

White Memorial Medical Center



**Community
Health Plan
2014 Annual
Update**



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Overview of Adventist Health

White Memorial Medical Center (WMMC), an affiliate of [Adventist Health](#), a faith-based, not-for-profit, integrated health care delivery system headquartered in Roseville, California. We provide compassionate care in communities throughout California, Hawaii, Oregon and Washington.

Adventist Health entities include:

- 19 hospitals with more than 2,700 beds
- More than 235 clinics and outpatient centers
- 14 home care agencies and 7 hospice agencies
- Four joint-venture retirement centers
- Workforce of 28,600 includes more than 20,500 employees; 4,500 medical staff physicians; and 3,600 volunteers

We owe much of our heritage and organizational success to the [Seventh-day Adventist Church](#), which has long been a promoter of prevention and whole person care. Inspired by our belief in the loving and healing power of Jesus Christ, we aim to bring physical, mental and spiritual health and healing to our neighbors of all faiths.

Every individual, regardless of his/her personal beliefs, is welcome in our facilities. We are also eager to partner with members of other faiths to enhance the health of the communities we serve.

Our commitment to quality health care stems from our heritage, dating back to 1866 when the first Seventh-day Adventist health care facility opened in Battle Creek, Michigan. There, dedicated pioneers promoted the "radical" concepts of proper nutrition, exercise and sanitation. Early on, the facility was devoted to prevention as well as healing. They called it a sanitarium, a place where patients—and their families—could learn to be well.

More than a century later, the health care system sponsored by the Seventh-day Adventist Church circles the globe with more than 170 hospitals and more than 500 clinics, nursing homes and dispensaries worldwide. The same vision to treat the whole person—mind, body and spirit—continues to provide the foundation for our progressive approach to health care.

Our Mission: To share God's love by providing physical, mental and spiritual healing.

Our Vision: Adventist Health will be a recognized leader in mission focus, quality care and fiscal strength.



The **White Memorial Medical Center** Health and Wellness Community Calendar has this message to share from the White Memorial Family:

“Caring for our community doesn’t start once people come to see us, nor should it end after they’ve left. We understand that being healthy isn’t just about the body. And that a healthy life is a journey, not a destination. We don’t just care for the body. Rather, we enrich lives and nourish souls. This is our calling. This is who we are and it is what we ultimately do.”

Identifying Information



White Memorial Medical Center

Number of Hospital Beds: 353

Beth Zachary, President & CEO

Scott Reiner, Chair, Governing Board

1720 Cesar E Chavez Ave.

Los Angeles, CA 90033

(323) 268-5000



Invitation to a Healthier Community

Where and **how** we live is vital to our health. As you read this document, think about the health of our communities as the environment in which we live, work and play. Economic opportunities, access to nutritious foods, green space and the availability of social networks, are key determinants in shaping our health. Our hope is to focus beyond pressing health care challenges to see the resources and assets that exist in our community and how we can align them for better health outcomes as a population.

The Community Health Plan marks the second phase in a collaborative effort to identify our community's most pressing health needs. A Community Health Needs Assessment (CHNA) was conducted in 2013 to identify potential priority areas for community health. The CHNA was conducted not only in response to California's community benefit legislation (SB 697), Oregon's community benefit legislation (HB 3290) and The Affordable Care Act (H.R. 3590), but to truly fulfill the mission of Adventist Health, "To share God's love by providing physical, mental and spiritual healing."

Community-based prevention, particularly interventions that look upstream to stop the root causes of disease, can reduce the burden of preventable illnesses. AH uses [The Community Guide](#), a free resource, to help communities choose programs and policies to improve health and prevent disease. This resource guides communities towards interventions proven to be effective, appropriate for each unique community, and evaluates the costs and return on investment for community health interventions.

Developing metrics for population-based interventions are imperative for continued success in elevating the health status of our community. To aid in comparability across regions, it is important to identify and be in alignment with statewide and national indicators.

When available, Healthy People 2020 was used as targets to align our local interventions. The Healthy People 2020 initiative provides science-based, 10-year national objectives for improving the health of all Americans.

The results of the CHNA guided the creation of a detailed plan to meet identified community needs, as well as community plans to address needs that our hospital may not be able to meet. In response to those identified needs White Memorial Medical Center has adopted the following priority areas for our community health investments for 2013-2015:

- A.** Priority Area 1 – Maternal and Child Health
- B.** Priority Area 2 – Chronic Disease Management
- C.** Priority Area 3 – Respiratory Illness

D. Priority Area 4 – Access to Health Care and Education

This area was added in 2014 to focus on specific areas important to our community reflected in the community health status of the CHNA.

In addition, White Memorial Medical Center continues to provide leadership and expertise within our health system by asking the following questions for each priority area:

- 1) Are we providing the appropriate resources in the appropriate locations?
- 2) Do we have the resources as a region to elevate the population's health status?
- 3) Are our interventions making a difference in improving health outcomes?
- 4) What changes or collaborations within our system need to be made?
- 5) How are we using technology to track our health improvements and providing relevant feedback at the local level?

Building a healthy environment requires multiple stakeholders working together with a common purpose. We invite you to explore our health challenges in our communities outlined in this assessment report. More important, we hope you imagine a healthier region and collectively prioritize our health concerns and find solutions across a broad range of sectors to create communities we all want for ourselves and our children.

In 2014 White Memorial Medical Center established the Community Benefits Committee to oversee the development and implementation of our Community Benefits Planning and Reporting. They are committed to finding innovative ways to work with all sectors of our community to ensure our community health interventions are systematic and sustained. In 2010, the WMMC Governing Board, working with the White Memorial Charitable Foundation Board, organized the Community Leadership Council (CLC). The council, consisting of community partners, was established to promote the health, well-being and quality of life throughout Boyle Heights and its surrounding community. The WMMC CLC annually organizes a community partner's reception.

Community Health Needs Assessment Overview Update

The Community Health Needs Assessment (CHNA) includes both the activity and product of identifying and prioritizing a community's health needs, accomplished through the collection and analysis of data, including input from community stakeholders used to inform the development of a community health plan. The second component of the CHNA, the community health plan, includes strategies and plans to address prioritized needs, with the goal of contributing to improvements in the community's health.

The data collection process of the White Memorial Medical Center CHNA included:

Quantitative Data: Data on key health indicators, morbidity, mortality, and various social determinants of health were collected from U.S. Census Bureau, California Department of Public Health, Los Angeles County Public Health Department, County Health Rankings, and other various local, state and federal databases.

Qualitative Data: To validate data and ensure a broad representation of the community, qualitative data was collected as follows:

- Surveys with community agencies serving our primary service area and secondary service areas.
- Key informant interviews with community leaders to engage them in the development of our interventions and elicit their input to improve the health of our region.
- Focus groups with end users of hospital services to hear directly from our patients on how we can better serve their health needs.

