



Community Benefits Fiscal Year 2012



TORRANCE MEMORIAL
MEDICAL CENTER



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Community Benefits Report Fiscal Year 2012

For Submittal to:

State of California
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Preface

In accordance with Senate Bill 697, Community Benefits Legislation, Torrance Memorial Medical Center, a private not-for-profit hospital, submits this Community Benefits Plan for Fiscal Year 2012. Senate Bill 697 requires a not-for-profit hospital in California to complete the following activities:

- Review and reaffirm its mission statement to ensure that its policies integrate and reflect the public interest in meeting its responsibilities as a not-for-profit organization
- Complete and update a needs assessment every three years, evaluating the health needs of the community served by the hospital
- Adopt and file a community benefits plan annually, documenting activities that the hospital has undertaken to address community needs within its mission and financial capacity; and to the extent practicable, assign and report the economic value of community benefits provided in furtherance of its plan

Introduction to Torrance Memorial Medical Center

Torrance Memorial Medical Center is a locally governed, 401-bed, non-profit medical center whose purpose is to provide quality healthcare services, predominantly to the residents of the South Bay, Peninsula and Harbor communities.

Founded by Jared Sidney Torrance in 1925, the medical center offers general acute care services and serves as one of the only three burn centers in Los Angeles County. With more than 3,000 employees, Torrance Memorial is one of the South Bay's largest employers. The hospital's medical staff includes over 1,000 physicians, while the volunteer corps embraces more than 1,000 members.

As the South Bay's first hospital, Torrance Memorial was relocated to its present site in 1971. Over the years, the medical center has continually grown and expanded to meet the community's healthcare needs. Among the many Torrance Memorial services and programs of special note are:

- Emergency Care (more than 64,000 patient visits annually)
- Imaging Services – Diagnostic and Interventional Radiology (including an outpatient medical imaging facility)
- Family Birth Center (3,078 babies born in 2012)
- Level III Neonatal Intensive Care (stand alone) Unit
- Home Health & Hospice
- Polak Research Program (offers clinical research capabilities, at a level not typically available from community hospitals)
- Cancer Care
- Cardiology Program
- Burn Center
- Rehabilitation Services
- Chemical Dependency Outpatient Treatment

Among the medical center's ratings and accomplishments are the following recent distinctions:

- Blue Cross Blue Shield Blue Distinction Center for Spine, Hip and Knee Surgery
- American Heart Association Gold Achievement Award for Cardiovascular Services
- American Heart Association/American Stroke Association Silver Plus recognition, Stroke Program
- Designated STEMI Receiving Center, Department of Health Emergency Services Agency of Los Angeles County
- American College of Surgeons Commission on Cancer, Outstanding Achievement Award

- Member of the South Bay Survivorship Consortium which received a Medical Partnership Award from the American Cancer Society for providing cancer survivorship education and services
- VHA Innovation Award for the Versant RN Residency Program
- American Hospital Association 2008 Silver Performance Award for improvement of patients' health diagnosed with coronary artery disease
- American Nurses Credentialing Center, Magnet facility for nursing excellence (2011)
- Daily Breeze Annual Reader's Survey, South Bay's Best Hospital (2012)

Accrediting organizations giving Torrance Memorial high marks are:

- Joint Commission three-year accreditation (2012)
- American College of Radiology Center of Excellence for Breast Diagnostic Center
- American College of Surgeons, Comprehensive Community Cancer Center
- Joint Commission, CLIA and American Association of Blood Banks for the clinical laboratory and blood bank
- Committee on Trauma of the American College of Surgeons and the American Burn Association conferred verification of delivery of the highest quality burn care
- American Society for Metabolic and Bariatric Surgery and a Blue Shield Blue Distinction Center of Excellence for favorable outcomes in bariatric surgery
- Joint Commission Advanced Certification for Primary Stroke Center, Inpatient Diabetes and Heart Failure
- Centers for Medicare and Medicaid's Transitional Care Unit 5-Star Rating

Section 1: Executive Summary

Our Mission

Torrance Memorial Medical Center is a locally governed community, nonprofit medical center whose purpose is to provide quality healthcare services, predominantly to the residents of the South Bay/Peninsula communities. Under the governance of a community-based Board of Trustees, Torrance Memorial serves the public interest by:

- Improving the community health within the scope and expertise of our resources
- Offering the most current and effective technologies rendered in a compassionate, caring manner
- Maintaining long-term stability in order to assure our strength and viability for the benefit of the community

Definition of Community Used in the 2010 Community Needs Assessment

Torrance Memorial Medical Center defined its “community” to include the following cities and communities:

- Torrance and Lomita
- Beach Cities of El Segundo, Hermosa Beach, Manhattan Beach and Redondo Beach
- Palos Verdes
- Gardena, Hawthorne and Lawndale
- Harbor City, Wilmington, Carson and Los Angeles County zip code 90502
- San Pedro

