



2011

report to
the community



Memorial Health System

Mission: To provide the hi

Vision: To create an outstanding health

Jackson's Story

Jackson Ziwak is a sports fanatic.

The 6-year-old's favorite athlete is Tim Tebow, the former Denver Bronco quarterback. Jackson often shows his love for the NFL role model like a lot of other kids his age – by Tebowing.

Jackson's ability to kneel on one knee, place his elbow on his thigh and put his forehead in his hand is a tribute to the hard work he has done at the pediatric rehabilitation clinic at Memorial Hospital for Children.

At age 2, Jackson fell out of his home's two-story window and landed on his head, causing severe brain injury. He had to re-learn everything he'd been taught in his younger years – how to sit up, crawl, walk and talk. For four years he has been coming to physical, occupational and speech therapy at Memorial.

"He basically relearned everything," said Tina Ziwak, Jackson's mother. "He's our little champion."



Jackson,
patient

ghest quality health care
system where patients heal and people thrive

Letter to the Community

An age-old debate over whether the City of Colorado Springs should continue to own and operate Memorial Health System reached a pinnacle in late 2011, with community leaders deciding to lease the 107-year-old institution to University of Colorado Health.

The decision to lease Memorial is arguably one of the most significant in the history of the health system, which has been owned by the citizens of Colorado Springs since 1943. University of Colorado Health is a partnership between the University of Colorado Hospital, based at Anschutz Medical Campus in Aurora, and Poudre Valley Health System, based in Fort Collins. Both organizations are nationally recognized for excellence.

Proposed features of the arrangement include establishing a branch medical school campus at the University of Colorado at Colorado Springs, and making financial contributions to the city and a substantial investment in Memorial's future. UC Health has indicated that it intends to lease Memorial Hospital for Children to Children's Hospital Colorado.

Once the lease terms are agreed upon, the city is expected to ask voters to approve the lease.

Memorial Health System, with nearly 4,000 employees, 800 volunteers and 850 physicians enthusiastically supports the proposed arrangement with UC Health.

This is an important milestone in the history of Memorial. Thank you for your continued support and trust as we begin an exciting new chapter.

The Board and Staff of Memorial Health System

Memorial Health System

By the Numbers

2011 Services

- Admissions: 25,663
- Total Outpatient Visits: 322,158
- Emergency Department Visits: 135,517
- Births: 4,604
- Surgeries: 24,350

Our Team

- 4,000 Employees
- 850 Physicians
- 800 Volunteers

2011 Audited Financials

(in 000s)

Net Operating Revenue	\$551,709
– Total Operating Expenses	(\$543,560)
Net Operating Income	\$8,149
+ Non-Operating Income	(\$18,269)
Excess of revenues over expenses before other changes in net assets	(\$10,120)
Change in restricted assets	(\$70)
Net Income	(\$10,190)

Values: Compassion Respect ●

Memorial's Community Benefit

For more than 107 years, Memorial Health System has cared for the people of southern Colorado. In 2011, Memorial served more than 200,000 patients and their families. And we employed more than 4,000 people to do so.

Our patients, regardless of their circumstance, have always come first. This is one of our organization's most deeply held values. And that is why Memorial provides more uncompensated care than any other organization in our community.