Collaborative Partners:

- Laura Acosta, BS, MPH(c)
- Dora Barilla, DrPH, MPH, CHES
- Marti Baum, MD
- Monideepa B. Becerra, MPH, DrPH(c)
- Evette De Luca, BA
- Tim Gillespie, DMin
- Jessica L.A. Jackson, MA, MPH
- Loma Linda University Medical Center
- Community Health Development

Information Gaps:

WMMC recognizes that the key informant interviews, focus groups, and survey results were not based on a stratified random sample of residents throughout Los Angeles County or a random sample of employees in each facility. The perspectives captured in the data simply represent the community members who attended a focus group with an interest in health care. Similarly, the perspectives of community partners captured impressions of those who were invited to complete the survey on line. The key informants were not chosen based on random sampling technique, but were instead invited because their comments represented the underserved, low income, minority, and chronically ill populations. This CHNA assessment relied on several national and state entities with publicly available data, which WMMC continues to monitor for changing trends in our community.

White Memorial Medical Center feels confident we are working hard to listen to our community and collectively identify needs and assets in our region. Traditional, publicly available data were included in the assessment, along with qualitative data collected from a broad representation of the community.

Although the most recent assessment was conducted in 2013, we are continually assessing our communities for growing trends or environmental conditions that need to be addressed before our next assessment in 2016. Changes in 2014 that are reflected in this report include the addition of Priority Area 4 – Access to Health Care and Education due to insurance expansion from the Affordable Care Act; and understanding that our community members know the importance of a healthy lifestyle, but often lack adequate resources, and have limited access to healthy food and family exercise.

Additionally, WMMC has benefited from the implementation of the Community Benefit Inventory for Social Accountability, or CBISA, software. Using CBISA, WMMC will be better able to record activities and events that benefit the community. These activities demonstrate the efforts and impact we are making in the community and allow us to focus our efforts to serve the identified needs that are most crucial to community health improvement.



Identified Priority Need Update

The White Memorial Medical Center's service area is primarily comprised of three Service Planning Areas (SPAs) in Los Angeles County as designated by the Los Angeles County Department of Public Health. WMMC's Primary Service and Secondary Service areas are comprised of SPAs 4, 6, and 7. After conducting the CHNA, we asked the following questions:

- 1) What is really hurting our communities?
- 2) How can we make a difference?
- 3) What are the high impact interventions?
- 4) Who are our partners?
- 5) Who needs our help the most?

From this analysis, four primary focus areas were identified as needing immediate attention, moving forward:

Priority Area 1 – Maternal and Child Health

Identified Need: Maternal and Child Health

As the smallest voice in a region of minimal resources, children are our most at-risk population. Addressing children's health begins at an early stage, from lowering infant mortality rate to preventing childhood obesity. Adequate maternal and child health also encompasses prenatal care, infectious disease prevention and nutrition. The United States Surgeon General has identified the obesity epidemic as one of the greatest health problems facing the nation today. Childhood obesity has been associated with a number of problems including health, social, and economic consequences. Childhood obesity is related to numerous chronic adult disease including Type II diabetes, cardiovascular disease, several kinds of cancer, and osteoarthritis. Overweight children and adolescents are more likely to become overweight or obese adults. For example, if a child is obese at the age of four, he or she will have a 20 percent likelihood of being overweight as an adult. White Memorial Medical Center recognizes that our children are our future and is committed to improving the health of all children living in the region by: promoting lifelong healthy eating patterns through education and behavior change practices, encouraging physically active lifestyles, and supporting community programs that promote general health.

- Highest percent of low birth weights in Los Angeles County and SPAs 4, 6 and 7 are among African-Americans.

- The highest rate of infant death is in SPA 6 (6.7 per 1,000 births). In terms of race/ethnicity African-Americans had the highest rate of infant death in SPAs 4 and 6 (14.4 and 9.5 per 1,000, respectively) and Los Angeles County (9.8 per 1,000) as a whole.
- In SPAs 4, 6 and 7, the percent of obese children (grades 5, 6, and 7) is higher than the average for Los Angeles County (4 = 26.7%, 6 = 29%, 7 = 25.7%, LA = 22.4).

Goal: Improve health of woman and children in our community focusing on prenatal, early childhood and maternal health.

Objective: In recognition that our children are our future, WMMC is committed to improving the health of children and their families in our designated SPAs and our Primary Service and Secondary Service Areas.

Interventions:

1. **Welcome Baby Program**
Outreach program to educate and connect expectant mothers in the community to White Memorial Medical Center
2. **Child Birth (Lamaze) Class**
Free class that educates expectant mothers on safe and effective childbirth techniques
3. **Natural Nursing**
Teaches new mothers proper breast feeding technique to promote infant health and development
4. **“We Care” Baby Care Class**
Teaches proper care to new and inexperienced moms
5. **Infant CPR and Safety**
Safety class that educates new parents on life saving techniques for infants
6. **Baby Basics Class**
Teaches basic infant care to new and inexperienced parents
7. **El Dia de los Ninos**
Information booth set up at fair on “Kids Day” with information about proper infant/child care
8. **Family Focus Program**
Focused on teaching the importance of home environment to infants as they develop
9. **Lactation Clinic**
Teaches new mom’s proper breastfeeding and assists mothers experiencing problems

10. Healthy Eating Lifestyle Program (H.E.L.P.)

Program that educates families on proper nutrition to prevent or lessen the effects of weight related health issues; Diabetes, Obesity, etc.

11. Rainbow Children's Center

Care center for children ages 0-5 open to community members and hospital staff

12. Little Angels of White Memorial Support Group

Help families cope and heal from their pregnancy loss

Evaluation Indicators:

Short Term: Increased encounters with children and expectant mothers.

Long Term: Provide more opportunities for mothers and children in our community to have access to health care and services to improve health and health outcomes.

Collective Impact Indicator: Inter-departmental collaborations, community partners and health care related organizations.

