



# Community Benefits Report 2012-13





COMMUNITY  
MEDICAL CENTERS

**COMMUNITY MEDICAL CENTERS  
COMMUNITY BENEFITS REPORT  
Fiscal Year 2012/2013**

**Overview**

Community Medical Centers (Community), the largest provider of healthcare services in the San Joaquin Valley, is pleased to submit the following report for our three acute-care hospitals – Clovis Community Medical Center, Community Regional Medical Center and Fresno Heart & Surgical Hospital – while also including information about ancillary clinical services.

This report follows guidelines in Senate Bill 697, which became law in 1994.

Community was established more than 100 years ago. It is a locally owned, not-for-profit, public-benefit corporation. Its chief executive officer is Tim A. Joslin. The chairman of Community's 15-member Board of Trustees is Florence Dunn.

Community had annual operating expenses (2012/13) of approximately \$1.2 billion. Net uncompensated community benefits for that fiscal year were nearly \$152 million, compared with more than \$139 million in fiscal year 2011/12.

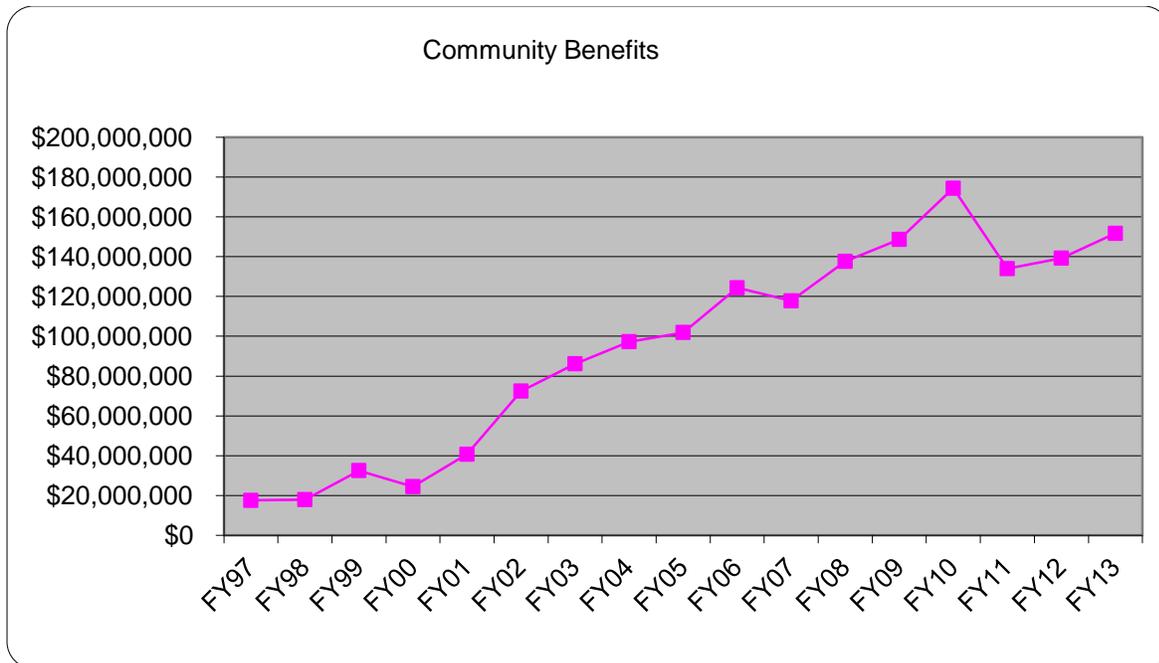
Community and other California hospitals serving large numbers of Medi-Cal patients have been reimbursed from a temporary "provider fee" that pulls in supplemental federal funds. For Community, the provider-fee reimbursement was \$68 million in fiscal year 2012/13 and \$64 million in fiscal year 2011/2012. That fee was not designed by lawmakers as a long-term source of reimbursement for hospitals and is expected to end in December 2016.

Community has historically spent more on uncompensated community benefits than all other Fresno-area hospitals combined. And, some years, nearly double the combined total of all other area hospitals.

Community is headquartered in Fresno, providing the San Joaquin Valley with acute care, outpatient centers, clinics, home care, community education, physician groups and a physician residency program in conjunction with the University of California, San Francisco (UCSF).

With more than 7,000 employees, more than 1,300 affiliated physicians and more than 900 volunteers, Community has a 15,000-square-mile primary service area. That includes Fresno, Madera, Kings, Tulare and Mariposa counties. The area is as large as Rhode Island, Connecticut and New Jersey combined. Community also operates the only combined burn and Level 1 trauma units between Los Angeles and Sacramento, providing critical care and other specialty services to patients from well outside the primary

service region. Those units are located at Community Regional Medical Center (Community Regional), which also operates one of the busiest hospital emergency departments in the nation.



In October 1996, Community entered a 30-year contract with Fresno County to assume responsibility for caring for the indigent, inmates and many of the county’s so-called working poor. Community also assumed management of the former county hospital, which Community renamed University Medical Center (UMC). Community pledged to build new burn and Level 1 trauma centers, replacing services at UMC.

A new trauma and critical care building on the 58-acre Community Regional campus began opening in stages in 2004. UMC’s inpatient acute-care services were successfully relocated to Community Regional in April 2007, and UMC ceased serving as an acute care hospital. In fiscal year 2008/09, Community relocated nearly all remaining inpatient services from the UMC campus on Cedar Avenue.

In March 2010, the Deran Koligian Ambulatory Care Center moved to a new 79,534-square-foot facility just north of Community Regional. The building features 104 exam rooms, an X-ray room and three lab drawing stations. The clinics include dental, eye, women and children services, internal medicine, family and adult practice, HIV/AIDS care and oral maxillofacial surgery. Some clinical services remain on the Cedar campus, most of which has been returned to Fresno County.

Community is governed by a volunteer Board of Trustees comprised of local civic leaders and physicians. The trustees provide vision and policy direction. This process includes an annual review of the prior fiscal year and a community-needs evaluation to prioritize operational issues and provide direction.

The corporate board is also actively involved in approving fiscal appropriations for community benefits programs, outreach services and education, as well as traditional charity care and unpaid costs of public programs for the medically underserved. Corporate board members, physicians and Community’s leadership team have helped identify and fund community benefits programs.

As part of the Affordable Care Act, Community partnered with the Hospital Council of Northern and Central California and a dozen other Valley hospitals to publish a community needs assessment in 2013. Additionally, each of our three hospitals developed implementation plans to address some of the key needs identified in the report. Both the report and the implementation plans were presented to and approved by our Board of Trustees in June 2013.

## **Mission**

Community's stated mission is:

*“To improve the health status of the community. To promote medical education.”*

## **Safety Net**

When Community contracted with Fresno County to provide for certain health care needs, Community committed to serve as the county's safety-net provider. When reviewing Community's economic commitment to charity care, it can be shown that Community continues to provide medical services for these individuals and families, regardless of payer source.

In February 2010 and again in December 2010, Fresno County expanded the eligibility ranges for those seeking to enroll in the Medically Indigent Services Program (MISP), partly in response to legal action. As a result, Community has experienced significant increases in the numbers of MISP patients coming for treatment and additional costs for providing care, without any additional recompense from the county.

Last fiscal year, Community provided care to 17,000 MISP, jail inmates and juvenile offenders. Community's estimated (unaudited) cost for providing this care last year was \$103.7 million, which included about \$4 million in care for jail inmates and juvenile offenders. The county's payment to Community was \$21.1 million. Thus, Community's estimated shortfall for caring for the county MISP, inmates and juvenile offenders was \$82.6 million last year.

Community received \$55,437,000 in disproportionate share hospital supplemental (DSH) funding, an increase of more than \$12 million over the prior year. Last fiscal year, Community also received the so-called “provider fee,” a short-term federal program providing supplemental reimbursement to hospitals like Community that service sizable numbers of needy patients. These funding sources make up for some, but not all, of Community's shortfall for care of needy patients.

Unpaid services provided by Community to the medically underserved and as a benefit to the community for FY 2012/13 ending Aug. 31, 2013, are as follows:

Traditional charity care at unpaid costs	\$ (6,665,000)
Net unpaid costs, programs for medically underserved	(204,106,000)
Disproportionate share funding	55,437,000
Prop. 99/tobacco tax funding	594,000
Provider Fee, net	67,775,000
<b>Total net benefits for the poor</b>	<b>(86,965,000)</b>
Net unpaid costs of medical education	(64,079,000)
Other community benefits	(668,000)
<b>Net community benefits</b>	<b>\$ (151,712,000)</b>

**Definitions:**

- ◆ **Traditional charity care** covers services provided to persons who meet certain criteria and cannot afford to pay. Costs of charity are the estimated costs of services provided to such patients.
- ◆ **Unpaid costs of public programs** for the medically underserved are the costs in excess of reimbursement for treating patients covered by the state's Medi-Cal and MISIP programs.
- ◆ **Education and community benefits** include the cost of training health professionals and educating the community through seminars and classes, net of government and other reimbursement for such activities.

**(Please see the submitted charity care policy)**

## **Community's Partnerships and Programs**

### **Medical Education**

Community maintains the region's largest medical staff made up of private and academic physicians. It is closely affiliated with Santé Community Physicians, Central California's largest independent physicians' organization. Physicians are involved in decision-making at every level, including as members of our governing Board of Trustees.