Description of Our Community

The service area population is estimated at 889,551 persons, with 24 percent of the population under 18 years, 64 percent age 18 to 64, and 12 percent 65 years and older. Race/ethnicity is 35 percent White, 34 percent Hispanic, 17 percent Asian/Pacific Islander, 11 percent Black, and 3 percent all other races. Of those persons at least five years of age, 56 percent speak English only at home, 27 percent speak Spanish, 12

percent speak an Asian/PI language, and 5 percent speak other languages. Of those persons at least 25 years and older, 16 percent have less than a high school degree, 21 percent have graduated high school and 62 percent have some college to a college degree. Average household income is estimated at \$92,943 with 8 percent of households in the service area below the poverty level. Within the cities and communities of the service area, the most vulnerable communities (based on race/ethnicity, educational attainment, and income) are Gardena/Hawthorne/Lawndale, Harbor City/Wilmington/Carson/LA County 90502 and San Pedro.

Objectives Addressed in the Community Benefits Plan

During Fiscal Year 2012, Torrance Memorial Medical Center pursued the following objectives:

1. To continue to provide affordable and accessible healthcare services, to the extent possible.
2. To continue to provide health education, promotion and wellness services to improve the health status of the community.
3. To continue to coordinate efforts with community partners for community health improvement and education and training programs.

Community Benefits Plan Activities

In Fiscal Year 2012, some of the activities conducted by Torrance Memorial Medical Center in support of the above objectives included: providing charity care for patients without the ability to pay for necessary treatment, absorbing the unpaid costs of care for patients covered by Medi-Cal, Healthy Families and the Medicare programs providing van transportation services for older adults and patients accessing the medical center, participating in health fairs, conducting health education classes and support groups, staffing various centers – health resource center, cancer resource center, breast examination training center and image enhancement center – for health information and assistance, providing health information in multiple formats including magazines, web site, videos, cable television programming and a medical library; and coordinating efforts with other organizations to improve disaster preparedness, support

services for victims of domestic violence, the blood supply, and education of students attending area public schools, occupational centers, and nursing colleges.

Economic Value of Community Benefits Provided in Fiscal Year 2012

The economic value of community benefits provided by Torrance Memorial Medical Center in Fiscal Year 2012 is estimated at **\$59,441,923**.

Section 2: Mission and Values

Torrance Memorial Medical Center-Hospital Mission and Values statements follow. These guide our organization's commitment to responding to community needs.

Our Mission

Torrance Memorial Medical Center is a locally governed community, nonprofit medical center whose purpose is to provide quality healthcare services, predominantly to the residents of the South Bay/Peninsula Communities. Under the governance of a community-based Board of Trustees, Torrance Memorial serves the public interest by:

- Improving the community health within the scope and expertise of our resources
- Offering the most current and effective technologies rendered in a compassionate, caring manner
- Maintaining long-term stability in order to assure our strength and viability for the benefit of the community.

Our Values

Our Values are service, excellence, knowledge, stability and community. Our beliefs for each of these values are stated below.

WE BELIEVE IN demonstrating our value of providing SERVICE to patients by:

- Treating patients and their loved ones with dignity, respecting their basic patients' rights, which include their need for privacy and confidentiality.
- Relating to patients, their loved ones, physicians and each other, in a professional, compassionate manner, recognizing the need for understanding and clear communication in receiving and delivering services.
- Treating all people equally without regard to race, color, religion, ethnicity, age, sex, national origin or handicap.
- Respecting the spiritual and cultural beliefs of patients and staff.

- Clarifying patient, physician and staff expectations for service in a timely manner in order to agree upon reasonable outcomes and each person's responsibility in reaching these goals.

WE BELIEVE IN demonstrating our value of EXCELLENCE in providing services by:

- Providing a comprehensive and high quality range of nursing services and medical technologies so that residents have access within the community to a full spectrum of health care services.
- Enhancing the quality of care through a process of Continuous Quality Improvement.
- Being responsive to the needs of physicians who practice at the Medical Center, recognizing their unique contribution and essential role in defining medical practices and the needs of the community for medical technology and services.
- Enhancing the coordination of patient care by updating information systems in order to provide all caregivers needed information in a timely manner.
- Providing a supportive, cooperative work environment that encourages positive changes and rewards employees in a market-competitive manner.

WE BELIEVE IN demonstrating our value of promoting KNOWLEDGE by:

- Contributing to the ability of patients and community residents to make informed choices about health care and in promoting better health and improved quality of life by providing detection, prevention and treatment information.
- Promoting individual responsibility for learning as health care providers and health care consumers.
- Providing opportunities for continued education of physicians, nurses, and other allied health professionals, in order that they may enhance their skill and remain current in their medical and health care-related knowledge.