Update on Evaluation Indicators:

- Baby Basics class held the 2nd Thursday of every month
- Community Events by Welcome Baby: Health Fairs, El Dia de los Ninos, and Hospital Information Booth accounting for 481 encounters
- Community Partnership: Welcome Baby secured an MOU with 5 PHFE-WIC offices in the East Los Angeles community. Aside from recruitment, our partnership also assists us in better serving mothers and families such as: (1) warm hand-off between WMMC and postpartum mother needs from WIC; and (2) point of contact at WIC to assist with the facilitation of application approvals and/or breast pump machine rentals. 90% of all mothers that deliver at White qualify for WIC services and/or are already WIC members
- 281 individuals participated in the Natural Nursing Breast feeding classes
- 1,196 home visits were conducted by Welcome Baby staff
- Through the Family Focus program WMMC provided programs that included Natural Nursing, Lactation Clinic, Child Birth (Lamaze) Class, "We Care" Baby Care and Infant CPR and Safety and accounted for 1152 encounters

| Program | Encounters |
|------------------------|-------------------|
| Breast Feeding Classes | 135 |
| Lactation Clinic | 6 |
| Child Birth Classes | 323 |
| We Care Baby Care | 621 |
| Infant CPR and Safety | 67 |
| Kids Nutrition | 600 |
| Totals | 1,752 |

Program Highlight:

The Healthy Eating Lifestyle Program (H.E.L.P.) is a pediatric obesity prevention program designed to help children and their families adopt a new healthier eating style and increase physical activity habits. H.E.L.P. emphasizes long-term lifestyle changes, rather than short-term diets. As a result of these lifestyle changes, all participants are expected to make healthier food choices and integrate exercise into their everyday activities. Child participants are expected to maintain their weight and achieve a decrease in body mass index as they grow.

WMMC partners with YMCA in a collaborative effort to keep kids active and reinforce the H.E.L.P. program message. In addition, H.E.L.P. has provided education and services to 552 individuals accounting for 770 staff hours with a total community benefit of over \$76,000; 87% of participants, both child and adult, have maintained or reduced BMI by the end of the program. 95% of participants, child/parent pair, have attended all HELP classes during the program.

In summary, H.E.L.P. focuses on the child, but has an overall impact on the family. WMMC aims to contribute to the fight against the high rate of obesity in the service area by providing the culturally-competent education and skills needed for both children and adults to make healthier nutrition and lifestyle choices. The significance of decreasing the rate of obesity is the impact it will have on the overall quality of life in years to come. Preventing obesity means there will also be decreasing the rates of Type II Diabetes, hypertension, cardiovascular disease (stroke), and related kidney disease. Focusing on the child is an investment in our future and the future health of the community we serve. Currently the H.E.L.P. program graduates an average of 30 participants with each workshop (approximately 180 participants per year).

Priority Area 2 – Chronic Disease Management

Identified Need: Chronic Disease Management

Chronic disease management is a broad term that encompasses many different models for improving the health care of people with chronic disease. Elements of a structured chronic disease management program may include a treatment plan with regular monitoring, coordination of care between multiple providers and/or settings, medication management, evidence-based care, measuring care quality and outcomes, community-based programs and services supporting healthy behaviors, and support for patient self-management. White Memorial Medical Center is taking an active role to improve the continuum of care for individuals experiencing chronic disease and is committed to an inclusive emphasis on improving the efficiency of health care and bridging preventive strategies in the clinical setting, as well as in the community. This strategy will be focused on heart disease, stroke, cancer, and associated co-morbidities (such as obesity) with coordination among services/programs, as necessary.

- Mortality rate due to coronary heart disease in Los Angeles County is higher than the Healthy People 2020 target of 100.8 per 100,000 population, with the highest rate noted in SPA 6
- Hispanics comprised nearly 16% (3,011) of the total deaths (18,917) from heart disease in SPA 6 from 2000 to 2010
- Stroke mortality in SPA 6 is higher than rates for SPAs 4 and 7 and Los Angeles County, as a whole
- 60.1% of the population in SPAs 4, 6 and 7 answered overweight or obese under the topic Body Mass Index - 2 level on the 2011 -2012 California Health Interview Survey

Goal: Eliminate preventable diseases in our community including Diabetes, Stroke, Heart Disease and others.

Objective: Reduce the prevalence of chronic disease within our Primary Service and Secondary Service areas and the SPAs around WMMC through programs that promote increased knowledge about wellness and empower community members to improve their own health.

Interventions:

1. YMCA Wellness Programs

Program in partnership with YMCA to promote proper nutrition and fitness

2. **Free Glucose Screenings**
Free screenings for those that might be at risk for diabetes; offered to the community
3. **Living With Diabetes Support Group**
Support group for those suffering from diabetes that offers help and education to the surrounding community
4. **Free or Low-Cost Wellness Programs**
Programs including fitness and nutrition for community members
5. **National Nutrition Day**
To promote nutrition among underserved communities
6. **Promoting Self Esteem/Confidence**
Support group to encourage good mental health
7. **Senior Wellness**
Wellness classes for senior community members including health improvement activities and workshops
8. **Zumba Classes**
Zumba exercise classes to promote activity and wellness in the senior community
9. **Breast Cancer Prevention**
Classes that teach understanding and help women know what to be aware of related to breast cancer

Evaluation Indicators:

Short Term: Increased participation in prevention and treatment programs among community members

Long Term: Reduced rate of chronic disease in community

Collective Impact Indicator: Inter-departmental collaborations, community partners and health care related organizations.

Update on Evaluation Indicators:

White Memorial Medical Center's provided the following programs to the community:

| Program | Encounters |
|---|-------------------|
| Diabetes Alert Day | 150 |
| Diabetes Information – Information Center | 20 |
| Health Fairs | 1,080 |
| Living With Diabetes | 151 |
| National Nutrition Day | 100 |
| Diabetes Management & Food Intake | 11 |
| Upper Gastric Medical Problems/Conditions | 15 |
| Breast Cancer Prevention | 12 |
| Holiday Dinners | 55 |
| Totals | 1,594 |

Program Highlight:

Obesity is the single most important risk factor for Type II diabetes. Childhood obesity is related to numerous chronic adult disease including Type II diabetes, cardiovascular disease, several kinds of cancer, and osteoarthritis. Overweight children and adolescents are more likely to become overweight or obese adults. Diabetes and obesity prevention programs including screenings, education and outreach throughout our Diabetes Programs continues to be a top priority for White Memorial Medical Center. The most recent Los Angeles County Health Survey indicates a steady rise in the rate of diabetes. As these tables indicate our SPA 6 and 7 are higher than the LA County and the United States Averages. Workshops for women, children and families help community in understanding their part in caring for their own health. Participants are able to participate in various programs targeting the prevention of chronic diseases like heart disease, diabetes and cancer. Additionally classes offered include education on safety and risk prevention.

Priority Area 3 – Respiratory Illness

Identified Need: Respiratory Illness

Respiratory health is a key health indicator of a community's general health, highlighting critical areas of needed health programs and services. Key respiratory illnesses include chronic obstructive pulmonary disease (COPD) and asthma. Promoting respiratory health through adequate prevention and treatment is a critical component of the Healthy People

initiative. Currently 23 million Americans have asthma and 12.6 million adults have been diagnosed with COPD. Such poor health outcomes can further lower and individual's and the community's quality of life. White Memorial Medical Center has taken the initiative to ensure a holistic approach to care. An integral component of this approach is to address the respiratory illness in our service area.