Community promotes medical education through its collaboration with the University of California at San Francisco medical education program in Fresno, and the Central California Faculty Medical Group (CCFMG).

There were a total of 321 active research studies conducted at Community campuses. Of those, 231 are being conducted by UCSF Fresno faculty, fellows and residents, utilizing Community patients and/or patient data.

Studies included: prostate cancer and pesticides; clinical outcomes of gallstone pancreatitis in Hispanics vs. Caucasians; thyroid cancer; the prevalence of diabetic retinopathy in pregnant women with gestational diabetes mellitus and pre-existing diabetes mellitus; phase two trial of methotrexate in myasthenia gravis; ethnic racial variations of intra-cerebral hemorrhage; chronic liver disease and cirrhosis; distinguishing pulmonary edema from chronic obstructive pulmonary disorder; characteristics and outcomes of gastrointestinal diseases among various ethnic groups in Central California; the state of helicopter emergency medical services within the National Park Service; preventative search and rescue of hikers in Sequoia Kings Canyon National Park; breast cancer among Central Valley Hispanics; identification of at-risk children; cryptococcal meningitis among Central Valley Hispanics; use of medical interpreters to meet the communications needs of families at the Children's Health Center; health literacy in the neonatal intensive care unit; non-obstetric emergencies during labor and delivery; diversity and recruitment in schools of pharmacy; medication management among Central Valley patients; chemo-radiation and pancreatic adenocarcinoma; stenting and angioplasty in patients at high risk for endarterectomy; Endeavor drug-eluting stenting; understanding care, anti-platelet agents and thrombotic events.

### **Residency Information**

UCSF Fresno currently has more than 250 residents studying in nine specialties and more than 40 fellows studying in 11 sub-specialties. There are approximately 200 third- and fourth-year medical students on a rotational basis.

UCSF Fresno has 13 fellowships: cardiology, gastroenterology, infectious diseases, minimally invasive surgery, psychosomatic medicine, pulmonary critical care, surgical critical care, wilderness medicine, hospice and palliative care, acute care surgery, ultrasound medicine, maternal child health and emergency medicine education.

UCSF Fresno has eight medical residency programs: emergency medicine, family practice, general surgery, internal medicine, obstetrics/gynecology, orthopedics, pediatrics and psychiatry, and one dental program, oral-maxillofacial surgery.

UCSF Fresno received a Health Resources and Services Administration (HRSA) grant in the amount of \$1.92 million to expand the pediatric residency by two residents per year for five years, beginning in 2011.

About 35% of graduating residents in 2013 indicated they planned to practice medicine in the Valley.

Volunteer community outreach by residents, interns and faculty included:

- Collaborating with Fresno’s Roosevelt High School students to prepare a dinner for families staying at Terry’s House.
- Creating a motorcycle safety video.
- Giving lectures to undergraduate minority students interested in health careers at the Health Careers Opportunity Program at California State University, Fresno, as well as to younger students at the Doctor’s Academy and Junior Doctor’s Academy.
- Providing free clothes and toys to needy families at Fresno’s Jefferson Elementary School.
- Providing free medical assistance to the homeless at Fresno’s Poverello House.
- Providing free medical assistance to the underserved with the Tzu Chi Fresno Medical Team.
- Providing mentoring for biomedical courses offered by the Center for Advanced Research and Technology in Clovis.
- Providing summer internships to junior and senior high school students interested in medical careers.

**Staff and Resident Awards**

Name	Award
Roger Mortimer UCSF Fresno Family Medicine and Community Medicine Faculty	UCSF Fresno Faculty Research Award
Tushar Acharya (Internal Medicine) and Fridolyn Sy (Cardiology)	Borba House Staff Awards
Mario Espindola Family Medicine	Leon S. Peters Foundation Resident Award
Ivance Pugoy Internal Medicine	Excellence in Physician Values Award
Raul Ayala and Christina Chavez-Johnson Family Medicine	UCSF Fresno Community Service Award
Chrystal Ives Tallman (Emergency Medicine), Brian Chinnock (Emergency Medicine) and Lindsay Demetral (Pediatrics)	CMC House Staff Awards
Joan Voris Pediatrician and UCSF Fresno associate dean	Fresno Madera Medical Society

	Outstanding Physician Lifetime Achievement Award
Mohammad Sheikh Gastroenterologist and UCSF faculty member	American College of Physicians Laureate Award
Cynthia Curry UCSF Fresno faculty member	Alumni Achievement Award from Mount Holyoke College
Jon Hirasuna UCSF Internal Medicine faculty member	Kaiser Award for Excellence in Teaching
Stacy Sawtelle and Lori Weichenthal (Emergency Medicine), and Loren Alving (Neurology)	Academy of Educators Excellence in Teaching Awards
Sue Span UCSF Emergency Medicine faculty	National Teaching Award from the American College of Emergency Physicians
Raul Ayala Family Medicine chief resident	California Academy of Family Physicians Resident of the Year Award
Mickey Sachdeva Internal Medicine	Steven N. Parks Leadership Award
Casey Herrforth Emergency Medicine	Melissa Dowd Community Service Award
Greg Hendey and Kenny Banh (Emergency Medicine), and Renee Kinman and Serena Yang (Pediatrics)	Haile T. Debas Academy of Medical Educators, UCSF
UCSF and the Deran Koligian Ambulatory Care Center	UCSF Quality Improvement Project

## **Culturally Appropriate Care**

Community serves a culturally and linguistically diverse community in which more than 100 languages are spoken. A patient’s ability to understand and to be understood is one of the most important patient rights.

Interpreter services are provided at Community facilities 24 hours a day, seven days a week. Community relies on certified in-house interpreters, interpreters from the Health Care Interpreter Network (HCIN), American Sign Language (ASL) services and the Language Line, which has 3,000 interpreters and 170 available languages.

Employees called “Language Ambassadors” volunteer to help patients and families with non-medical-related questions in their native language. Bilingual employees wear a special employee badge to indicate to patients and visitors which additional language they speak and can assist with interpreting. Languages spoken by these employees include Spanish, Hindi, Hmong, Punjabi, Farsi, Vietnamese and Filipino.

In 2009, Community Regional took another important step to enhance the quality of patient services by joining HCIN, a cooperative of California hospitals and healthcare providers that share trained healthcare interpreters through an automated video/telephonic call center system.

Videoconferencing devices and telephones throughout each hospital connect, often within a minute, to an interpreter on the HCIN system, either at Community Regional or one of the other participating network hospitals. Cordless interpreting phones are available and video units are available 24/7 for all languages.

Monthly rounding by interpreter services staff is done to ensure that staff members understand the policies and procedures related to requesting an interpreter. A Community Regional intranet site was developed which provides information about when an interpreter is required and how to access one. Community’s policies and procedures on interpreting were updated to improve readability and comprehension. Six new video units to provide HCIN interpreting services at the bedside were purchased to improve connection time and provide video unit access to all floors.

Community Regional has five full-time Spanish interpreters, four per-diem Spanish interpreters, one per-diem Hmong interpreter and one full-time Hindi/Punjabi interpreter.

Interpreting services also offer in-house translation services and translation of documents in Spanish and English. Community is not reimbursed for providing language-access services.

**Language Access**

<b>Fiscal Year</b>	<b>CRMC Interpreter Interactions</b>	<b>CRMC Interpreter Services Cost</b>
2009	17,570	\$838,480
2010	28,278	\$676,765
2011	44,263	\$460,599
2012	48,879	\$427,875
2013	55,291	\$393,370

**Community Connections**

Community continues to seek creative solutions and partnerships that offer health benefits for the Valley’s unique and growing needs. Community has increasingly focused on patients who lack access to primary care physicians and, as a result, repeatedly use the emergency department for their care.

In September 2009, Community Regional established the Community Connections program. In 2012 Community Connections received a Humana Foundation grant which provided additional staffing. A dedicated nurse practitioner, a social worker with a master’s degree and an outreach specialist were hired to create a Diabetes Medical Home, operating out of the Deran Koligian Ambulatory Care Center.

The clinic opened in March 2012 providing a comprehensive, team-based, multidisciplinary approach for patients with diabetes and psychosocial concerns. The program offers:

- Comprehensive assessment and case management for high-risk patients
- Depression/anxiety screenings

- Patient navigation
- Health promotion and disease self-management education
- Diabetes support groups
- Home visits for patient monitoring and support
- Linkages to community and social services
- Clinical interventions

The clinic served as a model for medical homes for congestive heart failure and chronic lung disease which opened in 2012 and 2013, respectively. Community's electronic health records assist the social workers in tracking patients' progress through the entire care continuum. Social workers and outreach specialists go into the community to track the health needs of homeless patients, focusing on meeting primary care needs and avoiding medically unnecessary emergency department visits.

Other accomplishments:

- Rural Spanish support group meeting in Parlier implemented 2013 in collaboration with the Holistic Cultural and Educational Wellness Center.
- Implemented a Spanish-language chronic disease support group at the ambulatory care center in 2013
- Implemented an English-language chronic disease support group at the ambulatory care center in 2012.
- Implemented a smoking cessation program in 2013.
- Collaborating with Fresno housing authorities on the 100, 000 homes campaign with the goal of housing the most vulnerable homeless population.
- Advisory Board video featuring Community Connections titled, "How to protect your ED from frequent users" (2013). (<http://www.advisory.com/Research/Physician-Executive-Council/Multimedia/Video/2013/Reduce-Overutilization>)
- Continued to be a field training site for master's of social work interns from California State University, Fresno, and bachelor's of social work interns from Fresno Pacific University.