WE BELIEVE IN demonstrating our value of organizational STABILITY by:

- Maintaining local governance and control of the Medical Center.
- Preserving the Medical Center's long-term commitment to providing health care services through the prudent and innovative management of resources.
- Accepting individual responsibility as employees for providing economically sound care and for constantly working to improve its delivery.

- Working together in a supportive manner as employees to provide excellent, knowledgeable service in a cost-effective manner.
- Planning for the future of the Medical Center by projecting financial requirements and reinvesting retained earnings and philanthropic contributions into patient services, program development, and equipment to meet the community's needs.

WE BELIEVE IN demonstrating our value of meeting COMMUNITY needs by:

- Assessing community health needs and responding to the identified needs through the development and implementation of a Community Benefits Plan, within the fiscal constraints of the Medical Center.
- Providing needed emergency services to the critically injured or ill who present for care, regardless of the patient's financial capabilities.
- Being responsible to the medically indigent of the South Bay/Peninsula areas who are not served by government-sponsored programs, within the budgetary constraints of the Medical Center.
- Facilitating community involvement of Medical Center policy-making by electing to the Board of Trustees qualified representatives of the local community, who serve on a voluntary basis.
- Promoting the importance of volunteerism by providing opportunities within the Medical Center for community members to contribute meaningful volunteer service.
- Contributing to the overall community welfare by participating in civic matters, being sensitive to community concerns and acting as a responsible corporate citizen.
- Working together as a community of employees of the Medical Center, in supportive manner to provide excellent, knowledgeable services in a cost-effective manner.

Section 3: Definition and Description of Our Community

Definition of Community for Purposes of the 2010 Community Needs Assessment

For purposes of this community needs assessment, Torrance Memorial Medical Center defined its service area to include cities and communities in the following six analysis areas (corresponding ZIP codes are shown in parenthesis):

- Torrance and Lomita (ZIP codes 90501, 90503, 90504, 90505 and 90717)
- Beach Cities of El Segundo, Hermosa Beach, Manhattan Beach and Redondo Beach (ZIP codes 90245, 90254, 90266, 90277, and 90278)
- Palos Verdes (ZIP codes 90274 and 90275)
- Gardena, Hawthorne, and Lawndale (ZIP codes 90247, 90248, 90249, 90250, and 90260)
- Harbor City, Wilmington, Carson, and Los Angeles County ZIP code 90502 (ZIP codes 90710, 90744, 90745, 90746 and 90502)
- San Pedro (ZIP codes 90731 and 90732)

Torrance Memorial Medical Center is located in Torrance ZIP code 90505.

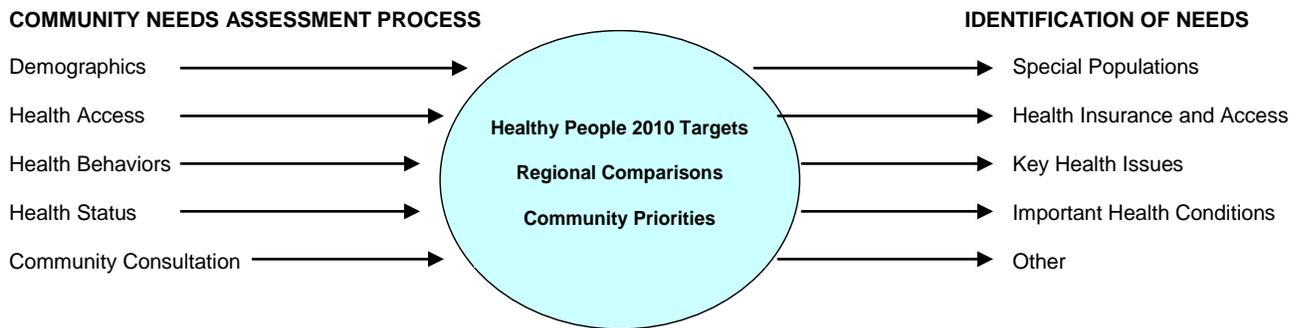
2010 Community Needs Assessment

This 2010 Community Needs Assessment includes a summary of population and household demographics, measures related to access to health care, mortality, maternal and infant health, child and adolescent health, adult health, and senior health; and findings from the community consultation. The hospital will use the findings of the 2007 needs assessment in the preparation of community benefits plans for the next three fiscal years, in accordance with Senate Bill 697 (community benefits legislation for not-for-profit hospitals).

Introduction

The needs assessment combines quantitative and qualitative information based on review and analysis of health related data and interviews with community leaders and representatives of local agencies. To assist with identifying priorities, comparisons are made to national benchmarks known as Healthy People 2010 and other regional experiences.