- Age-adjusted asthma hospitalization rate in Los Angeles is higher than Healthy People 2020 targets for each age group.
- Age-adjusted rate of asthma emergency department visit in LA County is higher for each age group as compared to Healthy People 2020 targets.
- SPAs 6 and 7 have a higher percent of children (0-17 years) currently living with asthma in comparison to Los Angeles County as a whole.

Goal: Eliminate respiratory illness within the community surrounding White Memorial Medical Center.

Objective: Increase participation of community in programs designed to treat and prevent respiratory illness and its effects.

Interventions:

1. **COPD Management Symposium**
How to manage and live with COPD
2. **Fight for Air Stair Climb**
City wide program, in partnership with the American Lung Association, which encourages physical activity to raise awareness to respiratory maladies
3. **Pulmonary Rehab Program**
Promotes health improvement among pulmonary patients

Evaluation Indicators:

Short Term: Increase awareness of respiratory health and the practices that can positively affect wellness outcomes through community engagement in programs and activities.

Long Term: Improve respiratory health of adults and children in our community. These efforts are motivated by recent research findings that suggest an increased risk of respiratory health issues associated with living in metropolitan areas with dense traffic corridors.

Collective Impact Indicator: Inter-departmental collaborations, community partners and health care related organizations.

Update on Evaluation Indicators:

- Sponsored and participated in the Fight for Air Stair Climb in downtown Los Angeles to promote respiratory health among community residents and provided information on prevention and treatment of respiratory illness
- Provided smoking cessation program to community
- Participated as primary partner in Boyle Heights 5K to promote respiratory health and wellness in the community
- Partnered at Bridge to Health fair with BreatheLA and provided simple spirometry

| Program | Encounters |
|---|------------|
| Boyle Heights 5K & Bridge to Health, Free Health Fair | 900 |
| Fight For Air Climb | 10 |
| Totals | 910 |

Program Highlight:

In 2014 White Memorial Medical Center partnered with several community organizations to hold the first ever Boyle Heights 5K. The event was a first for the community surrounding the hospital and a great opportunity to promote respiratory health in Boyle Heights and East Los Angeles. As part of the day's event, WMMC participated in the Bridge to Health fair that featured health information about various topics including respiratory illness and other breathing issues. For those suffering from respiratory illness, exercise can be an effective treatment when combined with clinical care. WMMC has created new programs to promote wellness and address the need to improve respiratory health in our community.

Priority Area 4 – Access to Health Care and Education

Identified Need: Access to comprehensive, quality health care services and education is important for the achievement of health equity; and for increasing the quality of a healthy life for everyone in our community. It impacts:

- Overall physical, social and mental health status
- Prevention of disease and disability
- Detection and treatment of health conditions
- Quality of life
- Preventable death
- Life expectancy

Goal: Gain entry into the health care system and increase access to health care locations where needed services are provided where community members can find a health care provider whom they can communicate with and trust.

Objective: Reduce impediments and eliminate barriers that prevent equitable access to quality health care services and proper education.

Interventions:

1. **Bridge to Health Fair**
Health fair held in Mariachi Plaza that offers free screenings and educational information to community
2. **Health and Wellness Community Calendar**
Produced Quarterly this calendar has information about health improvement activities available to the community
3. **Homeless Outreach Under the Bridges**
Distribute clothes, food and water to community residents in need
4. **House of Ruth**
Workshops on health, prevention, beauty and wellness to homeless and battered women
5. **Wellness at White**
Health and wellness programs and services open to the community

Evaluation Indicators:

Short Term: Provide access to community health and wellness programs and resources and provide education on health, nutrition and wellness on campus and at local schools and community organizations. Increase encounters, referrals and enrollment.

Long Term: Evaluate the encounters and individuals served and enrolled and ensure that all the population is provided with the same opportunities to access care and education.

Collective Impact Indicator: Inter-departmental collaborations, community partners and health care related organizations.

Update on Evaluation Indicators:

- Provided on-site enrollment services for state-funded insurance plans including 176 Medicare Enrollments, 35 Covered California Enrollments and 21 Medi-Cal Enrollments
- Increased community awareness of health services offered, wellness classes and upcoming health fairs and screenings through “Health and Wellness Community Calendar” and held 5th Annual “Bridge to Health” Community Health & Wellness Fair in Mariachi Plaza in conjunction with first-ever Boyle Heights 5K
- Provided resources and workshops on different health topics to more than 1,600 community members
- Expanded transportation services for those in need of a ride to and/or from the hospital for over 9,000 patients including 3,085 one-way trips and 6170 roundtrips to White Memorial Medical Center and provided low-cost or free parking to those accessing health care services on our campus
- Established clinics in the community to provide access
- Hosted first-ever Boyle Heights Chamber of Commerce Christmas Breakfast & Senior Gift Drive to support senior housing complex “Casa de Las Hermanitas”
- Over 900 people were fed at community partner Dolores Mission with meals provided by WMMC and served by employees and volunteers.
- Classes were taught to promote self-esteem and confidence and reduce depression

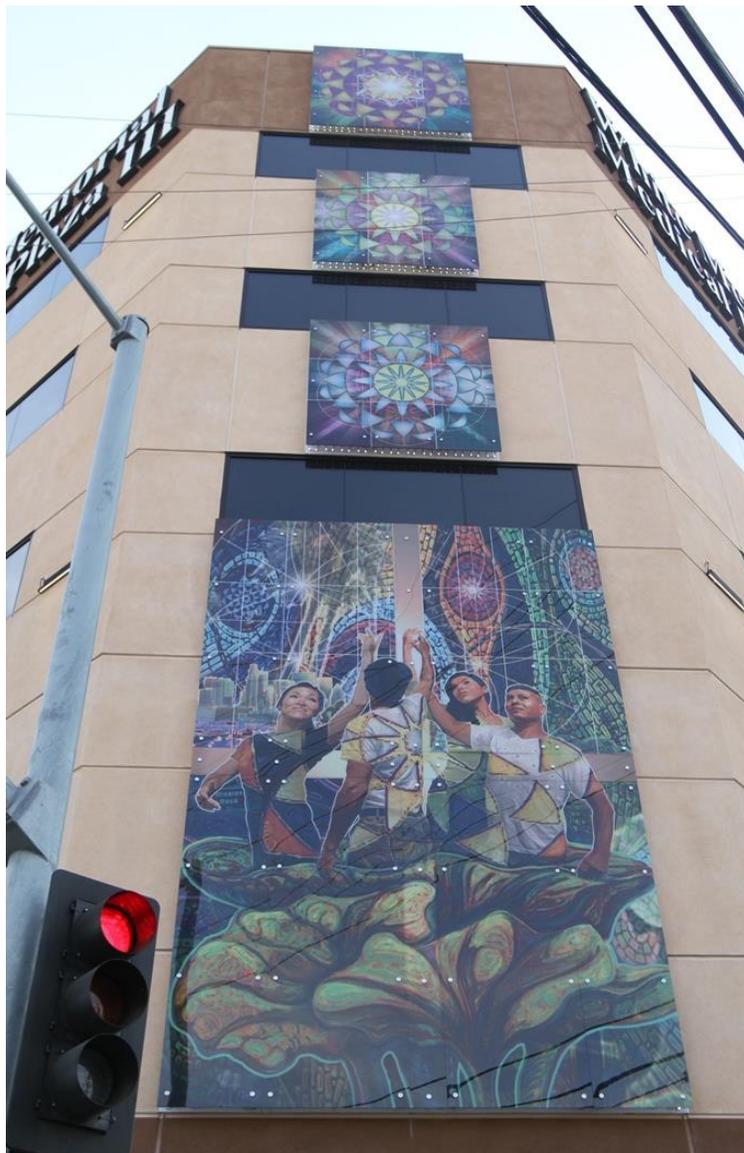
Program Highlight:

White Memorial Medical Center, in partnership with the MAOF Senior Resources program, has been increasing annually the number of encounters and services offered through the MAOF satellite office. This includes offering discounted parking, free transportation and referrals to upcoming health fairs, free screenings, fitness classes and educational workshops. The White Memorial Medical Center Community Information Center (CIC) was opened and the MAOF Senior Program was relocated to the CIC. The number of walk-ins and services provided to seniors and the general community increased by nearly 30%.

In addition, WMMC launched *¡Tu Mundo Hoy!*, now airing on MundoFox/Channel 22 every day at 8:30 a.m.. *¡Tu Mundo Hoy!* is an exciting one-hour Spanish-language TV program addressing issues of health, finance and information to improve your life. The show is hosted by Carlos Alvarez, Emmy award-winner and local radio personality and long-time LA reporter Ofelia de la Torre and features issues that impact the Hispanic community today. The show has been so successful, WMMC has launched *Your World*

Today! an English version of the show, airing every other Sunday at 2:30 p.m. on KDOC Ch. 56.

Both shows provide viewers information on a variety of health issues and feature White Memorial Medical Center doctors, nurses and staff. Topics of discussion include health education and tips on how to prevent diabetes, heart disease, obesity and other chronic illnesses with special segments specifically address issues related to the overall health and well-being. These two shows help our community make informed choices that encourage wellness in our community.



Partner List

White Memorial Medical Center supports and enhances regional efforts in place to promote healthier communities. Partnership is not used as a legal term, but a description of the relationships of connectivity that is necessary to collectively improve the health of our region. One of the objectives is to partner with other nonprofit and faith-based organizations that share our values and priorities to improve the health status and quality of life of the community we serve. This is an intentional effort to avoid duplication and leverage the successful work already in existence in the community. Many important systemic efforts are underway in our region, and we have been in partnership with multiple not-for-profits to provide quality care to the underserved in our region.

We believe that partnerships are effective tools in improving the health of our community. Together, we are able to leverage our resources and strengths and have a greater impact. We can build a greater sense of community and a shared commitment towards health improvement.

White Memorial Medical Center (WMMC) continually invests in building partnerships with local community organizations that share our vision and dreams for a healthy community. WMMC has partnerships with more than 70 community groups and relationships with more than 182 high schools and educational institutions in Boyle Heights, neighboring communities, greater Los Angeles County, and throughout California, and other national universities whose students participate in WMMC Workforce Development programs, our volunteer program and complete career pathway internships. We would like to thank our partners for their service to our community.



WMMC Community Partners

- | | |
|---|---|
| <ul style="list-style-type: none"> • American Cancer Association • American Diabetes Association • American Heart Association • American Lung Association • American Red Cross • Alzheimer’s Association • Archdioceses of Los Angeles Youth Program • Archdiocesan Youth Employment • Arroyo Vista Family Health Center • Art Share Los Angeles • Asian Pacific Community Fund • Aspire Pacific Academy • Avalon Carver Community Center • Bank of America Foundation • Barrio Action Family & Youth Center • Boyle Heights Chamber of Commerce • Boyle Heights Lions Club • Boyle Heights Neighborhood Council • Boyle Heights Senior Citizens Center • Boyle Heights Youth Technology Center • Breathe LA • Career College Consultants • Casa 101 • Catholic Association of Latino Leaders – LA Chapter • Church of Resurrection • Community Health Councils • Daniel Hernandez Youth Foundation • Dolores Mission | <ul style="list-style-type: none"> • East Los Angeles Chamber of Commerce • East Los Angeles Community Youth Center • East Los Angeles Women’s Center • East Los Angeles PFHE-WIC • Edward R. Roybal Learning Center • El Arca • El Sereno Senior Citizen Center • Familia Unida Living with Multiple Sclerosis • First 5 LA • Fis Feria de Libro • Girls Today Women Tomorrow • Heart & Soul Christian Education Fund • Hollenbeck Police and Business Association • Hollenbeck Police and Youth Center • HOMEBOY Industries • House of Ruth • Housing Works and the Corporation for Supportive Housing • LA Conservation Corps • LAFD Boyle Heights Station 2 • La Plaza de Culturas y Artes • Latino Community Diabetes Council • Lincoln Heights Chamber of Commerce • Lincoln Heights Neighborhood Council • Lincoln Heights Senior Citizen Center |
|---|---|

WMMC Community Partners (continued)

- | | |
|--|--|
| <ul style="list-style-type: none">• Los Angeles Boys and Girls Club• Los Angeles Chamber of Commerce• Los Angeles Conversation Corps• Los Angeles County Department of Health Services• Los Angeles Opera• LoveOn4Paws• Lucille and Edward R. Roybal Foundation, Roybal Foundation• Mariachi Festival Foundation• Mexican American Opportunity Foundation (MAOF)• Mexican Consulate of Los Angeles• Mothers of East Los Angeles• National Breast Cancer Foundation• National Hispanic Medical Association• Northeast Youth Source Center• Oscar de la Hoya/Golden Boy Foundation• Oldtimers Foundation• Para Los Ninos• Patient Care Foundation of Los Angeles• Pepperdine University Hispanic Council | <ul style="list-style-type: none">• Plaza de la Raza• Project Amiga• Proyecto Jardin• Proyecto Pastoral at Dolores Mission• Puente Learning Center• Queens Care• Rancho Los Amigos Foundation• Rancho Learning Center• Salesian Boys and Girls Club of Los Angeles• Self Help Graphics• Senior Assistance• South Central Family Health Center• TELACU Education Foundation• The Wellness Center at the Historic General Hospital• The Roybal Foundation• Union Bank Foundation• UniHealth Foundation• USC Latino Alumni Association• Variety Boys and Gils Club• Weingart East Los Angeles YMCA• Young Life Del Rio• Youth Opportunity Movement |
|--|--|

