



**SAN ANTONIO COMMUNITY HOSPITAL**



*Community Benefit Program  
Highlights, Inventory  
& Economic Valuation  
2012*

## ***San Antonio Community Hospital***

### ***106 Years and Growing...***

San Antonio Community Hospital was founded by Dr. William Howard Craig in 1907 to meet the healthcare needs of local residents. As the community surrounding the hospital grew, it became apparent that larger, more modern facilities were needed. Community leaders rallied to raise the needed capital and the hospital moved to its current location on San Bernardino Road in 1924. Through community support, the hospital grew – from its modest beginning with 18 beds, 5 physicians, and limited staff—to a 279-bed regional medical facility with nearly 2,000 employees and a medical staff of 500 physicians. The hospital also has satellite facilities located in Rancho Cucamonga and Fontana that provide outpatient care in a close and convenient setting.

The hospital's main campus in Upland is currently undergoing the largest expansion in its 106-year history. The 179,000 square foot addition, which will include a new 52-bed emergency department and 92-bed patient tower, is scheduled for completion in late 2013. The project incorporates the latest healthcare architectural design and advanced technological features with the goal of meeting the needs of the growing population in the west end of California's Inland Empire.

### ***Leadership...***

San Antonio Community Hospital is governed by a 15-member Board of Trustees. The hospital's President and Chief Executive Officer, and the medical staff's President-Elect, President, and Immediate Past President are members of the board by virtue of their offices. At least two additional physicians are elected from the medical staff, and the remaining members are elected from the community at-large. The Board of Trustees, with physician leaders comprising a significant portion of its membership, sets the direction for the hospital and its Community Benefits Program.

The Executive Management Group directs the hospital's strategic planning process and allocates resources for community benefit activities. The Executive Management Group is comprised of the Chief Executive Officer, Chief Financial Officer, Chief Nursing Officer, Vice President of Administrative Services and Compliance, Vice President of Human Resources, Director of Business Development and Community Outreach, and President of the Hospital Foundation.

Department directors are responsible for the operation and management of the individual departments. The directors encourage employee participation in community benefit activities, and it is this support that ensures the ultimate success of the hospital's Community Benefits Plan.

### ***Our Commitment...***

The leadership at San Antonio Community Hospital has an unwavering commitment to the hospital's mission, vision, values, and strategic plan, which focus on improving the region's overall health by providing quality patient care in a compassionate and caring environment. Our mission is to improve the overall health of our regional community by offering healthcare services that both comfort and cure, in settings that inspire confidence, and in a manner that earns the trust of our patients, our physicians, and our employees. Our vision is to use our strengths to enhance our reputation for excellence in quality care, patient experience, and an exceptional working and practice environment. Our values articulate the principles that help us to fulfill our mission and vision, and our strategic plan specifically addresses the development of programs and services in response to regional community needs.

### ***Contact us...***

Additional information regarding San Antonio Community Hospital, its history and its future, is available at [www.sach.org](http://www.sach.org). Questions regarding this report or the hospital's community benefit activities should be directed to Cathy Rebman, Director of Business Development and Community Outreach, at (909) 920-4802.

### ***Caring for Our Community...***

Community benefits are more than just numbers. They represent people—moms and dads, children and grandparents, and the homeless, helpless, and hopeless. This report highlights how San Antonio Community Hospital goes above and beyond the delivery of essential patient care services to ensure healthier children, early detection of disease, and enhanced access to basic healthcare services. It captures the essence of our purpose: to improve health and make the community a better place to work, grow, and play.

As a regional healthcare provider, San Antonio Community Hospital (SACH) is committed to maintaining the highest quality of care for those we serve. As a nonprofit hospital, all of our resources are devoted to providing healthcare services. Any surpluses generated from hospital operations are used to purchase new or upgraded equipment, expand services, and provide care for vulnerable populations. While the Inland Empire is a maturing economic market, as a whole, many individuals and families are at significant risk during a medical crisis due to their inability to access health insurance or as the result of inadequate insurance coverage. The hospital's charity care policy provides relief to these families who would otherwise face medical bankruptcy. During 2012, \$1,988,562 in charity care was provided for patients entering the hospital emergency department that were either treated and released or required an inpatient stay. In addition to such direct medical care, SACH reaches out to its community in a variety of ways that go well beyond the traditional care provided by an acute care hospital.

