

Encino Hospital Medical Center

2011 Community Benefits Report

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Introduction

Encino Hospital Medical Center (EHMC) is a not-for-profit hospital that provides a wide range of inpatient, outpatient, emergency and diagnostic services to communities in and around Encino in San Fernando Valley section of Los Angeles. The 150-bed medical center serves 42,000 residents in the city of Encino and another 100,000 residents in the surrounding cities.

In 2011, EHMC's financial assistance programs provided more than \$1.2 million at cost of free and discounted care to patients who would otherwise have been unable to afford it.

EHMC provides services in: emergency services, surgery, cardiology, internal medicine, mental health for elderly, sub-acute, and orthopedics. The medical center also provides outpatient services in laboratory, imaging, partial hospitalization, and wound care, in addition to an affiliated family practice medical group. The medical center is staffed with more than 200 physicians, 500 employees as well as community volunteers.

Services include behavioral medicine, cardiac and vascular care, intensive and general medical care, orthopedic care, rehabilitation, specialized and general surgery, and sub acute services.

The very nature of our not-for-profit hospital is to ensure that all residents have access to the most advanced health care treatments and services available, regardless of their ability to pay. This requires balancing a steadfast commitment to our mission while remaining stewards of valuable community assets that keep our communities healthy.

Our charitable purpose, however, extends well beyond simply providing free and reduced care. We are committed to partnering with the local community organizations in fulfilling the charitable mission of protecting the health and welfare of all people. This broad-based partnership reduces the burden on government and addresses the fundamental need of keeping communities healthy.

As a not-for-profit organization, EHMC does not distribute profit to shareholders, nor do individuals profit from its operations. One hundred percent of the net income (profit margin) generated by our hospital is re-invested back into our programs and services, benefiting the patients and communities we serve. This includes covering the costs associated with the purchase of new equipment and technologies, plant and property improvement, covering employee salaries and benefits, providing for working capital needs and repayment of liabilities.

One of the greatest assets an organization can possess is the trust of its community—both internal and external. EHMC devotes a significant amount of financial and human resources to continue its legacy of more than 50 years of community-centered service. Beyond our role as a leading health care provider in our community, we are committed to operating as a socially responsible organization as we meet the needs of our different stakeholders—our patients, physicians, workforce, neighbors, partners and donors. We are committed to a strategic vision that improves access to care by aligning the hospital's resources and services to ensure it maximizes the delivery of care.

Our goal is to enable people to achieve more than just good health; it is to create opportunities for growth and development that will make a real, lasting impact on the health of our community.

EHMC is proud to present this 2011 Community Benefits Report to demonstrate our ongoing commitment to our patients and our community. The report is based on the 2011 Community Benefits Plan, which was developed in response to the hospital's 2010 Community Health Needs Assessment.

Our community trusts us as their caregivers, and we consider them the heart and soul of our mission. This report will outline specific ways that we have engaged in helping build a healthier future for those in our local residents.

Executive Summary

EHMC fulfills its mission and responsibility to stakeholders through a variety of hospital and community-based programs and services. The hospital's mission and commitment to social responsibility drive the organization's strategic and community benefits planning process.

Our goal is to identify the broader social issues and community needs so that EHMC's health improvement efforts can have the maximum impact. To accomplish these goals, EHMC works closely with community leaders and residents through formal and collaborative partnerships.

Through a combined effort between physicians, civic groups and community, the administrative team and governing board determine the strategic direction for the hospital and provide guidance and support for community benefits activities. The community benefits committee formulates goals, objectives and key measures to address the service gaps identified.

EHMC uses the 2011 San Fernando Valley/Santa Clarita Valley Triennial Community Needs Assessment, a vast study supported by a number of hospitals and community organizations in our service area. We also consulted with other local entities, who helped gather data that helps characterize the health care gaps that exist within the hospital's service areas. That data and other key sources of information—such as the hospital's situation assessment, discharge data and pertinent health care trends—play a prominent role in the hospital's annual strategic planning.

Our community programs are focused on achieving the following goals identified in a comprehensive community health needs assessment conducted by the hospital:

- Provide access to care for the uninsured, the underinsured, and those in financial need
- Improve the health status of area residents through education, screenings and other resources
- Continue to provide needed clinical services and facilities to meet the medical/health care needs of Encino and surrounding cities in San Fernando Valley.

Initiatives to achieve those goals are based on community demographics and the expressed and implied health care needs of area residents, communicated through the triennial community needs assessment and other vehicles.

Mission, Vision and Values

MISSION

Encino Hospital Medical Center endeavors to provide comprehensive, quality healthcare in a convenient, compassionate and cost effective manner.

VISION

Encino Hospital Medical Center is consistently at the forefront of evolving national healthcare reform. Our organization provides an innovative and integrated healthcare delivery system. We remain ever cognizant of our patients' needs and desire for high quality affordable healthcare.

VALUES

- **Compassion**
We provide an environment that is caring and conducive to healing the whole person physically, emotionally and spiritually. We respect that individual needs, desires, and rights of our patients.