WMMC Educational Partners

- | | |
|---|--|
| <ul style="list-style-type: none">• Abraham Lincoln High School• Academia Avance Charter High School• Adventist Mission School• Alhambra High School• Alliance Susan And Eric Smidt Technology High School• American Career College• American Jewish University• Associated Technical College• Ayala High School• Bell Gardens High School• Bellflower High School• Belmont High School• Benjamin Franklin High School• Bishop Montgomery High School• Bishop Mora Salesian High School• Bravo Medical Magnet High School• Cal America Education Institute• California Academy of Mathematics and Science• California High School• California State Polytechnic University, Pomona• California State University, Chico• California State University, Dominguez• California State University, Fullerton• California State University, Long Beach• California State University, Los Angeles• California State University, Northridge | <ul style="list-style-type: none">• California State University, San Diego• Career College Consultants Inc.• Cathedral High School• Charity-Delgado School of Nursing City of Angels School• Clark Magnet High School• Community Day School• Computer Institute Of Technology• Concorde Career College• Crescent College• Crescenta Valley High School• COPE HealthSolutions• Damien High School• Diamond Bar High School• Downey Adult School• Downey High School• Downtown Magnet High School• Eagle Rock High School• East Los Angeles College• East Los Angeles Occupational Center• East Los Angeles Skills Center• El Camino College• El Rancho High School• Elizabeth Learning Center High School• Everest College• Flintridge Preparatory School• Franklin High School• Fullerton College• Gabrielino High School• Garfield High School• Gertz-Ressler High School• Glen A. Wilson High School |
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WMMC Educational Partners (continued)

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| <ul style="list-style-type: none">• Glendale Adventist Academy• Glendale Career College• Glendale Community College• Gretchen A. Whitney High School• Hamilton High School• Harvard-Westlake School• Herbert Hoover High School• Hollywood High School• Hoover High School• Hughes Middle School• Huntington Park High School• Immaculate High School• Inglewood High School• Jefferson High School• John MacArthur College• John Marshall High School• John W. North High School• La Sierra University• Loma Linda University• Long Beach City College• Los Altos High School• Los Angeles Center of Enriched Studies• Los Angeles City College• Los Angeles County School of Nursing• Los Angeles High School of the Arts• Los Angeles Music and Art School• Los Angeles Trade Technical College• Los Angeles Valley College• Loyola High School• Loyola Marymount University | <ul style="list-style-type: none">• Maranatha High School• Marc and Eva Stern Math and Science School• Marco Antonio Firebaugh High School• Mark Keppel High School• Marymount College Rancho Palos Verdes• Mayfield Senior School• Maywood Academy• Mendez Learning Center• Montebello High School• Mount San Antonio Community College, Mt San Antonio College• Mount San Jacinto College• North Clayton High School• North Hollywood High School• North-West College• Norte Dame High School• Orthopaedic Hospital Medical Magnet High School• Oscar De La Hoya Animo Charter High School• Pacific Union College• Palos Verdes High School• Pasadena City College• Pilgrim School• Pioneer High School• Polytechnic High School• Ramona Convent Secondary School• Resurrection School• Ribet Academy |
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WMMC Educational Partners (continued)

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| <ul style="list-style-type: none">• Rio Hondo College• Roosevelt High School• Rosemead High School• Ruben S. Ayala High School• Sacred Heart High School, Cantwell-Sacred Health of Mary High School• Sahag-Mesrob Armenian Christian School• San Gabriel Academy• San Gabriel Mission School• Santa Monica City College• Santa Rosa Junior College• Schurr High School• Soledad Enrichment Action Charter School• St. Bernard Catholic School• St. Francis High School• Stanford University• Stevenson Middle School• Temple City High School• Theodore Roosevelt High School• Thomas Jefferson High School• Troy High School• University of California, Berkeley• University of California, Davis• University of California, Irvine• University of California, Los Angeles | <ul style="list-style-type: none">• University of California, Merced• University of California, Riverside• University of California, San Diego• University of California, Santa Cruz• University of La Verne• University of Phoenix• University of Southern California• University of St. La Salle• USC MAST Magnet High School• Venice High School• Viewpoint High School• Village Christian Vistamar School• Wallis Annenberg High School• Walnut High School• Walton High School• West Adams Preparatory High School• West Coast University• Westwood College• White Memorial Adventist School• Whitney High School• Wilson High School |
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Community Benefit Inventory

Year 2014 – Inventory

| Activities | Number of Programs |
|--|--------------------|
| Medical Care Services | |
| <p>Access to Transportation Free van transportation or taxi vouchers from home to appointments at White Memorial Medical Center</p> | 1 |
| <p>Access to Health Insurance Information Community Information Center</p> | 1 |
| Community Health Improvement | |
| <p>Welcome Baby Program Outreach program to educate and connect expectant mothers in the community to White Memorial Medical Center</p> | 1 |
| <p>Child Birth (Lamaze) Class Free class that educates expectant mothers on safe and effective childbirth techniques</p> | 1 |
| <p>Natural Nursing Teaches new mothers proper breast feeding technique to promote infant health and development</p> | 1 |
| <p>“We Care” Baby Care Class Teaches proper care to new and inexperienced moms</p> | 1 |
| <p>Infant CPR and Safety Safety class that educates new parents on life saving techniques for infants</p> | 1 |
| <p>Baby Basics Class Teaches basic infant care to new and inexperienced parents</p> | 1 |

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|--|---|
| <p>El Dia de los Ninos Information booth set up at fair on “Kids Day” with information about proper infant/child care</p> | 1 |
| <p>Family Focus Program Focused on teaching the importance of home environment to infants as they develop</p> | 1 |
| <p>Lactation Clinic Teaches new mom’s proper breastfeeding and assists mothers experiencing problems</p> | 1 |
| <p>YMCA Wellness Programs Program in partnership with YMCA to promote proper nutrition and fitness</p> | 1 |
| <p>Free Glucose Screenings Free screenings for those that might be at risk for diabetes; offered to the community</p> | 1 |
| <p>Healthy Eating Lifestyle Program (H.E.L.P.) Program that educates families on proper nutrition to prevent or lessen the effects of weight related health issues; Diabetes, Obesity, etc.</p> | 1 |
| <p>Living With Diabetes Support Group Support group for those suffering from diabetes that offers help and education to the surrounding community</p> | 1 |
| <p>Free or Low-Cost Wellness Programs Programs including fitness and nutrition for community members</p> | |
| <p>National Nutrition Day To promotes nutrition among underserved communities</p> | 1 |
| <p>Promoting Self Esteem/Confidence Support group to encourage good mental health</p> | 1 |
| <p>Breast Cancer Prevention Classes that teach understanding and help women know what to be aware of related to breast cancer</p> | 1 |
| <p>COPD Management Symposium How to manage and live with COPD</p> | 1 |