## **Medical Respite Center**

Community, in partnership with other providers, opened the Fresno Medical Respite Center in July 2011. The center currently provides eight beds for men at the Fresno Rescue Mission in downtown Fresno.

"This provides a bridge of care for those who no longer need acute medical attention as hospital inpatients," said Stephen R. Walter, Community's corporate chief financial officer.

The center model has been successfully implemented elsewhere in California. Its goals include providing intermediate care in a more homelike atmosphere. The Hospital Council of Northern and Central California facilitated the creation of the respite center.

This program is expected to save money and also free up hospital beds. Homeless people tend to stay in hospitals 4.5 days longer than patients who have other options for recuperative care.

In addition to Community, which has provided funding and other support, partners include: Clinica Sierra Vista, which evaluates clients before admission and provides follow-up; the Hospital Council; the Marjaree Mason Center; St. Agnes Medical Center; and Kaiser Permanente, which provided an initial

planning grant for the program. The program also works collaboratively with Fresno Mayor Ashley Swarengin's Fresno First Steps Home project.

Patient care is coordinated through Clinica Sierra Vista, which also helps identify housing options through the Fresno-Madera Continuum of Care.

Community's inpatient Case Management Department works closely with the Medical Respite/Clinica staff to identify potential candidates for the program, and with Clinica to determine admission eligibility.

## **Chaplaincy**

Last fiscal year, Chaplaincy Services provided Community's patients, free of charge:

- 780 English-language Bibles, 446 pocket-size New Testaments (some in English and some in Spanish), 370 Spanish-language Bibles and 35 Spanish-English New Testaments. All were donated by the Gideons International, Inc.
- About 1,400 rosaries to patients, donated by the Rosary Makers of St. Mary's Catholic Church in Visalia.
- 200 copies of Guideposts magazine.
- 500 copies of Our Daily Bread.
- 600 copies of a Catholic daily devotional booklet called Our Daily Living in English and 600 copies of the same booklet in Spanish.
- 200 copies of other literature called *El Poder de la Confianza* (The Power of Confidence).
- 12 copies of the Koran.
- 10 copies of the Book of Mormon.
- Three copies of the New World Translation of the Bible.

Additionally:

- Chaplains have officiated free of charge at funerals of two Community Regional patients.
- A chaplain made a presentation to students at the school of religion at Fresno Pacific University on the role and ministry of a hospital chaplain. As a result, several students inquired about doing an internship at Community Regional. One of them started in August 2013.
- A chaplain served on the Community Regional Green Team and contributed to the maintenance of the hospital Community Garden and other environmental improvement efforts at the hospital.
- Chaplain Services has called upon community religious leaders to provide religious rituals and ceremonies requested by patients of their faith tradition. These have included Catholic priests, a Jewish rabbi, a Muslim imam, Buddhist priests and a Hmong shaman.
- In collaboration with Kamal Abu-Shamsieh, a memorandum of understanding was created between Community Regional and Muslim Spiritual Care Services for mutual support and collaboration. Spiritual care to Muslim patients is provided by a Muslim volunteer chaplain.
- Community Regional pharmacist Ngoc Hong Le serves as a Buddhist volunteer, providing spiritual support to Buddhist patients.

Community continues to participate in the Clinical Pastoral Education Program of Central California, a multicultural organization of local religious leaders that has developed a hospital chaplaincy training program for the Valley to "grow its own" chaplains. Community has provided funding for the program for several years. Community Chaplain Grimaldo Enriquez serves as the hospital's representative on the program's board of directors.

Two Community Regional interns from the program have been hired as full-time chaplains. Rob Spencer is the new full-time chaplain at Clovis Community, and David Di Palma has been hired as full-time chaplain by Community Regional's burn center and palliative care program.

Enriquez and part-time chaplain Lynn Baker oversee spiritual care for all Community Regional patients, along with three per-diem chaplains who are on call at night and on weekends.

## **Asthma Education/Chronic Lung Disease Program**

Community's Asthma Education and Management Program continues to assist those with chronic lung disease as well as their families. The goal is to reduce unnecessary emergency department visits and hospital admissions, in addition to improving the quality of life for the patients and their families.

Community operates an Early Childhood Asthma Program (ECAP) that is administered through First Five of Fresno County. This program improves early detection of asthma symptoms in children five years of age and younger. The program provides education, specialized testing and environmental assessments. It was expanded last fiscal year to provide asthma-allergy friendly supplies to reduce harmful triggers in the home.

Asthma educators at Community Regional assist medical residents in learning the National Institutes of Health guidelines for care of asthmatics. The educators also hold "Train the Trainer in Asthma Education" for respiratory care practitioners pursuing advanced credentialing.

The Asthma Education and Management Program continues to collaborate with the Central Valley Chronic Disease Partnership, the Central California Asthma Collaborative and the Fresno Madera Asthma Coalition, whose members include the American Lung Association of California, UCSF – Fresno, the Fresno County Department of Public Health, the San Joaquin Valley Air Pollution Control District, Fresno and Clovis Unified School districts, Anthem Blue Cross, HealthNet and private business owners.

## **Pulmonary Rehabilitation**

The Pulmonary Rehabilitation program continues to serve those with moderate to severe chronic pulmonary disease. Last fiscal year, the program was recertified by the Joint Commission with a certificate of distinction based on review of compliance with national standards, clinical guidelines and outcomes of care.

The program provides patients with education about managing their pulmonary disease along with physical training and exercise to improve their functional impairment and maximize their quality of life. Education is provided, free of charge, by respiratory care practitioners, a social worker and a dietitian. Upon completion of the initial program, all patients are eligible to participate in the exercise wellness program, regardless of ability to pay. Last year, both programs had a total of 1,727 patient visits.

The program continues to hold monthly support group meetings, which provide on-going patient education, follow-up and support for patients, their families and caregivers. Attendance averages 25 to 30 people. Meetings held this year:

### **Huffers and Puffers 2012-2013 Luncheon/Support Group Calendar**

<b>Date</b>	<b>Speaker</b>	<b>Topic</b>
Sept. 19, 2012	Patricia Oren, RN Jenny Rohan, FNP	What is Palliative Care?
Oct. 17, 2012	Dori Louie-Kai, RD	Managing Your Diabetes
Nov. 14, 2012	Karl Van Gundy, MD	Bronchial Thermoplasty
Dec. 19, 2012	Entertainment “Three to Serve”	Christmas Party
Jan. 9, 2013	Michael Peterson, MD	Lung Nodule Program
Feb. 13, 2013	Pamela Manseau, RN	How the Heart Functions
March 15, 2013	Patti Burton, RRT	Asthma, Allergies, & Air Quality
April 17, 2013	Bill Young	LifeLine
May 15, 2013	Wendi Olivares, RRT	Understanding Pulmonary Function Testing

A monthly newsletter is mailed to more than 300 people, recapping presentations at the support group meeting and providing educational material.

Additionally, Community Regional and UCSF operate the Valley’s only pulmonary hypertension program. A support group meets every other month, providing education and support for patients and their families. Attendance is typically 30 to 55 people. The group conducted a “PH Awareness” walk in November 2012, which drew 77 participants and raised \$2,600.

### **Diabetes**

The Community Diabetes Care Center (CDCC) serves clients from Fresno and five nearby counties at two locations: the Sierra Community Health Center and the Cedar campus.

The CDCC cares for a high percentage of patients who would not be able to receive diabetes education in the community. Our payer mix includes 15% MISP, 31% Medi-Cal, 27% Medi-Cal managed care and 8% Medicare. The center is the only American Diabetes Association (ADA) recognized education program in Fresno County.

The CDCC operates the Valley's only high-risk diabetes in pregnancy program in the valley and is the only Sweet Success Affiliate in Fresno County with registered nurses, registered dieticians and certified diabetes educators. Many of the center's clients are pregnant women who have restricted Medi-Cal with limited visits. The staff educates women and their families on healthy eating habits for life and controlling diabetes during pregnancy.

The staff includes six certified diabetes educators, three medical office assistants and one medical assistant. The center also works with the Diabetes Medical Home, which is part of the care coordination program at Community's Deran Koligian Ambulatory Care Center.

The center:

- Participates in the training for the California Diabetes and Pregnancy Program Sweet Success program on a monthly basis.
- Participated in Community Health and Wellness Fair in October 2012.
- Provided education to four public health nurses with Fresno County.
- Trained and mentored two Women, Infants and Children's program dietetic interns.
- Provided in-service training to pulmonary rehab patients and staff.
- Delivered a diabetes presentation at the 2012 Annual Central Valley Indian Health Diabetes Conference.
- Participated in resident teaching.
- Presented the Diabetes Mellitus Standards of Care to UCSF Fresno Medical Education students, family health and internal medicine interns, residents and faculty.
- Participated in D&H Distributing Fair, making a presentation and distributing flyers.
- Provided education to Care Coordination staff, including five registered nurses and three licensed vocational nurses.
- Provided information on diabetes, nutrition education and use of glucose meters at a Table Mountain Rancheria health fair booth.

