHS HEROs step in each year at the start of the school year and purchase backpacks, supplies and new clothes for children who are referred from local agencies. More than 3,600 children have been helped so far, through the MHS HERO program.

Hurricanes can be traumatic in the state of Florida. The town of Davie in south Broward County requested MHS HEROs to assist in hurricane preparation. When Broward County issues a hurricane warning, HEROs post “notice of hurricane evacuation” signs, the county evacuation bus route and

shelter sites to all mobile home parks (23,000 residents). MHS HEROs also collected 14,595 pounds of food during its Hurricane Katrina Emergency Food Drive and provided food to several local pantries to serve families following Hurricane Wilma. A growing need in the community is home repair, especially after a hurricane strikes. MHS HEROs have helped repair 11 homes during the past year.

MHS HEROs share their medical expertise through volunteering during health fairs and free immunization projects. Seventeen HEROs have also undergone training to become volunteer Triple Touch Breast Self Exam Instructors. These HERO instructors educate women during MHS "Purple Teas" -- teas given by MHS in the community to raise breast cancer awareness.

Over the years as a community leader, MHS has formed many partnerships with local organizations and agencies, such as Habitat for Humanity, American Lung Association, American Cancer Society, Million Meals Committee, Hispanic Unity, Lions Club, Student Volunteer Optometric Services to Humanity, Corporate Volunteer Council and many more.

Statistics:

- More than 5600 volunteer hours for the community during the past year.
- More than 900 children helped with new clothes and school supplies each year.
- 384 women educated in Triple Touch Breast Self Exam during "Purple Teas" last year.
- 11 homes repaired last year.
- "Souper" Bowl (food drive conducted the week prior to Super Bowl to provide food to feed the hungry in the community) 8,393 lbs
- HEROs helped collect 5,008 pounds of trash during a Volunteer Beach Cleanup.
- Joe DiMaggio Children's Hospital KISS Cares For Kids Radiothon (partnership with our JDCH Foundation and local KISS Radio Station to raise funds for services to needy families receiving hospital care. Staffed almost entirely by HERO volunteers who accept pledges, run the silent auction and perform other fundraising tasks): raised \$250,000.00.
- Recognized by the The Points of Light Foundation as a *Daily Points Of Light Award* recipient. The HERO Program was featured on the foundation's website as the "The Nation's Volunteer of the Day."

Operating Expenses: \$-----

Funding: Funding provided by Memorial Healthcare System.