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| <p>Fight for Air Stair Climb City wide program that encourages physical activity to raise awareness to breathing maladies</p> | 1 |
| <p>Bridge to Health Fair Health fair held in Mariachi Plaza that offers screenings and educational information to community</p> | 1 |
| <p>Pulmonary Rehab Program Promotes health improvement among pulmonary patients</p> | 1 |
| <p>Senior Wellness Wellness classes for senior community members including health improvement activities and workshops</p> | 1 |
| <p>Zumba Classes Zumba exercise classes to promote activity and wellness in the senior community</p> | 1 |
| <p>Cleft Palate Education Program to educate families that are affected by Cleft Palates</p> | |
| <p>Health and Wellness Community Calendar Produced Quarterly this calendar has information about health improvement activities available to the community</p> | 1 |
| <p>Rainbow Children’s Center Care center for children ages 0-5 open to community members and hospital staff</p> | 1 |
| <p>Homeless Outreach Under the Bridges Distribute clothes, food and water to community residents in need</p> | 1 |
| <p>House of Ruth Workshops on health, beauty and wellness to homeless and battered women</p> | 1 |
| <p>Wellness at White Health and wellness programs and services open to the community</p> | 1 |
| <p>Little Angels of White Memorial Support Group Help families cope and heal from their pregnancy loss</p> | |

| Health Professions Education | |
|--|----------|
| Family Medicine Residency Program | 1 |
| Internal Medicine Residency Program | 1 |
| Obstetrics and Gynecology Residency Program | 1 |
| Podiatry Residency Program | 1 |
| Pharmacy Residency Program | 1 |
| Clinical Care Extenders Program (CCE) Education course provides mentorship to undergraduate students interested in health careers. | 1 |
| TELACU Nursing Program Provides opportunity to community members to train in nursing to better serve the community | 1 |
| Subsidized Health Services | |
| Financial Assistance | 1 |
| Research | |
| Type 1 Diabetes TrialNet | 1 |
| Cash and In-Kind Contributions | |
| NA | |

Community Benefit & Economic Value

White Memorial Medical Center’s mission is to serve our community with a “passion for excellence, a spirit of Christian service, and a commitment to medical education.” We have been serving our communities health care needs since 1913. Our community benefit work is an extension of our values which are based on the principles of mission and service. We have worked to ensure that our community benefit is an integral component of improving the “triple aim.” The “Triple Aim” concept broadly known and accepted within health care includes:

- 1) Improve the experience of care for our residents.
- 2) Improve the health of populations.
- 3) Reduce the per capita costs of health care.

Our strategic investments in our community are focused on a more planned, proactive approach to community health. The basic issue of good stewardship is making optimal use of limited resources and being a valued partner within our community. Defaulting to charity care in our emergency rooms for the most vulnerable is not consistent with our mission. An upstream and more proactive and strategic allocation of resources enables us to help low income populations avoid preventable pain and suffering; in turn allowing the reallocation of funds to serve an increasing number of people experiencing health disparities.

Community Benefit Summary

| WHITE MEMORIAL MEDICAL CENTER Data for Calendar Year 2014 | TOTAL COMMUNITY BENEFIT COSTS | | DIRECT CB REIMBURSEMENT | UNSPONSORED COMMUNITY BENEFIT COSTS | |
|--|----------------------------------|---------------------|----------------------------|--|---------------------|
| | TOTAL CB EXPENSE | % OF TOTAL COSTS | OFFSETTING REVENUE | NET CB EXPENSE | % OF TOTAL COSTS |
| Traditional charity care | 5,579,942 | 1.46% | (0) | 5,579,942 | 1.46% |
| Public programs - Medicaid | - | 0.00% | - | - | 0.00% |
| Medicare | 117,807,965 | 30.77% | 113,569,413 | 4,238,552 | 1.11% |
| Other means-tested government programs (Indigent care) | - | 0.00% | - | - | 0.00% |
| Community health improvement services (1) | 2,299,404 | 0.60% | - | 2,299,404 | 0.60% |
| Health professions education (2) | 13,918,721 | 3.63% | 2,492,129 | 11,426,592 | 2.98% |
| Non-billed and subsidized health services (3) | 5,897,057 | 1.54% | 1,469,495 | 4,427,562 | 1.16% |
| Generalizable Research (4) | - | 0.00% | - | - | 0.00% |
| Cash and in-kind contributions for community benefit (5) | 385,592 | 0.10% | - | 385,592 | 0.10% |
| Community building activities (6) | 249,555 | 0.07% | - | 249,555 | 0.07% |
| TOTAL COMMUNITY BENEFITS | 146,138,236 | 38.16% | 117,531,037 | 28,607,199 | 7.47% |

Connecting Strategy & Community Health

Hospitals and health systems are facing continuous challenges during this historic shift in our health system. Given today's state of health, where cost and heartache is soaring, now more than ever, we believe we can do something to change this. These challenges include a paradigm shift in how hospitals and health systems are positioning themselves and their strategies for success in a new payment environment. This will impact everyone in a community and will require shared responsibility among all stakeholders.

As hospitals move toward population health management, community health interventions are a key element in achieving the overall goals of **reducing the overall cost of health care, improving the health of the population, and improving access to affordable health services for the community** both in outpatient and community settings. The key factor in improving quality and efficiency of the care hospitals provide is to include the larger community they serve as a part of their overall strategy.

Population health is not just the overall health of a population but also includes the distribution of health. Overall health could be quite high if the majority of the population is relatively healthy – even though a minority of the population is much less healthy. Ideally such differences would be eliminated or at least substantially reduced.

Community health can serve as a strategic platform to improve the health outcomes of a defined group of people, concentrating on three correlated stages:

- 1) The distribution of specific health statuses and outcomes within a population;
- 2) Factors that cause the present outcomes distribution; and
- 3) Interventions that may modify the factors to improve health outcomes.

Improving population health requires effective initiatives to:

- 1) Increase the prevalence of evidence-based preventive health services and preventive health behaviors,
- 2) Improve care quality and patient safety and
- 3) Advance care coordination across the health care continuum.