As in most communities, the needs are great and the resources limited. The hospital understands the power of collaboration and seeks alliances with other health and social service providers to develop community-based programs with defined goals and measurable outcomes. These partnerships help to leverage the community's scarce resources to achieve the maximum benefit for its residents, which results in demonstrated improvement in their health.

The report that follows highlights just a few of SACH's activities. The exceptional healthcare services provided by Healthy Beginnings, the *Women Caring for Women* program, Generations Ahead for seniors, and an innovative approach to raise community awareness about childhood obesity are featured.

### ***Good Health Begins at Birth***

San Antonio Community Hospital's Healthy Beginnings follow-up center has successfully bridged the gap between hospital discharge and the first physician visit by providing newborn assessment, education, support, referral, and counseling. Newborn readmission rates have been reduced, mothers have been assessed and referred for postpartum illness, and infants have received the numerous benefits of a successful breastfeeding experience. The groundbreaking efforts of the Healthy Beginnings staff have not only served as a model for similar programs throughout the Inland Empire, the increased breastfeeding rates achieved through the center laid the foundation for the hospital's designation as a Baby Friendly hospital. Healthy Beginnings programming offers a full complement of obstetrical services, from prenatal education through delivery and beyond. Healthy Beginnings postpartum follow-up center is available as a free walk-in clinic where mother and infant are assessed, and where parents receive consultation, support, and referral to ensure that the baby and family thrive.

In addition to providing breastfeeding evaluation and support, the Newborn Feeding Center assesses mother and newborn, providing referrals to community resources when needed. This thorough evaluation process has yielded significant outcomes including a reduction in newborn readmission rates; increased breastfeeding rates; early intervention for developmental delays; and identification and treatment of postnatal illness, from baby blues to postpartum psychosis.

Healthy Beginnings was a lifeline for a young mother that resorted to cutting as a mechanism to deal with her stress and anxiety of caring for her newborn. Her family brought her into Healthy Beginnings where she received a postpartum screening and was found to be at high risk for PPD (postpartum depression). The mother had no insurance, but staff found a support system and a mental health facility that would assess and admit her that same day. She has since contacted the center and reported that she is feeling more like herself and is continuing to receive treatment through an outpatient program.

While some families just need reassurance that their baby is thriving, others may require further education or support, and a few require intervention or treatment. The

Center offers support to all new families in the community, regardless of where their babies are born. In fact, many local pediatricians include a visit to the Center as part of the discharge instructions for their patients.

Postpartum follow-up has become a standard of care for local families across the socioeconomic spectrum, and has been especially beneficial for at-risk families with limited access to healthcare resources. One of the components of the program's success has been its broad application. No one feels stigmatized by being singled out for a special program due to social or financial circumstances. All parents need assistance from time to time, and all parents need positive reinforcement. The staff at Healthy Beginnings is committed to fulfilling this vital community need.

### ***Women Caring for Women***

There are many women in the Western Inland Empire who fail to access the services they need, most often due to circumstances beyond their control. The *Women Caring for Women* program provides a lifeline to women in need. The greatest impediment to obtaining appropriate breast cancer treatment is the lack of adequate health insurance, and in today's tenuous economic environment, the number of uninsured and under-insured who lack the ability to pay their share of the cost for breast cancer screening and diagnostic services is growing at an alarming rate.