## **Dialysis**

Volunteers from the Clovis Community Dialysis Center, Fresno Outpatient Dialysis Center and other organizations helped coordinate the seventh annual Kidney Early Evaluation Program (KEEP) in Fresno on May 11, 2013, in cooperation with the National Kidney Foundation (NKF) serving northern California, northern Nevada, Oregon, Washington and Alaska,

It is designed to raise awareness about kidney disease among high-risk individuals and provide free testing and education so that kidney disease and its complications can be prevented or delayed.

Details:

- 64 people attended the screening (six did not meet inclusion criteria).
- Of the 58 who met the criteria and completed the screening, none had Stage 5 chronic kidney disease (CKD), one had Stage 4 CKD, six Stage 3 CKD, two Stage 2 CKD, five Stage 1 CKD and 43 no CKD.
- Of those who were screened: five learned they may have hypertension, 11 learned they may have kidney disease, 13 learned they may have high cholesterol.

Forty-four volunteers operated the screening. Seven volunteers were Community employees: one master of social work, two registered dietitians, and four registered nurses. Volunteers also included nephrology specialists, Carol Ross (nurse practitioner), and Adela Ayala (nurse practitioner) who work at Fresno Nephrology Medical Group. Ross sees patients at Clovis Community Dialysis Center and Fresno Outpatient Dialysis Center. One of Community's registered dietitians coordinated the event with the NKF division program director.

## **Stroke**

Outreach is focused on prevention and rapid recognition of stroke. In the United States, a stroke occurs every 47 seconds; it is the 4<sup>th</sup> leading cause of death and the No. 1 cause of adult disability. Yet most people cannot identify the signs and symptoms of stroke.

Community awareness is promoted with the national stroke acronym of FAST, to help people to remember that "Time is Brain" and that stroke is a medical emergency. FAST stands for:

- F=Face -- Ask the person to smile. If one side of the face appears crooked or drooping, the person may be having a stroke.
- A=Arms -- Ask the person to lift both arms -- if he has difficulty with one arm, this might be a sign that a stroke is occurring.
- S=Speech -- Ask the person to speak. If words are slurred or they are unable to speak, they might be having a stroke.
- T=T is for time -- If any of the above symptoms are present, call 911 immediately to ensure a person reaches the hospital FAST.

Fresno outreach included:

- **American Heart Association Heart Walk in September 2012**, an annual event that seeks to raise funds for research and education. Stroke is one of the top five leading causes of death in the United States, and community awareness is key to the prevention and quick recognition and treatment of strokes. Attendees who participated in the Heart/Stroke Walk in Clovis received FAST magnets and stroke prevention information. Representatives from Community Regional neurosciences department replied to questions regarding stroke prevention and treatment.
- **The Big Fresno Fair in October 2012**, "seniors' day" at the Fair allowed Community Regional staff to provide blood pressure checks and distribute information on stroke prevention and treatment education. Visitors received FAST reusable bags and Community Regional stroke magnets.
- **Fresno Grizzlies Booth Night in June 2013**, Community Regional's neurosciences department staffed a booth, replying to questions on stroke and stroke prevention. More than 500 hand-fans with FAST information and flyers also were provided.

## **Special Services**

Activities and outreach of the Community Special Services program included:

- Serving as Co-chair and member of Community Action Council. The council was created to provide effective and community-centered services to those in Fresno County at-risk, infected and /or directly affected by HIV/AIDS through coordinated service delivery.

- Serving as partner/liaison with Fresno County Housing Authorities Shelter Plus Care Program, funded by the Stewart B. McKinney Homeless Assistance Act. The program provides tenant-based rental assistance to disabled, homeless individuals/families based on serious mental disorder, chronic alcohol and drug problems and/or AIDS or related diseases.
- Participating as member of the California Planning Group which works with the U.S. Centers for Disease Control and Prevention (CDC), the California Department of Public Health and the Office of AIDS to develop a comprehensive HIV/AIDS surveillance, prevention and care plan for California.
- Participating for the fourth year as a site for California Medical Monitoring Project, conducted by the CDC to collect information on needs/services involving HIV patients.
- Participating in the planning of the World AIDS Day event.
- Collaborating with other area hospitals to link patients to care.
- Completed HIV, STD Education in local middle/high schools and college classes.
- Participating in 2013 Pride Parade.
- Working with Clinica Sierra Vista regarding volunteer testing and counseling for high risk teens and adults.

## **Trauma**

Trauma program staff members are actively involved with trauma system planning on local, regional and statewide levels. For example, Community Regional's trauma staff:

1. Injury Prevention Activities
  - a. Safety Video: With the assistance of marketing and communications, the staff put together the following safety videos:
    - i. Ladder safety
    - ii. Motorcycle safety
    - iii. Distracted driving safety
    - iv. Pedestrian safety
  - b. Safe Kids
    - i. KSEE 24 "Central Valley Today" talk show, monthly child-safety segment on snow-play safety, broadcast Jan. 2, 2013
    - ii. KSEE 24 "Central Valley Today" segment on air-powered guns, broadcast on Feb. 20, 2013
    - iii. KMPH 26 "Great Day" segment on helmet safety, broadcast on May 17, 2013
    - iv. Two child safety seat check-ups
    - v. Seven "RadKids" events on personal safety
2. Education
  - a. Concussion Symposium
    - i. In conjunction with physical therapy and speech therapy, staff held a community concussion symposium to discuss the effects of concussions and how to address them. About 200 attended including coaches, trainers and physicians.
  - b. Annual Trauma Symposium
    - i. A one-day education seminar on trauma-related topics was held in May 2013. About 240 people attended including physicians, nurses, paramedics, fire fighters and emergency medical services staff.
  - c. Advanced Trauma Care for Nurses
    - i. Two "Advanced Trauma Care for Nurses" courses were held, which included classroom and hands-on skills training.

- d. Staff hosted Leadership Fresno healthcare day, which included a tour of Community Regional and a presentation defining the meaning of a Level 1 trauma center.
  - e. Staff hosted “Pediatric Care After Resuscitation,” a two-day course on the care of pediatric trauma patients. Twenty-five nurses attended.
  - f. Trauma Core
    - i. A two-day course provided the basic assessment, standards of care, medical/surgical therapies and family support for patients with traumatic injuries. It included classroom and hands-on skills training.
    - ii. The course was offered three times with about 30 nurses attending each session.
3. Research
- a. The trauma program worked with the trauma surgeons on 10 clinical research projects last year to determine best care practices. Many were either published in national journals or presented at national conferences.
4. Community Regional was successfully recertified as a Level 1 trauma center by the American College of Surgeons Committee on Trauma.

## **Sexual Assault Forensics**

Community Regional’s Emergency Department operates the Sexual Assault Forensic Examiners (SAFE) program, whose services include collection, preservation and security of evidence that is obtained from adult and pediatric victims and suspects. Program services also include immediate counseling services in conjunction with Resource Counseling Services, courtroom testimony, and on-site post-coital contraception and antibiotics for the prevention of sexually transmitted diseases.

Community Regional’s SAFE program works with the Children’s Health Center located on the hospital’s campus to provide comprehensive follow-up evaluations for children who are victims of sexual abuse. We are active participant in the Sexual Assault Response Team (SART) monthly general meetings. The program also provides education to law enforcement, local colleges, patient advocates, UCSF residents, medical staff, nurses and social services.

The program sees about 15 to 20 patients per month. Thirteen California-certified SAFE nurses provide 24/7 coverage, along with Medical Director, Dr. James Andrews, for victims of sexual assault who come to Community Regional, Clovis Community and the Veterans Administration hospital.

## **Table Mountain Rancheria Trauma Center and Leon S. Peters Burn Center**

The contract with Fresno County requires Community to maintain burn and Level 1 trauma services and an acute care facility in downtown Fresno. Community Regional operates the Table Mountain Rancheria Trauma Center and Leon S. Peters Burn Center, the only combined burn and Level 1 trauma center between Los Angeles and Sacramento.

With a service area of 15,000 square miles, the burn center covers the largest service area of all burn centers in California. It provides a total spectrum of care for both children and adults who have suffered severe burns, including acute wound care, hyperbaric oxygen therapy, rehabilitation, outpatient services, plastic and reconstructive surgery and comprehensive social services, including survivor support.

Last year, 2,763 people were admitted to Community Regional for treatment of traumatic injuries, and 641 people were treated for burn injuries.

## **Mothers' Resource Center**

The Mothers' Resource Center continues to offer breastfeeding education and support to new parents. The center operates as a one-of-a-kind service and receives referrals from many outlying areas.

The lactation team encourages exclusive breastfeeding by initiating breastfeeding as soon as possible following birth. Studies show skin-to-skin contact increases rates of bonding and adequate milk supply.

Center specialists are available for in-patients on our Mother-Baby Unit seven days a week, 9 a.m. -3 p.m., with an evening shift, Monday through Friday, 8-11 p.m.

Many positive changes are occurring with a new focus on the Baby Friendly Hospital Initiative. Community Regional has registered with Baby Friendly USA, an agency overseen by UNICEF/WHO that developed guidelines and criteria to enable hospitals to provide evidence-based maternity care, with an emphasis on optimal infant feeding. Community Regional has completed the first of the four phases and is continuing to work toward complete certification.