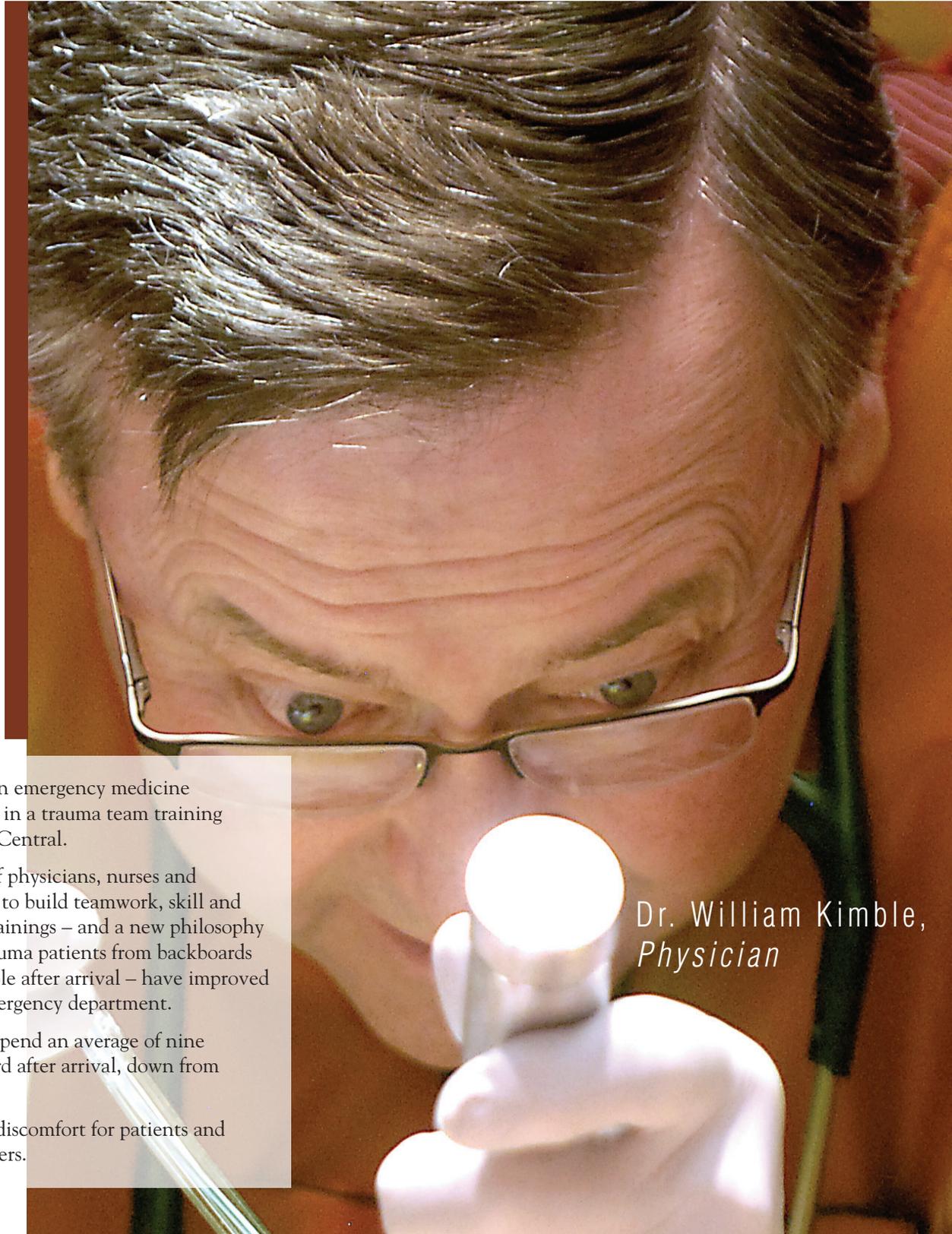
\$90.5 million.

That was Memorial's total cost of providing unreimbursed care to people in 2011. And we were proud to do so. Caring for everyone, regardless of ability to pay, is one way we live out our values: compassion, integrity, quality, respect and teamwork.

And that's not all we give. We provide another \$750,000 to community partners who help improve the health of our community, and we invest upwards of another \$1 million to ensure that Pikes Peak region residents have access to health and wellness information, programs, services and activities—programs like HealthLink's free nurse-advisor call line and our free online heart attack risk assessment tool (What's My Heart Risk).

Memorial is proud to be a part of this community, and we are privileged to be able give back in many ways that improve the health and well-being of everyone in the Pikes Peak region.

● Integrity ● Quality Teamwork



Dr. William Kimble, an emergency medicine physician, participates in a trauma team training at Memorial Hospital Central.

Each month, a team of physicians, nurses and techs hold an exercise to build teamwork, skill and understanding. The trainings – and a new philosophy aimed at removing trauma patients from backboards as soon as safely possible after arrival – have improved patient care in the emergency department.

Trauma patients now spend an average of nine minutes on a backboard after arrival, down from 2.5 or more hours.

This reduces extreme discomfort for patients and the risk of pressure ulcers.