Funded through a partnership with Susan G. Komen for the Cure Inland Empire Affiliate, this program is responding to a significant community need in the hospital's service area. Women, particularly young women under 40 who cannot qualify for county-funded programs until after a diagnosis is made, can now turn to *Women Caring for Women* to receive critical diagnostic services that will either rule out cancer or provide the diagnosis needed to access safety net programs through the county. Earlier in 2012 a 39 year old female patient was in search of a diagnostic center that would provide financial assistance to examine a lump that she had felt in her breast. She was referred to the Women's Breast & Imaging Center's Women Caring for Women (WCW) program where she received an ultrasound-guided biopsy. The results on her pathology report indicated she had cancer. Fortunately, the WCW nurse navigator provided the additional assistance that she and her family required throughout her treatment.

As an adjunct to these services, the Cancer Education Center located across the hall from the Womens' Breast and Imaging Center offers a wide variety of cancer survivorship, support groups, and resources for cancer patients and their families. Classes and support groups include nutritional care, exercise, Pilates, caregiver support, and patient support. An on-site salon provides free wigs and hosts the American Cancer Society's *Look Good Feel Better* program.

The San Antonio Hospital Foundation has collaborated with a number of community partners, including Soroptimists International, The Community Foundation of Riverside and San Bernardino Counties, and Vons to provide free mammogram screening for vulnerable, at-risk women who are uninsured, under-insured, and lack the financial resources to access this critically important preventive health service. San Antonio

Community Hospital is committed to meeting the needs of women facing breast cancer so they can receive the care and treatment they need in an environment that supports their unique needs through diagnosis, treatment, and recovery.

### ***Striving to Serve our Seniors***

Older adults who remain physically active and pursue healthy lifestyles are finding that vitality, rather than disability, is defining their concept of future health status. The growing needs of seniors spurred the development of a new membership program created to augment traditional geriatric services. *Generations Ahead* has been designed to meet the special health and educational needs of seniors through targeted services and programs. The hospital has partnered with physicians to provide presentations to specifically address senior health issues, which include osteoporosis, diabetes, stroke prevention, and more. In addition to physician partnerships, other organizations in the community such as Primecare, CareMore, HiCAP (Health Insurance Counseling & Advocacy Program), City Senior Community Centers, and other local non-profits have shown their support by encouraging their senior population to be participants in *Generations Ahead*. The program has over 400 members and continues to grow. Services provided through *Generations Ahead* include free screenings, discounts in the café and gift shop at the hospital, and more.

Generations Ahead is directed by a three member team that plans and coordinates the monthly lectures. Dolores Simmons, Vice President of the Auxiliary Board and Social Coordinator for Generations Ahead, said that “this program has been well received because it affirms the hospital’s dedication to providing services for older adults and provides them with an outlet to gain new knowledge and resources. The topics have all been very interesting and timely, especially the Medicare series. Seniors valued the opportunity to learn more and to gain an understanding about where they can turn for assistance.”

The hospital believes in promoting the independence seniors desire, while offering the assistance they need. *Generations Ahead* offers a seamless array of programs for this population and continues to expand to meet the diverse needs of the population being served.

### ***Tackling the Obesity Epidemic By Establishing a Healthy Foundation***

A recent study indicated that 40% of children in San Bernardino County are considered obese or overweight. Agencies throughout the county (public health, hospitals, non-profits, and municipalities) have come together to tackle the obesity epidemic plaguing our community. The hospital has been pivotal in the fight by introducing the Healthy Eating Lifestyle Program, commonly referred to as HELP. SACH has worked collaboratively with the City of Montclair, Upland Unified School District, Por La Vida, and the City of Ontario’s HEAL Zone initiative to introduce HELP as a tool to reduce childhood obesity, especially in underserved areas of the community. Launched in 2010, this program has been instrumental in raising awareness and developing community promotoras (lay health educators) who have used their new-found knowledge to create healthy habits in their home and community. In addition to teaching

the curriculum to potential promotoras, the hospital provides lab resources to measure important health indicators before and after completion of the program. Parents and their children are tested for cholesterol and glucose, and their BMI, or body mass index, is calculated using height and weight measurements. To date, the program has served nearly 200 individuals and continues to expand.