New education and teaching has begun on the ante-partum, high-risk unit. As patients in this unit await childbirth, they are taught the importance of breast milk and early breast pumping. The center also works with the Non-stress Testing Department to provide pre-natal breastfeeding education for outpatients.

The Mother's Resource Center also receives calls for assistance from patients following discharge. These calls for additional breastfeeding help are answered within the day they are received, and outpatient appointments are scheduled within 24 hours if needed. During breastfeeding consultations, a specialized plan of care is established and follow-up visits as needed. The Edinburgh Postnatal Depression Scale screening tool also is offered during the consultation.

Among other activities:

- The center provides three educational classes: "Breastfeeding ABC's," "Breastfeeding and Going Back to Work" and "Breastfeeding in Special Circumstances."
- The 3M Club (Mommies Making Milk) is a club that meets weekly to encourage and support our mothers with babies in the neonatal intensive care unit.
- The Mama's Café Club meets weekly and offers general support for breastfeeding mothers.
- The center has a breast-pump rental station and a store with breastfeeding products for purchase.
- The center works with the Center for Breastfeeding Medicine, which offers best medical practices using physicians who specialize in diagnosing, treating and managing complicated breastfeeding problems and takes referrals from throughout the state.
- Last fiscal year the center became a milk depot for the Mother's Milk Bank. Mothers go through a brief screening and once approved become milk donors, providing preemies at Community Regional with life-saving nutrition. Many of our tiniest patients are receiving either mother's own milk or banked donor milk, thanks to our lactation program and neonatal intensive care unit staff.

<b>WOMEN AND CHILDREN'S SERVICES</b>	<b>DESCRIPTION OF BENEFIT/ACTIVITY</b>	<b>NEED ADDRESSED &amp; BENEFITTED GROUP</b>	<b>GOAL ACCOMPLISHED</b>	<b>COMMUNITY PARTNERS</b>
<i>* 3M CLUB</i>	Breastfeeding	Breastfeeding support	Increased kangaroo care.	Medela, Inc.
(Mommies Making Milk)	education/support mothers of NICU babies	Group for mothers of NICU babies. Approximately 224 mother/baby dyads	Increased milk supply. Increased successful latch before discharge	WIC Mother's Milk Bank
<i>*MAMA'S CAFÉ CLUB</i>	Breastfeeding support group	Breastfeeding support group for any breastfeeding mom	Increased longevity of breastfeeding. Increased use of mother's own milk/donor milk	
<i>*BREASTFEEDING ABC'S</i>	Breastfeeding class	Class for first-time parents or those who have never breastfed before.	Understanding of milk supply & basic breastfeeding education	Fansler Foundation
<i>*BREASTFEEDING AND GOING BACK TO WORK</i>	Interactive breastfeeding class	Class for moms going back to work	Less stress associated with returning to work	Fansler Foundation
<i>*BREASTFEEDING IN SPECIAL CIRCUMSTANCES</i>	Individualized breastfeeding class	Class for parents with special needs or concerns.	Support during stressful situations	Fansler Foundation
<b>INPATIENT LACTATION EDUCATION</b>	<p>Bedside breastfeeding education &amp; hands-on assistance on the Mother/Baby Unit</p> <p>Bedside breastfeeding education specific to high risk pregnant mothers.</p>	<p>Low breastfeeding rates; breastfeeding moms and babies CRMC- 11,663 inpatient consultations</p> <p>Antepartum High Risk (APHR)</p>	<p>Increased breastfeeding rates.</p> <p>Increased skin-to-skin contact.</p> <p>Increased patient satisfaction.</p> <p>Increased number of NICU babies receiving mothers' own milk</p>	<p>Babies First</p> <p>First Five</p> <p>Medela Inc.</p> <p>WIC</p> <p>Fansler Foundation</p>

Additional women's and children's services activities included:

- Fresno Community Health Collaborative in February 2013, providing \$300 support to community wellness pregnancy workshop.
- March of Dimes in March 2003, providing \$8,000 support as sponsorship for March for Babies.
- March of Dimes in June 2013, providing \$12,000 support as sponsorship for Chef Signature Auction.
- Outreach, physician continuing education in July 2013, providing nearly \$3,000 in Dinner at Five activity.
- Shaken Baby (Child Abuse Prevention) Fresno Council on Child Abuse Prevention in August 2013, providing \$10,800 in printing brochures and other support material in English and Spanish.

## **Cardiac Response Project**

The Community Cardiac Response Project (CCRP) began in February 1998. The program's goals have been to build awareness of cardiac disease and place Automated External Defibrillators (AEDs) in churches, schools, businesses, homes and event centers throughout the Central Valley.

CCRP has now placed more than 700 AEDs. These devices have helped save five lives over the past 15 years. The program also has accomplished a major milestone by placing at least one AED in every Fresno Unified School District school, making it a "Heart Safe District." CCRP now has approximately 700 AEDs placed throughout the valley from Sacramento to Bakersfield. The program continues to be a resource for AED supplies as well as providing continuing education for business employees in the use of the AED and cardiopulmonary resuscitation.

## **Organ Donation**

Community Regional is one of the top performing hospitals in the country in providing for organ donation. Community has participated in the organ donor program for more than two decades.

Nationwide, more than 120,000 people are awaiting organ transplants, including 1,500 in the Central Valley.

In 2012, the California Transplant Donor Network consulted with Community Regional regarding 269 patients, of whom 33 were found to be eligible donors. And 85% of those patients provided donations, which is above the national goal of 75%. On average, four of a possible seven life-saving organs were provided by each donor. That number also exceeded benchmarks set by the U.S. Health Resources and Services Administration.

Since 2009, more than 500 organs have been transplanted from Community Regional donors.

"Community consistently has a higher 'organs transplanted per donor' rate than other facilities of similar size," said Jaclyn Manzanedo, donation services liaison to Community Regional for the California Transplant Donor Network. "It also has the most tissue donors from any hospital we work with."

Community Regional has one of California's largest and busiest emergency departments and is home to the region's only comprehensive burn and Level 1 trauma centers.

“You can’t have a donor program unless your staff really cares for the donor families. Whether it’s social services, the chaplaincy or medical staff, all the family’s needs are met throughout the process,” said Manzanedo, whose network includes 175 hospitals and 41 counties in California and Nevada. “Excellent family care is hard-wired into Community Regional’s culture.”

## **Palliative Care**

Community began its palliative care program at Clovis Community in February 2008, at Community Regional in May 2009 and Fresno Heart in August 2011.

Several large studies have shown that palliative care provided along with usual care improves quality of life as well as prolongs the life of cancer patients. New models of outpatient palliative care are showing reductions in 30-day readmissions in cancer and heart failure patients.

The staff for the Community Regional palliative care team includes UCSF physicians and fellows, a nurse practitioner, a manager, two nurses, a social worker and a chaplain.

There are two different models of care, consultative and integrative. Community Regional provides both models. Clovis Community and Fresno Heart use the consultative method, appropriate to the size and needs of their patient populations.

The consultative service uses a multi-disciplinary approach once the treating physician requests palliative care for their patient. The team evaluates each patient and assists the primary physician with a wide range of interventions from completion of an advance directive, pain and symptom management, goals of care discussions and assisting patients and families who need end-of-life care.

The integrative model is used in the Community Regional medical intensive care unit (ICU). A designated palliative care nurse goes on rounds with the ICU physician teams to ensure all families have a multi-disciplinary meeting by the fifth day of their ICU stay. As appropriate, when these patients leave ICU, a consult will provide continuity and continued palliative care outside of the ICU.

Community Regional’s palliative care consult service has grown from 209 consults in 2009 to 985 consults last fiscal year.

The ICU integration project was part of a performance improvement initiative for the VHA, a nationwide hospital consortium. Community Regional’s success was blueprinted by the VHA as an innovative and successful approach to improving family communication in the ICU. Currently, more than 80% of our medical ICU patients have a family meeting on or before the fifth day of their stay.

The department is also active in educating Community Regional staff. It holds an annual nursing education conference to train nurses on end-of-life care, and have trained more than 100 Community nurses. It also provides ongoing education to UCSF residents on patient/family communication and safe and ethical end-of-life care. In addition, the department has a fellowship through UCSF, training physicians for their board certification in hospice and palliative medicine.