Dr. William Kimble,
Physician

Mission:

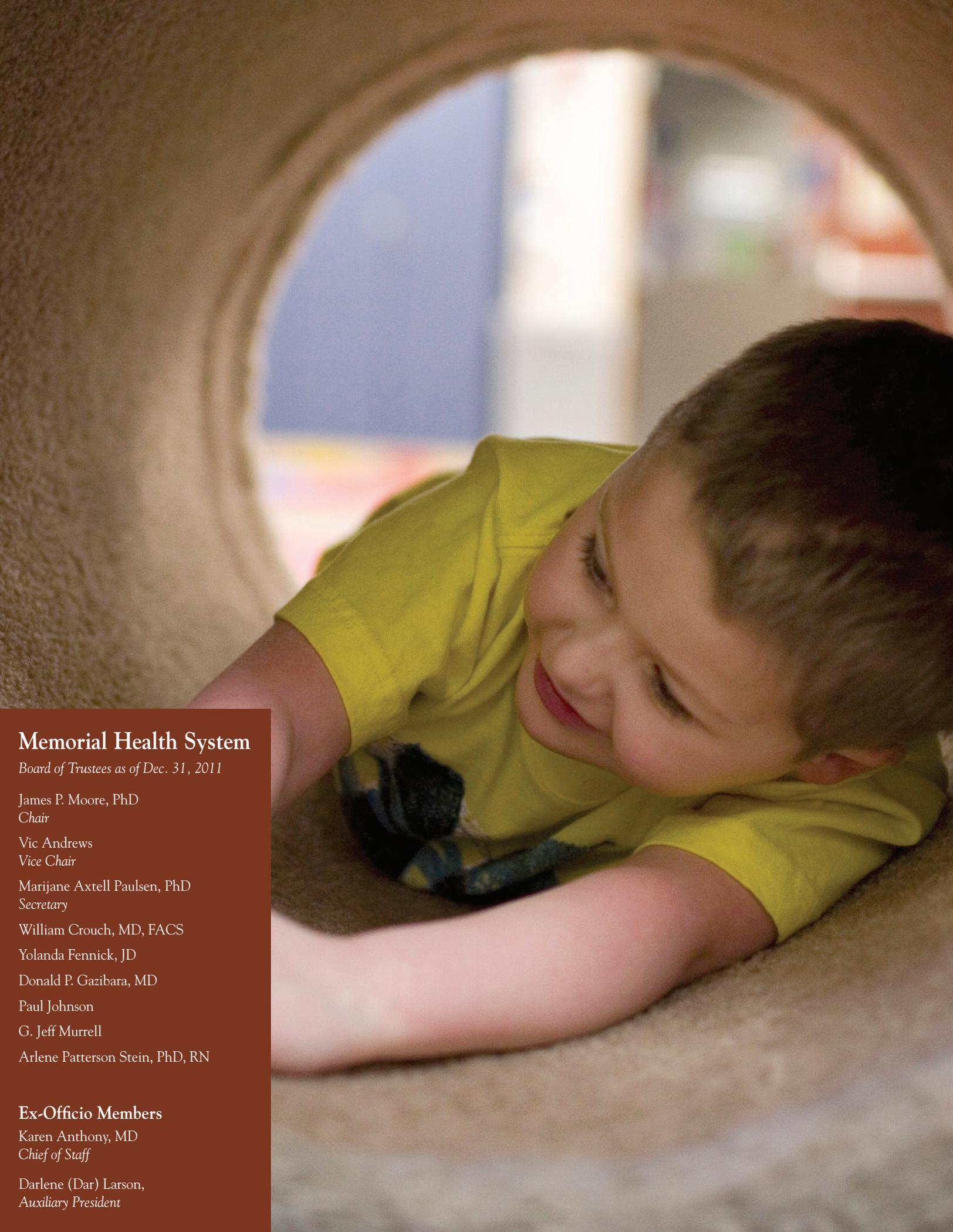
To provide the highest quality health care

Vision:

To create an outstanding health system
where patients heal and people thrive

Values:

Compassion • Integrity • Quality
Respect • Teamwork



Memorial Health System

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