- **Quality**
We believe in continuous quality of care and performance improvement as the foundation for preserving and enhancing healthcare delivery. Effective communication and education of our patients, physicians, staff, and the community we serve are essential elements of this process.

- **Comprehensive**
We are committed to an integrated healthcare delivery system that encompasses the entire spectrum of healthcare delivery. This continuum of care encompasses all aspects of an individual's healthcare.

- **Cost-Effectiveness**
We offer high quality healthcare that is accessible and affordable.

Our Strategic Pillars

Our strategic pillars are designed to support the foundation of our mission.

- **People:** Exceptional people are EHMCS most valuable resource.
- **Quality:** High quality performance with a commitment to continually improving processes and outcomes for our community will be our focus.
- **Service:** Excellent service will result in highly satisfied patients, physicians and staff, as well as a community that seeks out our organization.
- **Growth:** Growth will be achieved through expanded market share and excellent programs to meet community needs and access new patients.
- **Finance:** A strong growing financial position will ensure long-term viability to meet future growth and financial challenges.

Integration of the Strategic and Community Benefits Planning Processes

EHMC's strategic planning process is strongly influenced by the same factors that guide the community benefits planning process: the hospital's mission and guiding principles, and the health concern and broader societal needs expressed by our community. The hospital leadership team strives to keep the organization financially viable in order to successfully and completely realize the goals of the community benefits plan and other community initiatives.

EHMC has engaged members of the leadership team to become actively involved in local non-profit community organizations whose goal is to create a healthier community. The result has been a collaboration and partnership between local community groups who provide feedback and data from patients, community leaders, service area residents and other key stakeholders regarding the needs of our primary and secondary area.

The information is shared with the hospital's governing board. The board is intricately involved in the hospital's planning process, which represents the feedback of our community partners. The board is composed of local business and civic leaders, as well as physician leaders.

Community Overview

EHMC is located in Encino, California. Our community setting offers many opportunities to provide valuable health care services—both within the hospital and in the community at large—and to partner with community-based organizations in a wide variety of projects that benefit the individuals and families who live in our neighborhood.

Primary Service Area

EHMC's primary service area is West San Fernando region of the Los Angeles County. It includes zip codes 91436, 91316, 91356. This area includes cities of Encino, Tarzana and borders to Northridge, and Canoga Park. This is our primary service area. EHMC is located in the mid section of the West San Fernando Valley. The area has a populace of approximately 300,000. Caucasians are the largest group with 82%, followed by Hispanics 10%. Approximately 5% of the population is of Asian descent. African-Americans comprise about 3% of the population.

Secondary Service Area

EHMC's secondary service area includes zip codes 91303, 91304, 91324, 91325, 91335 cities of Northridge, Canoga Park, and Reseda.

Community Demographics for Adventist Medical Center's Primary Service Area

2011 Population Characteristics

- Primary Area population is 300,000 people. Since 2000, it has had a population growth of 5.12 percent.
- The median home cost in Encino is \$550,700. Home appreciation the last year has been 3.20 percent.
- Area's cost of living is 13.74% higher than the U.S. average.

Economic factors are among the most powerful determinants of an individual's health. These factors determine the types of employment opportunities available in a community and the wages a worker can earn. Employment and income, in turn, influence a person's ability to meet basic needs such as nutritious food and adequate housing. Income can also dictate the level of educational attainment achieved by an individual, which in turn affects employment opportunities.

Health Insurance Status

Approximately one in seven residents lack access to health insurance coverage. Most of these are recent immigrants to the area.

Lack of medical coverage creates barriers to accessing timely, affordable and appropriate care. Despite the fact that many uninsured people are working, they are not covered by employer-sponsored benefits, cannot afford to pay for benefits on their own and do not qualify for government insurance programs

- 57.2% of the working-age adults, who are uninsured, report that they are currently employed.
- Over 50% of employed, working-age adults who were uninsured had an income below 200% FPL.

Emergency Care

EHMC provides emergency medical care through its 24 hour 365 days open ER as a safety net. All community members could access this care at any time.

Population Characteristics

EHMC focuses on the senior and elderly populations with its geropsych and sub acute programs. There is a clear need for addressing this population group's needs in the service area as this group is a rapidly growing part of the demographics.

Seniors (ages 65-84):

Seniors account for 19.84% of the total population of the area.

Secondary service area also includes large senior populations such as Woodland Hills (14.80%) and Tarzana (13.69%).

The Elderly (ages 85+):

The elderly account for 4% of the total population in the primary service area.

Education in the primary service zone

- Approximately 88% of residents, 25 years and older, have completed high school
- 50.7% of people 25+ have obtained a Bachelor's Degree and 16% of residents have graduate/professional degrees.