## **Workforce and Education**

Among other activities:

- Serving a linguistically and ethnically diverse region, Community is committed to hiring and retaining a talented and diverse workforce, as well as providing staff opportunities for professional development. Our workforce of about 7,400 includes 29% who identify themselves as Hispanic, 21% Asian-American and 5% African-American. Last year, we hired more than 1,400 employees.
- We offered educational reimbursement of up to \$2,500 per year for books and tuition for full-time and part-time employees, spending a total of \$430,000 last fiscal year.
- We provided discounted tuition for healthcare-related degree programs at the University of Phoenix.
- We launched a new program providing full reimbursement of the costs of initial professional certifications.
- We offered more than 400 interactive, low-cost online classes to help support maintenance of employees' professional certifications.
- 120 leaders attended professional development workshops.
- Community is a member of the Partnership for Health Professions Education of the UCSF Fresno Latino Center for Medical Education and Research, which advances development of health professionals at the junior high, high school and college levels.
- Community provided clinical experience for 2,508 student nurses.
- Community's post-graduate year one pharmacy residency program continues to help address the shortage of pharmacists in the Central Valley. In addition, the program continues to further enhance the academic teaching model to promote evidence-based pharmacotherapy to our patients.
  - A total of 26 residents have successfully completed the residency program, and Community has employed 14 of the 26 for a residency employment rate of 54%. In addition, we are further enhancing the academic teaching model to promote evidence based pharmacotherapy to our patients.
  - We have received continued accreditation until 2016 by the American Society of Health System Pharmacists (ASHP), the national accrediting organization for pharmacy residency programs.
  - Community Regional's pharmacy residency program allows residents to learn and expand their clinical knowledge base by working with the most experienced people in a multi-disciplinary health care system. Our pharmacists also serve as preceptors to help develop the residents' skills and knowledge base, mentor them with various projects that benefit patient care, and give positive exposure for Community's reputation nationally. This is accomplished by showcasing Community Regional at pharmacy residency events, research poster sessions, and presentations.
  - Our program encourages residents to participate in research projects that directly impact patient care, providing cost savings to Community, or work on performance improvements within pharmacy services. Each resident is required to present these findings at a national conference poster presentation each December, as a final summation of the project at a regional conference towards the end of the residency year, and as a "plan, do, study, act" project for pharmacy services. The current research project titles are: "Efficacy of extended infusion cefepime and meropenem in trauma and burn intensive care unit patients at a level one trauma and burn center," "To evaluate the safety and efficacy of intramuscular (IM) olanzapine alone or in combination with benzodiazepines for the management of acute agitation in the emergency department

- (ED)” and “Patient specific parameters which compel the use of voriconazole in the treatment of coccidioidomycosis over traditional antifungal therapy.”
- To help with patient satisfaction, we continue the initiative called the “Med Check” Program. Pharmacy residents provide education to hospitalized patients about side effects on selected medications in the hospital. This initiative is beneficial to both pharmacy residents and patients as pharmacy residents gain experience in counseling patients, and patients have a better understanding of the side effects of the medications they are taking in the hospital. Over the past fiscal year, we have completed more than 840 “Med Checks” with patients.
  - We also give back to the profession of pharmacy by having our residents and clinical pharmacists precept and mentor students from various colleges with which we have affiliations. These include University of California, San Francisco (UCSF) and Thomas J. Long, University of Pacific.
  - We also provide an opportunity for the residents to give lectures in conjunction with the UCSF School of Pharmacy, which provides continuing education credits for pharmacists. The topics presented in February and March 2013 included: “Venous Thromboembolism Prophylaxis in Obese Adult Hospitalized Patients: How much is too much?”; “Managing Hemophilia: A Pharmacist’s Perspective”; and “Management of Cystic Fibrosis.” This is open to all healthcare professionals. Pharmacy residents are also part of the multi-disciplinary model at Community Regional, by rounding with the physician teams for patient care and providing drug information.

Awards and honors received during the last year by our clinical pharmacists/preceptors: We are proud to announce that two of our pharmacists were selected for teaching awards by the UCSF Fresno Pharmacy Education Program by the class of 2013.

**Apple for Excellence in Teaching Awards**

- Marisa Mendez, PharmD, BCPS, of Community Regional Medical Center

**Longs Foundation Award for Excellence in Teaching**

- Jennifer Trytten, PharmD, BCPS, Community Medical Center

The Apple for Excellence in Teaching Award is a school-sponsored teaching award and represents excellence in precepting for Advanced Pharmacy Practice Experience. The Longs Award is the highest teaching award given by the UCSF School of Pharmacy. For the fourth-year class, one preceptor per site is selected for this award annually.

Community Regional and UCSF Medication Management Services (UCSF-MMS) have collaborated to add a pharmacist to the multidisciplinary team that supports Better Outcomes for Older Adults through Safe Transitions (BOOST), as a pilot project for a Transition of Care (TOC) pharmacist. BOOST focuses on providing transition of care services for patients upon discharge from the hospital.

This pharmacist pilot project will focus on decreasing 30-day readmissions for the Telemetry Unit at Community Regional by having pharmacists lead interventions that include: medication reconciliation, therapeutic interchange, addressing medication-related problems, discharge counseling, medication access facilitation and telephone follow-up. In addition, a pharmacy technician facilitates the scheduling of outpatient appointments and approving of prior authorizations while the patient is transitioning from hospital to outpatient care.

The service screens an average of 60 hospitalized patients daily, identifying those at high-risk for medication-related hospital readmission. In a recent analysis of the impact of the service from October 2012-March 2013, readmission rates were: Medicare - usual care 19.91% vs. pharmacist intervention

13.1%; MISP (Medically Indigent Services Program) - usual care 15.03% vs. pharmacist intervention 14%.

Community Regional also implemented the Patient Centered Integrated Practice (PCIP) Pharmacist model. The PCIP Pharmacists participate as a member of the interdisciplinary team, assisting with evidence-based medication selection, quality improvement and the development of therapeutic plans. The PCIP Pharmacists have operational and clinical responsibilities to help them achieve high-quality, patient centered care. This allows pharmacists to be deployed to hospital floors where they are responsible for medication consults per protocol, help answering drug information questions for healthcare practitioners, helping expedite medications to patients, and allowing pharmacists to speak to patients regarding their medications.

Many pharmacists have taken the initiative to gain board certification in pharmacotherapy, designated by BCPS, which stands for “Board Certified Pharmacotherapy Specialist.” Community currently has more than 17 pharmacists that have BCPS certification.

Community’s pharmacists continue to present their research at national and international conferences. A research poster was presented at the Society of Critical Care Medicine (SCCM) Annual Congress conference in San Juan, Puerto Rico on Jan. 20 - 24, 2013. SCCM is the only organization that represents all professional components of the critical care team and has approximately 16,000 members representing more than 100 countries. SCCM promotes excellence in patient care, education, research and advocacy. Mallory Cruz presented her research with co-investigators Staci Anderson and Melissa Reger, on “Cost-Effectiveness of Levetiracetam vs. Phenytoin for Post-Traumatic Seizure Prophylaxis.”

Community’s pharmacists also have been in the news. Harlan Husted was published in Pharmacy Practice News. “Mother-Child Methylergonovine Mix-up Proves Deadly.” [http://www.pharmacypracticenews.com/ViewArticle.aspx?d=Clinical&d\\_id=50&i=February+2013&i\\_id=927&a\\_id=22522](http://www.pharmacypracticenews.com/ViewArticle.aspx?d=Clinical&d_id=50&i=February+2013&i_id=927&a_id=22522)

## **Volunteer Services**

At Community Regional, 578 adults, juniors, chaplains and students provided 62,568 hours of service as volunteers. This is the equivalent of 30.31 full-time employees last year.

The areas in which they worked included:

- Unit-based volunteers (short stay, endoscopy, admitting, burn center, case management, emergency department, intensive care unit step down, neonatal intensive care unit).
- Shuttle service for visitors and staff on-campus.
- Taking patients after discharge from their rooms to their vehicles.
- Assisting departments with filing, answering phones and special projects.
- Delivering flowers to patient rooms from the front desk.
- Delivering patient mail.
- Picking up and delivering to the laboratory and returning reports.
- Helping guest ambassadors at the front desk.
- Sitting at information desks to help answer questions for family members.

Community Regional Medical Center Volunteer Services also partners with many local schools and programs, enabling students to receive practical experience in their areas of interest and study.

Examples include:

- Fresno County Office of Education -- ROP students from Washington Union and Roosevelt high schools
- Fresno City College -- radiology tech, respiratory tech and surgical tech students
- California State University, Fresno -- dietary and nutrition, speech therapy, physical therapy, and social work students
- San Joaquin Valley College – respiratory therapy students
- Loma Linda University – nuclear medicine
- Heald College – Pharmacy tech and medical assistant students

## **Other Examples of Community’s Service**

### **Fresno Heart & Surgical Hospital**

In mid-2006, Community became the sole owner of what is now the Fresno Heart & Surgical Hospital, a non-profit facility focusing on cardiac, bariatric, minimally invasive and general surgery. Education programs and outreach efforts provided by Fresno Heart & Surgical last fiscal year included:

- April -- American Heart Association Heart Ball
- May -- Family Fun Day
- August -- UCSF Lecture Series
- September -- Central California Women’s Conference, American Heart Association Heart Walk

Fresno Heart & Surgical charitable donations totaled \$38,500.

### **Clovis Community Medical Center**

Clovis Community Medical Center is committed to providing education to our local community. We are pleased to partner with several local high schools and colleges whose mentorship programs allow students the opportunity to learn in a real-life setting. In addition, providing continuing education on campus to our licensed clinical staff and physicians is a top priority. With the opening of a new Health & Education Conference Center on campus, we will now be able provide health education on a much broader scale for various groups including staff, physicians and the public.

### **Student Education/Mentoring Programs**

#### **Marjorie E. Radin Breast Care Center**

The Radin Breast Care Center has an ongoing partnership with the Fresno City College Radiologic Technology Program. Clovis Community provides a dedicated student coordinator who manages the students’ clinical rotation schedules and their training, including an evaluation of progress.