Our mission as a health system is to share God's love by providing physical, mental and spiritual healing. We believe the best way to re-imagine our future business model with a major emphasis of community health is by working together with our community.

Appendix A: Community Health Needs Assessment and Community Health Plan Coordination Policy

Entity:

- System-wide Corporate Policy
 - Standard Policy
 - Model Policy

Corporate Policy
Department:
Category/Section:
Manual:

No. AD-04-006-S
Administrative Services
Planning
Policy/Procedure Manual

POLICY SUMMARY/INTENT:

This policy is to clarify the general requirements, processes and procedures to be followed by each Adventist Health hospital. Adventist Health promotes effective, sustainable community benefit programming in support of our mission and tax-exempt status.

DEFINITIONS

1. **Community Health Needs Assessment (CHNA):** A CHNA is a dynamic and ongoing process that is undertaken to identify the health strengths and needs of the respective community of each Adventist Health hospital. The CHNA will include a two document process, the first being a detailed document highlighting the health related data within each hospital community and the second document (Community Health Plan or CHP) containing the identified health priorities and action plans aimed at improving the identified needs and health status of that community.

A CHNA relies on the collection and analysis of health data relevant to each hospital's community, the identification of priorities and resultant objectives and the development of measurable action steps that will enable the objectives to be measured and tracked over time.

2. **Community Health Plan:** The CHP is the second component of the CHNA and represents the response to the data collection process and identified priority areas. For each health need, the CHP must either: a) describe how the hospital plans to meet the identified health need, or b) identify the health need as one the hospital does not intend to specifically address and provide an explanation as to why the hospital does not intend to address that health need.
3. **Community Benefit:** A community benefit is a program, activity or other intervention that provides treatment or promotes health and healing as a response to identified community needs and meets at least one of these objectives:
 - Improve access to health care services
 - Enhance the health of the community
 - Advance medical or health care knowledge
 - Relieve or reduce the burden of government or other community efforts

Community benefits include charity care and the unreimbursed costs of Medicaid and other means-tested government programs for the indigent, as well as health professions' education, research, community health improvement, subsidized health services and cash and in-kind contributions for community benefit.

AFFECTED DEPARTMENTS/SERVICES:

Adventist Health hospitals

POLICY: COMPLIANCE – KEY ELEMENTS

PURPOSE:

The provision of community benefit is central to Adventist Health's mission of service and compassion. Restoring and promoting the health and quality of life of those in the communities served, is a function of our mission "To share God's love by providing physical, mental and spiritual healing." The purpose of this policy is: a) to establish a system to capture and report the costs of services provided to the underprivileged and broader community; b) to clarify community benefit management roles; c) to standardize planning and reporting procedures; and d) to assure the effective coordination of community benefit planning and reporting in Adventist Health hospitals. As a charitable organization, Adventist Health will, at all times, meet the requirements to qualify for federal income tax exemption under Internal Revenue Code (IRC) §501(c)(3). The purpose of this document is to:

1. Set forth Adventist Health's policy on compliance with IRC §501(r) and the Patient Protection and Affordable Care Act with respect to CHNAs;
2. Set forth Adventist Health's policy on compliance with California (SB 697), Oregon (HB 3290), Washington (HB 2431) and Hawaii State legislation on community benefit;
3. Ensure the standardization and institutionalization of Adventist Health's community benefit practices with all Adventist Health hospitals; and
4. Describe the core principles that Adventist Health uses to ensure a strategic approach to community benefit program planning, implementation and evaluation.

A. General Requirements

1. Each licensed Adventist Health hospital will conduct a CHNA and adopt an implementation strategy to meet the community health needs identified through such assessment.
2. The Adventist Health *Community Health Planning & Reporting Guidelines* will be the standard for CHNAs and CHPs in all Adventist Health hospitals.
3. Accordingly, the CHNA and associated implementation strategy (also called the Community Health Plan) will initially be performed and completed in the calendar year ending December 31, 2013, with implementation to begin in 2014.
4. Thereafter, a CHNA and implementation strategy will be conducted and adopted within every succeeding three-year time period. Each successive three-year period will be known as the Assessment Period.
5. Adventist Health will comply with federal and state mandates in the reporting of community benefit costs and will provide a yearly report on system wide community benefit performance to board of directors. Adventist Health will issue and disseminate to diverse community stakeholders an annual web-based system wide report on its community benefit initiatives and performance.
6. The financial summary of the community benefit report will be approved by the hospital's chief financial officer.
7. The Adventist Health budget & reimbursement department will monitor community benefit data gathering and reporting for Adventist Health hospitals.

B. Documentation of Public Community Health Needs Assessment (CHNA)

1. Adventist Health will implement the use of the Lyon Software CBISA™ product as a tool to uniformly track community benefit costs to be used for consistent state and federal reporting.
2. A written public record of the CHNA process and its outcomes will be created and made available to key stakeholders in the community and to the general public. The written public report must include:
 - a. A description of the hospital's community and how it was determined.
 - b. The process and methods used to conduct the assessment.
 - c. How the hospital took into account input from persons who represent the broad interests of the community served.
 - d. All of the community health needs identified through the CHNA and their priorities, as well as a description of the process and criteria used in the prioritization.
 - e. Existing health care facilities and other resources within the community available to meet the community health needs identified through the CHNA.
3. The CHNA and CHP will be submitted to the Adventist Health corporate office for approval by the board of directors. Each hospital will also review their CHNA and CHP with the local governing board. The Adventist Health government relations department will monitor hospital progress on the CHNA and CHP development and reporting. Helpful information (such as schedule deadlines) will be communicated to the hospitals' community benefit managers, with copies of such materials sent to hospital CFOs to ensure effective communication. In addition, specific communications will occur with individual hospitals as required.
4. The CHNA and CHP will be made available to the public and must be posted on each hospital's website so that it is readily accessible to the public. The CHNA must remain posted on the hospital's website until two subsequent CHNA documents have been posted. Adventist Health hospitals may also provide copies of the CHNA to community groups who may be interested in the findings (e.g., county or state health departments, community organizations, etc.).
5. For California hospitals, the CHPs will be compiled and submitted to OSHPD by the Adventist Health government relations department. Hospitals in other states will submit their plans as required by their state.
6. Financial assistance policies for each hospital must be available on each hospital's website and readily available to the public.

Corporate Initiated Policies: (For corporate office use)

References: Replaces Policy: AD-04-002-S

Author: Administration

Approved: SMT 12-9-2013, AH Board 12-16-2013

Review Date:

Revision Date:

Attachments:

Distribution: AHEC, CFOs, PCEs, Hospital VPs, Corporate AVPs and Directors