Blanca Gonzales, a recent graduate of HELP, shared that this program was very important to her and her daughter because of the information that she learned about nutrition. Following the program, Blanca lost 13 pounds and credits this weight loss to the instruction she received about what it is to be healthy. The hospital has formed a partnership with the Kids Come First Community Health Center to offer this instruction to parents and children at their site in Ontario. By laying the groundwork for strong collaboration with cities, agencies, and organizations within the community, the program will continue to expand to reach the families who are most in need of this important education. With increased awareness of the importance of good nutrition and active living, improvements in health status will be demonstrated.

### ***Inventory and Economic Valuation of Community Benefits...***

The Hospital's community benefit inventory was completed using software developed by the Catholic Hospital Association and VHA, Inc. in partnership with Lyon Software. The Community Benefit Inventory for Social Accountability (CBISA) software allowed SACH's activities to be summarized into the broad categories outlined in Senate Bill 697.

SACH's primary responsibility is to provide healthcare services; however, its mission does not end there. Every effort is made to reach out into the community with additional services and programs in response to the community's needs. A summary and valuation of the 2012 program follows, along with an accounting of the financial losses sustained in providing medical care to uninsured and underinsured patients. In addition to charity care, SACH sustains significant losses when the reimbursement received from Medi-Cal falls short of the costs incurred to provide care.

### **Definitions**

#### ***Medi-Cal***

SACH lost \$5,352,376 on the services provided to Medi-Cal patients on a fully allocated cost basis, which compares actual payments received to the total actual costs incurred by the hospital for treating these patients, during 2012.

#### ***Charity Care***

Charity Care has two components. The first component is patient care that the hospital decides, in advance, to provide at no cost to patients and families for a variety of reasons (e.g., lack of insurance or financial hardship). The second component of Charity Care is care that was initially billed by the hospital's business office, but is determined to be uncollectible due to financial hardship or other reasons. In these

cases, unlike true “bad debt,” the patient or family has typically expressed a sincere interest in working with the hospital, but they lack the resources to make payments. For these reasons, the hospital makes no further attempt to collect on these accounts, writing them off as Charity Care. SACH provided \$1,988,562 in Charity Care during 2012.

**Medicare**

SACH incurred a shortfall of \$3,072,019 on the services it provided to Medicare patients on a fully allocated cost basis.

**Other Uncompensated Care**

Other uncompensated care (bad debts) totaled \$14,029,179 in actual cost incurred by SACH to treat these patients. Uncompensated care is not included in SACH’s community benefit valuation; however, the costs incurred to treat these patients represent an additional direct benefit to the community.

**Valuation**

The following table summarizes the 2012 valuation, delineated by major category.

<b>2012 Community Benefit Valuation (without Medicare Losses)</b>			
<u>Category</u>	<u>Activity</u>	<u>Value</u>	<u>Total</u>
<b>Medical Care</b>	Medi-Cal Losses	5,352,376	
	Charity Care	1,988,562	
	EMS Base Station	147,499	
	Immunizations	16,053	
	Physician Fees	590,326	
	Hospital Outpatient Services	<u>6,234</u>	
			8,101,050
	<b>Total Medical Care</b>		<b>\$8,101,050</b>
<b>Medical Education</b>	Chaffey College Nursing/Radiology Training	<u>176,846</u>	
	<b>Total Medical Education</b>		<b>\$176,846</b>
<b>Vulnerable Populations</b>	<u>Community Agency Support</u>		
	Meals on Wheels	19,288	
	Etiwanda School District MAA	126	
	Upland Healthy Start/Healthy Future	<u>142</u>	
	Total Agency Support	19,556	
	<u>Health Fairs and Screenings</u>		
	City of Claremont Senior Flu Shot Clinic	366	