## **Women's & Children's Services**

The Women's and Children's Department hosts nursing students from California State University, Fresno, Fresno City College, and National University along with high school students from the Clovis Unified Regional Occupational Program. These students are routinely on-campus for clinical rotations.

## **Volunteer Department**

Clovis Community's volunteer department partners with many local schools and programs, enabling students to receive practical experience in their areas of interest and study.

Some of these partnerships include:

- Fresno County Office of Education -- ROP students from Clovis East and Clovis North
- Fresno City College -- Radiology tech and pharmacy tech students
- California State University, Fresno -- Dietary and nutrition students
- "Hands on Central California" -- A Central Valley agency for the leadership of volunteer programs networking with other local agencies
- Southern San Joaquin Valley Area Council -- Member and host
- Northern California Directors of Volunteer Services -- Member
- Loma Linda University
- San Joaquin Valley College -- Surgical tech students
- Institute of Technology partnership for "Junior Chef" students

The Clovis Community Guild received several accolades and continues partnerships with other local groups to raise funds for Clovis Community.

- Recipient of the Healthcare Hero Award
- Supports Clovis Kiwanis and the Clovis Rodeo Association with an annual golf tournament

Other types of volunteers include hospital guild members, chaplains, adult and student walk-ins, unemployed individuals and professionals. As a result of their volunteer service, Clovis Community hired 13 volunteers into the workforce. Volunteering provides departments with an opportunity to see how an individual performs and can often lead to employment. The Clovis Guild has donated more than \$1 million to the hospital that allowed for funds to build the new water feature in front of the hospital. The Guild also donated \$250,000 to the newly built newborn nursery at Clovis Community.

Last fiscal year, Guild volunteers served 12,667 hours at a cost savings of \$280,447 per national value and \$313,508 per California value to the hospital. A total of 35,265 hours of service were donated by volunteers with a savings of \$780,767 per national value and \$872,808 per California value to the hospital.

The Clovis Community Guild also provides tray favors for the patients on all major holidays and guild members have donated handmade items to dialysis and family birth patients. These include afghans, baby blankets and hats. Many members have also participated in "Operation Gratitude," providing hats for military troops.

## **Pharmacy**

Clovis Community serves as a clinical training site for University of Pacific (UOP) and UCSF pharmacy students. These fourth-year pharmacy students are precepted by Clovis pharmacists during their six-week clinical rotations which provide rigorous training in a hospital setting. Clovis is continually evaluating new opportunities to expand its collaboration with California-based institutions.

## **Physical Therapy/Rehabilitation**

The Clovis Rehabilitation Services Department works with students from a variety of local schools by offering students exposure to the practice of physical therapy in an acute or outpatient setting. Typically, undergraduate students who need volunteer hours in both inpatient and outpatient physical therapy in order to apply to a physical therapy school will “shadow” a physical therapist. This allows students to see the profession in action, learn about the role of the physical therapist and ask questions based on observation.

Students who are attending local colleges also do clinical rotations with one of our licensed professionals. This offers a real life experience in patient management including education on treatment techniques, documentation standards, resource utilization, regulations/compliance and reimbursement.

## **Educational Events**

### **Central California Women’s Conference**

In the fall of 2012, Clovis Community’s Marjorie E. Radin Breast Care Center was a co-sponsor of the annual Central California Women’s Conference held at the Fresno Convention Center, which drew 3,000 women. The conference is focused on providing personal and professional development opportunities.

The Radin Breast Care Center hosted a booth in the Marketplace where educational information about breast health was offered and the importance of regular exams and mammograms was stressed. New breast models were available to visitors with a lifelike representation of the breast. Each breast has four lumps simulating various tumors.

### **Susan G. Komen Race for the Cure**

Clovis Community’s Marjorie E. Radin Breast Care Center participated in the annual Susan G. Komen Breast Cancer Foundation’s Race for the Cure held each year at CSU Fresno. The 2012 Race for the Cure was a success and drew more than 7,500 men and women. The focus of the booth at this event was to provide educational information about general breast health and the importance of mammograms. Clovis Community and Radin Breast Care Center staff formed a walking team and made a donation to Komen in addition to our sponsorship.

### **Tough Enough to Wear Pink/Clovis Rodeo**

Clovis Community was again the Champion Day Sponsor of the annual Clovis Rodeo. In a unique partnership with the Clovis Rodeo Association, the Radin Breast Care Center was again the chosen facility to benefit from the “Tough Enough to Wear Pink” event held as part of the Annual Clovis Rodeo, which sets aside one day of the weekend to raise awareness and financial support for breast cancer. The

Radin Breast Care Center receives proceeds from tickets sales on the Sunday of the rodeo.

## **Community Education**

The Radin Breast Care Center provided education at several local events such as the Stride Walk, the Deaf and Hard of Hearing Services Center and the Clovis High School Softball tournament. Educational information was provided about breast health and stressed the importance of regular exams and mammograms.

## **Lymphedema Clinic**

The Lymphedema Clinic at Clovis Community is a grant recipient of the Central Valley Affiliate of Susan G. Komen. As recipients of this prestigious grant, representatives from the Lymphedema Clinic participated in several educational outreach events to provide information to the local community such as the Susan G. Komen Race for the Cure. Staff participated in press conferences to raise awareness about the lymphedema services we offer and how we use Komen grant funds to assist local residents in obtaining care. In addition, Clovis Community partnered with Susan G. Komen to create an educational commercial focusing specifically on lymphedema services to further raise awareness of this valuable treatment option.

## **Monthly Educational Seminars and Support Groups**

Clovis Community offered on-site monthly educational seminars throughout the year to the general public on various topics such as weight-loss/bariatric surgery, weight-loss related procedures, diabetes education, ROSE (weight loss) procedure and fertility. Information was provided by physician speakers, and educational materials were distributed to seminar attendees. Monthly support groups are hosted by various clinical staff to provide on-going education and support in the areas of breast cancer, breast health and weight loss.

## **Memberships/Sponsorships**

- Clovis North Boys Basketball Program
- Clovis West Boys Soccer Foundation
- Clovis High Boys Basketball Program
- Clovis Babe Ruth Baseball Program
- Clovis Chamber of Commerce
- Hinds Hospice Angel Babies Walk
- Clovis Rodeo Association
- March of Dimes
- Clovis Annual Mayor's Breakfast
- Susan G. Komen Race
- Central California Women's Conference
- Valley Public Radio
- American Liver Foundation
- Catholic Charities
- Fresno Area Taiwanese Association
- UCSF School of Medicine – Fresno Medical Education Program

## **Physician Continuing Medical Education**

Clovis Community offered Continuing Medical Education (CME) to physicians and other licensed clinical professionals on campus. The following is a list of these opportunities for continuing medical education:

- |                |  |
|----------------|--|
| September 2012 | Dr. Kathryn Rupley <ul style="list-style-type: none"><li>• Management of Diabetic Foot Infections and Ulcers</li></ul>   |
| January 2013   | Dr. Edward Felix<br>Dr. Joseph Hawkins<br>Dr. Kevin Huffman<br>Dr. Paul Norwood<br>Dr. Daniel Swartz <ul style="list-style-type: none"><li>• Bariatric Symposium</li></ul> |
| February 2013  | Dr. Rohit Sundrani <ul style="list-style-type: none"><li>• Evidence-based Care of the Acute Coronary Syndrome Patient</li></ul>  |
| May 2013       | Dr. Uma Swamy <ul style="list-style-type: none"><li>• Not Your Grandfathers' Radiation – Updates in Radiation Oncology</li></ul>   |

## **California Cancer Center**

### **Skin Cancer Screening held May 11, 2013, at the California Cancer Center**

- The goals were to:
  - Educate the Fresno community, particularly vulnerable populations, about the risk of skin cancer, types of skin cancer, appearance of skin cancer, populations affected, prevention methods, and treatment options.
  - Identify those who participated in the screening and had abnormal appearing areas and refer them for follow-up care.
  - Reduce the late stage cancers in the participants and help prevent skin cancer through education and resources for help.
  - Encourage participants to share with their friends and families the information provided and thereby reach a much larger segment of the community.
- The results:
  - Sixty-seven people were screened by four physicians and four nurse practitioners.
  - Almost one-third were referred for follow-up.

### **American Cancer Society's Relay for Life held May 4, 2013**

The California Cancer Center was a sponsor of the event.

- The goals were to:
  - Support the American Cancer Society's programs that assist patients with multiple needs.
  - Assist in educating attendees using written materials and one-on-one contact.
  - Support and celebrate survivorship.

- Raise funds for the society through sponsorship and activities at the event; \$5,032 was raised.

## **Support Groups**

- **Man-to-Man Prostate Cancer Support Group** (*3rd Wednesday of each month*)

The group focuses on education about prostate cancer, treatment options, side effects, coping, support and survivorship. The group invites the spouses and significant others to attend the educational hour. They divide into separate groups for the second hour. The group invites speakers from the medical professions and others with expertise in areas of interest to patients. A licensed clinical social worker is available at these meetings.

- **Coping with Cancer Support Group** (*Meeting every Wednesday*)

This support group is open to all patients and loved ones, regardless of where they are in the cancer process. Focus of group is to share experiences and ways to cope with all aspects of cancer, whether emotional and or physical. A licensed clinical social worker is available at these meetings.