Health Insurance

Given the high cost of health care, health insurance is vital for receiving medical care. People who have no health insurance or who are underinsured tend to go without needed medical care, which may lead to more expensive care in the long run. Overall, 14% of the residents lack health insurance. Hispanics and recently arrived Eastern European immigrants are least likely to have insurance, significantly outstripping all other groups. White non-Hispanics had the lowest rate of uninsurance, followed by African Americans and Asians.

Poverty

Approximately 5% of residents are below the poverty level.

The federal poverty threshold identifies an income level below which it is extremely difficult to afford basic needs, such as food, shelter, and transportation. Households earning between 101 and 200% of the poverty level are considered "near-poor." Many of them are "working poor," holding down jobs but still unable to make ends meet. Pursuing a healthy lifestyle and attending to medical needs can be very challenging at these income levels. About 10% of the area residents were poor or near-poor in 2011.

Unemployment can have a major impact on health. Joblessness or the fear of losing one's job creates high levels of stress and insecurity which can contribute to poor health. Unemployment can also limit people's ability to meet many basic needs such as food and health care due to income insecurity. Like the rest of the Los Angeles County, West San Fernando Valley is currently experiencing relatively high but declining rates of unemployment.

Community Benefits

EHMC is dedicated to improving the health of our community by effectively linking those in greatest need with health care providers and organizations who have the commitment and ability to serve. Community Benefits come in many packages: dedicated service, spiritual enrichment, educational forums, support groups, community emergency preparedness, community educational initiatives and screenings, sponsorship of community events, cash and in-kind donations and research, to name a few. EHMC is committed to serving public need in these important ways, whether it is assistance connecting with a community resource or providing needed discharge medications and transportation home for patients who lack these resources, we stand ready to serve.

The bottom line is not the top priority: People are. State and federal reimbursement programs do not cover all service needs of individuals with limited resources. Medicaid payment for services needed by the community continue to grow. Our ability to absorb losses associated with payment shortfalls allows needed services for our community to continue. This includes comprehensive emergency health, treatment of chronic health diseases, cancer prevention and treatment services, surgical interventions, and the list goes on.

Identified Need: Obesity and Risk of Heart Disease

Concern: 20% of adults in the area overweight or obese and at increased risk for a variety of chronic health conditions, including type 2 diabetes, hypertension, heart disease, and stroke. While the County meets the national objective for reducing obesity, it is important to continue the positive trend that began in mid 2000s. Overweight or obesity increases the risk of chronic diseases including diabetes, hypertension, high cholesterol, coronary heart disease, stroke, and certain types of cancer (e.g., breast and colon). Diabetes deaths are increasing and rate is approaching to the U.S.



rate. There are multiple health advantages to great nutrition and weight control. According to Healthy People 2020, most Americans need to change some aspect of their diet. Obesity is increasing in America at epidemic proportions.

Objectives:

- Provide tools and education to reverse heart disease
- Develop programs, policies, and community partnerships around healthy eating

Challenge	Service	Indicator of Progress
Heart disease and stroke education	Develop materials to increase awareness among community and physicians regarding EHMC's cardiovascular services	Distributed educational materials to the community to help reduce risks of stroke and heart disease Screenings and lectures to the public which helps them live heart healthy Sponsored Heart Walk and Awareness events attracting more than 1,000 community attendees
Stroke disease continues to escalate	Educate and screen patients about risks and prevention of stroke	Plans to provide free stroke alert screenings

Challenge	Service	Indicator of Progress
Less than half of residents report eating the recommended 5 servings of fruits and vegetables per day	Nutritional seminars and outreach to community Hospital based Registered Dietitian services	Provided vegetarian recipes at community events Provided healthy eating educational materials for patients and community.

Identified Need: Reduce Death and Disability from Chronic Disabling Conditions

Concern: Collaboration is essential to provide community services

Objectives:

- Work with community partners to provide outreach, awareness training, lifestyle education, wellness programs and screenings.
- Maintain and expand a seamless referral system of care for patients.
- Continue to improve patient self-management skills, consumerism and personal responsibility.

Challenge	Service	Indicator of Progress
Prevention and/or maintenance of chronic disabling conditions	EHMC provides or facilitates screenings for diabetes, cholesterol, blood pressure, glucose, glaucoma, oral cancer and skin cancer	EHMC partnered with multiple agencies to provide screenings

Identified Need: Mental Health Services for Elderly

Objective: Continue and expand outreach and communication regarding options for minimizing stress, anxiety and depression and improving mental health services.

Challenge	Service	Indicator of Progress
Lack of mental health awareness specifically geared towards senior/elderly population	Provide community support and education to help consumers and family members gain knowledge and skills for living successfully with mental illness	<p>Operated one of the few Geropsyh programs available in the entire San Fernando Valley with average 14 patients a day.</p> <p>Provided community lectures and resources to families of elderly for those suffering from depression, anxiety and other mental illnesses</p>
Whole person care – meeting spiritual and emotional needs of the community	Chaplaincy Services	Maintained chaplaincy services
Appropriate therapies	Help family bond with their loved ones suffering with mental illness	

Appendix 1: Community Benefits Plan Development