City of Ontario Senior Flu Shot Clinic	289
City of Rancho Cucamonga Senior Flu Shot Clinic	289
City of Upland Senior Flu Shot Clinic	289
Cucamonga School District Health Fair	367
Fontana Police Department Health and Safety Fair	320
West End Health & Wellness Fair	948
Project Connect Health & Resource Fair	<u>1,160</u>
Total Health Fairs and Health Screenings	4,028

Other Activities/Vulnerable Populations

Healthy Beginnings	209,019
HELP	2,888
SACH Outreach	4,263
SACH Dental Center	5,760
Women's Breast & Imaging Center	<u>832</u>
Total Other Activities	222,762

Support Groups

Breast Cancer	1,226
Caring Hearts	551
Cancer Caregiver	184
Cancer Support	378
Diabetes	467
Nutrition Counseling	39
Nutrition for Cancer	184
Pilates for Cancer	<u>1,377</u>
Total Support Groups	4,406

Vouchers

Transportation (Taxi & Bus)	<u>7,990</u>
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***Total Vulnerable Populations***

***\$258,742***

**Broader Community**

<u>Health Fairs and Screenings</u>	
Claremont 5K Run First Aid Station	277
City of Upland Family Fun Day	514
City of Chino Family Fitness Day	495
City of Upland Employee Fair	157
City of Rancho Employee Fair	617
City of La Verne Employee Fair	378

C&D Zodiac Health Fair	347
Cucamonga Challenge & Health Fair	389
Eastvale Homecoming Wellness Fair	277
Fontana Days Run First Aid Station	299
Health Fair Supplies/Education Materials	16,923
Kiwanis Track Meet	525
Mag Lite Employee Health Fair	566
Ontario 5K: First Aid	742
Stephen's Hope Run First Aid Station	461
Sports Injury Screening	2,920
Terra Vista Homecoming Wellness Fair	257
Tour De Foothills	611
Upland Estates Safety Fair	247
Victoria Gardens: Teddy Bear Clinic	<u>1,933</u>
Total Health Fairs/Screening	28,935

Community Education

Breast Feeding	1,331
Community Education Calendars	28,127
Community Health Lectures	87,627
Community CPR & First Aid Classes	1,530
Family Friends & Infant CPR	1,121
Generations Ahead	2,103
Heart Healthy Classes	1,101
Heart Disease Awareness	350
Infant Care	2,202
Kick/Prenatal Yoga	8,437
Moms Embracing the Moment	1,060
Positive Parenting	-995
Prepared Childbirth	-4,604
Prepared Childbirth Crash Course	585
Prepared Childbirth C-Section Course	-46
Safe Sitter Education	800
Sibling Classes	336
Well Connected	24,544
Women's Symposium	<u>55,099</u>
Total Community Education	210,708

Other Activities

Blood Drives	37,689
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	SACH Internships	14,450	
	Upland Sharps Program	<u>732</u>	
	Total Other Activities	52,871	
	<b>Total Broader Community</b>		<b>\$292,514</b>
<b>Other Quantifiable Benefits</b>	Community Benefit Planning/Preparation	12,618	
	Community Assessment	<u>39</u>	
		12,657	
	<b>Total Other Quantifiable Benefits</b>		<b>\$12,657</b>
	<b>COMMUNITY BENEFIT INVENTORY TOTAL COST</b>		<b>\$8,841,809</b>
<b>Community Building Activities</b>	<u>Community Agency Support</u>		
	Assistance League: Corporate Sponsorship	1,000	
	Claremont Senior Citizen Holiday Event	50	
	Focus on Youth	157	
	Fontana Days Run: Corporate Sponsorship	1,000	
	Healthy Chino	63	
	Healthy Fontana	126	
	Healthy Ontario	189	
	Healthy Rancho Cucamonga	378	
	Inland Empire Childhood Obesity Taskforce	315	
	Reach Out	63	
	YMCA: Swing for Kids	<u>1,500</u>	
		4,841	
	<b>Total Community Agency Support</b>		<b>\$4,841</b>
	<b>TOTAL BENFIT TO OUR COMMUNITY</b>		<b>\$8,846,650</b>