- **Family and Friends Cancer Support Group** (*1st Wednesday of each month*)

This group is open to family members and friends of cancer patients who need a place to express their emotions and talk about their experiences. Comforting conversation and shared experiences offer support in dealing with the emotional impact of having a loved one diagnosed with cancer. A licensed clinical social worker is available at these meetings.

- **Fighters and Survivors Cancer Support Group** (*2nd Wednesday of each month*)

This group is open to all cancer fighters and survivors which facilitates an exchange of experiences and triumphs. A licensed clinical social worker is available at these meetings.

- **Lung Cancer Support Group** (*fourth Wednesday of each month*)

Patients, family members and caregivers are invited to learn about and ask questions regarding the complexities of life with lung cancer. Monthly guest speakers focus on the various elements of managing the experience of a lung cancer diagnosis, treatment and recovery. A registered oncology nurse navigator, specializing in lung cancer, and a licensed clinical social worker are available to assist patients, families and caregivers.

The California Cancer Center:

- Continues to maintain a patient library with books and resources for patients, families and the community.
- Provides a therapy dog on site once a week for patient and staff support.

## **Stewardship**

Community Medical Foundation's donor-investors gave more than \$8.6 million in gifts and in-kind services last fiscal year to support various Community programs and services.

The largest gift this year was a \$3 million pledge from the Radin Foundation to help with the construction of an education and conference center at Clovis Community. Pete P. Peters Foundation and the Leon S. Peters Foundation together gifted nearly \$1.5 million to help with the construction. This conference center will help accommodate the educational needs of physicians, employees, patients and families by offering seminars in various areas of medicine.

The conference center's notable donor list includes:

The Radin Foundation  
Pete P. Peters Foundation  
Leon S. Peters Foundation  
The Borba Families  
David & Marilyn Britz  
Michael and Barbara Berberian  
Pathology Associates  
Forward Advantage

Community also had a major commitment from the Clovis Community Medical Guild to help build the Clovis expansion. This gift brought the lifetime donations of the Clovis Community Guild to more than \$1 million.

Community partner Wells Fargo Bank showed its support with a major commitment toward employees' education at Community. Gifts like these help Community achieve its mission to promote medical education and improve the health status of the community. With Wells Fargo's support and other gifts, more caregivers will have the opportunity for professional growth and personal advancement, translating into our patients continuing to receive the best care possible.

Last year more than \$1.3 million went to support operations at Terry's House – a 17,000-square-foot, two-story home providing lodging for families whose loved ones are receiving critical care across the street at Community Regional. Nine-hundred-and-seventy-one donors gave more than 2,000 gifts, including a major gift from the Leon S. Peters Foundation that established the "Leon S. Peters Family Host Program" to assist families who cannot afford the nominal nightly fee to stay at Terry's House. A bequest gift also came from Jean Bouty who pledged to help Terry's House operations as well.

Terry's House operations rely solely on the support of donors. It comes in many forms. For example, the True Heart Women's Motorcycle Club organized a ride that raised \$2,000. Some of the significant gifts came from the following donors last year:

Union Bank Foundation  
Howe Electric, Inc.  
Errotabere Ranches  
C.A. Reding Company, Inc.  
Jim & Debbie Christian  
Van Beurden Insurance Services  
MW Properties  
G. L. Bruno Family Foundation

Terry's House was made possible by a lead gift from Tom Richards, CEO of the Penstar Group, to honor his brother Terry Richards, who was severely injured in a car accident at age 5. For months, his mother traveled 80 miles a day to see her son while he was recovering. That's why Tom Richards wanted to build

Terry's House, so families wouldn't have to travel as far to be with their loved ones who are at Community Regional.

Last fiscal year, Terry's House served 758 families. Many of these families were return guests during their family member's continuing course of treatment. This equates to approximately 2,300 guests who have come from 42 states and 19 foreign countries.

Since opening in January 2011, Terry's House has served nearly 2,000 unique families.

## **Health and Other Advocacy**

Community's leadership team continues to provide campus tours, participate in forums and provide issues briefings involving local, state and federal elected and appointed officials.

Members of the leadership team regularly travel to Sacramento and Washington, D.C., to advocate for the Valley's health needs. That advocacy includes membership and leadership positions in the California Hospital Association (CHA) and the Private Essential Access Community Hospitals Inc. (PEACH).

Community is a member of the Maddy Institute at California State University, Fresno, which fosters civic engagement, leadership training and policy analysis in the Valley. Community also serves on the governing boards of Fresno First Steps Home, a nonprofit seeking to provide housing to the homeless, and the Fresno Economic Development Corporation, and on the government affairs council of the Greater Fresno Area Chamber of Commerce.

Community continues its multi-year partnership with the Hospital Council of Northern and Central California, area hospitals, emergency services and county staff to address the growing public-health crisis brought on by cutbacks in Fresno County's behavioral health services, including the so-called "5150" patients. The coalition and its members held multiple individual and community meetings and also made presentations to the Fresno County Board of Supervisors. The board, acknowledging that mistakes were made in reduction of behavioral services, promised in January 2011 to fast-track the reopening of a crisis intervention center. Subsequently, the county contracted with a private vendor and, in May 2012, the Exodus Recovery Crisis Center opened on the campus of the former University Medical Center.

As part of this hospital collaboration, Community helped publish a second edition of a federally mandated community needs report in 2013; the initial edition was published in 2011. The reports assessed various health problems throughout the region drawing on data research as well as focus groups. The findings enabled our three hospitals to develop implementation plans to address some key community needs. Both the report and the implementation plans, required every three years by the Affordable Care Act, were distributed to and reviewed by Community's governing Board of Trustees. The board approved the plans in June 2013. Community is already working with the Hospital Council towards a third edition.

Community, working with the Hospital Council and the Fresno Economic Development Corporation, published an independently researched report in 2013 detailing the important roles hospitals in Fresno and Madera counties play in the region's economic well-being.

Community also continues to provide strategic leadership via the Fresno Healthy Communities Access Partners, a nonprofit organization consisting of 12 health and community organizations working together to improve access to healthcare for medically underserved communities in Fresno and the Valley.

Fresno Mayor Ashley Swearingin presented Community with the city's CHAMPION award in 2013 for being an active partner in, among other things, revitalizing neighborhoods, volunteering thousands of hours of staff service, and caring for the homeless through service in and financial support of Fresno First Steps Home and the Fresno Medical Respite Center.

Community is proud of its accomplishments to date, but also mindful of unmet challenges. Community staff and physicians contribute thousands of hours as volunteers for civic, cultural, social justice, religious and health groups, often serving in leadership positions and as mentors.

These organizations include: United Way of Fresno, Fresno Rescue Mission, Poverello House, National Alliance for the Mentally Ill, Fresno State Project Management Institute, Central California Chapter of the Project Management Institute and Fresno and Clovis Rotary clubs.

Among other contributions and pro-bono activities:

- Community Regional's Patient Financial Services Department staff participates in blood drives about every eight weeks, the Susan G. Komen Walk for a Cure walk at Fresno State, annual food drive/collections for Community Food Bank, the Toys for Tots program, and a book drive for Community's pediatrics department.
- When some students at Fresno's Roosevelt High School wanted to participate in volleyball, basketball and other intramural sports, they lacked the money to pay for the required physical exam. That's when a Community Regional physician, six University of California, San Francisco internal medicine residents and others volunteered to do the exams for free. They were expecting 50 students – instead, 120 showed up on a Saturday morning. The volunteers ensured everyone got the required checkups. "You went beyond the call of duty," wrote Roosevelt High Principal Bryan D. Wells. "Our community is better off because of the servant leadership you demonstrated."
- Community Regional's Safety & Security Services provided a "Code Silver in Healthcare Workshop," addressing violence in healthcare settings, in partnership with the Hospital Council of Northern and Central California. Attendees came from four counties.
- Community made a presentation on health and workforce development to the Central California Asian Pacific Women at the Willow International Community College Center.
- Community provided \$100,000 to the Fresno Restoration Center, a communitywide partnership aiming to unify services to address mental health, substance abuse, homelessness and criminal justice needs in Fresno County.
- Community provided \$60,000 to the Hospital Council of Northern and Central California in support of medical respite homes for medically needy, formerly hospitalized homeless people.
- Community provided \$25,000 to Fresno First Steps Home, a nonprofit group seeking to provide housing for Fresno's homeless.
- Community provided \$5,000 for the Healing Hearts Golf Tournament in support of the Fresno Rescue Mission.
- Assistance/sponsorships for the Marjaree Mason Center; the annual Champions of Justice event sponsored by the Central California Legal Services, Inc.; the Dr. John L. Maffeo Memorial Award & Fundraiser Dinner; the Clovis Community Foundation Mayor's Breakfast; the United Way's annual backpack giveaway; the African American Cultural & Historical Museum's Black History Month Celebration.

## **Other Educational Outreach**

In addition to working actively with local media to bring important health and medical news to the public, Community continues to produce health news, videos, feature stories and leadership blogs. The News and Events page on its website received 172,757 page views last year.

Community's YouTube channel now holds 312 videos, has tallied more than 458,701 views and has 296 subscribers. Community's corporate Facebook account has had more than 1,888 people "like" our page.

**The 2012/2013 Community Benefits Report was prepared by John G. Taylor, director of public affairs, Community Medical Centers, Fresno, CA**

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