Overview of Community Needs Assessment 2010



Service Area Definition and Description

Note: Demographics for the hospital service area are based on 2010 estimates

The service area population (2010) is estimated at 889,551 persons. Since Census 2000, the service area population increased 6 percent and is forecast to increase an additional 4 percent in the next five years. The following table summarizes the service area population as well as the percent change from 2000 (over a ten-year period) and percent change projected for 2015 (over a five-year period).

Population
Torrance Memorial Medical Center Service Area
2010

Area	Number of Persons	Percent Change	
		From 2000 to 2010	From 2010 to 2015
Demographics			
Torrance/Lomita	179,029	5%	4%
Beach Cities	151,024	8%	5%
Palos Verdes	66,317	1%	1%
Gardena/Hawthorne/Lawndale	219,808	5%	3%
Carson/Harbor City/Wilmington	188,653	7%	4%
San Pedro	84,720	6%	4%
Total Service Area	889,551	6%	4%

Source: Claritas

To assist with providing context to the service area demographics, key statistics are compared to Los Angeles County for 2010. Of note, in comparison to Los Angeles County, the service area has a higher proportion of: persons 18 to 64 years, and 65 years and older, White, Black and Asian residents; persons speaking English and Asian or Pacific Island languages at home, adults with some college to a professional degree, and persons employed in the labor force. The following table summarizes age, race-ethnicity, language spoken at home for persons five years and older, highest level of education completed for persons 25 years and older, employment status for persons 16 years and older, household characteristics and poverty status.

Demographic Highlights

Torrance Memorial Medical Center Service Area Compared to Los Angeles County
2010

Description	Torrance Memorial Service Area	Los Angeles County
Age Group		
Under 18 Years	24%	26%
18 to 64 Years	64%	63%
65 Years and Over	12%	11%
Race/Ethnicity		
Non-Hispanic White	35%	28%
Non-Hispanic Black	11%	8%
Non-Hispanic Asian	16%	13%
Hispanic	34%	48%
Language Spoken At Home by Persons 5 Years and Older		
English Only	56%	44%
Spanish	27%	40%
Asian or Pacific Island Language	12%	10%
Educational Attainment of Adults 25 Years and Older		
Less than High School Graduate	16%	25%
High School Graduate	21%	21%
Some College to Professional Degree	62%	54%
Employment Status of Persons 16 Years and Older		
Employed (in labor force)	65%	61%
Unemployed (in labor force)	3%	4%
Not in the Labor Force	32%	35%
Household Characteristics		
Children Under 18 Years present	35%	38%
Average Household Size	2.80	3.03
Average Household Income	\$92,943	\$79,260
Poverty Status		
Families Below Poverty Level	8%	12%

*Note: Not all categories shown for race-ethnicity, language spoken at home and employment status
Source: Claritas*

Population characteristics correlated with health status include age 65 years and older, cultural diversity (persons of non-Hispanic White race/ethnicity), language spoken at home (persons five years and older speaking Spanish or Asian/Pacific Island languages), educational attainment (persons 25 years and older with less than a high school degree or GED), household income, and poverty level (families below the poverty level). In the table below, cells are highlighted when the community experience is *below* the service area average household income and *above* the service area average for all other descriptors.

Vulnerable Communities
Torrance Memorial Medical Center Service Area
2010

Area	Age 65+ Years	Non-White	Language Spoken		< Hi Sch Graduate	Avg HH Income	Below Poverty
			Spanish	Asian/PI			
Torrance/Lomita	14%	51%	16%	19%	11%	\$85,359	6%
Beach Cities	12%	19%	7%	4%	4%	\$132,625	3%
Palos Verdes	21%	33%	4%	17%	2%	\$169,295	2%
Gardena/Hawthorne/Lawndale	10%	70%	40%	11%	24%	\$59,309	13%
Carson/Harbor City/Wilmington	11%	71%	44%	14%	30%	\$72,441	11%
San Pedro	12%	41%	31%	3%	19%	\$73,503	11%
TMMC Service Area	12%	52%	27%	12%	16%	\$92,943	8%
Los Angeles County	11%	53%	39%	10%	25%	\$79,260	12%

Source: Claritas

Access to Health Care

Note: Findings are based on hospitalizations that occurred in the service area during 2009 and the 2009 California Health Interview Survey for Los Angeles County Service Planning Area – South Bay (SPA 8). SPA 8 best approximates the hospital service area and includes the communities in the hospital service area plus the cities of Inglewood and Long Beach.

When comparing health access indicators in the SPA to Healthy People 2010 objectives, the SPA did not meet the objectives related to health insurance (uninsured all or part of the year) and source of ongoing care. The SPA experience compared to Healthy People 2010 national objectives is summarized in the table below. (Note: A  sign in the column labeled status indicates that the SPA did not meet the Healthy People 2010 objective.)

Health Access Indicators
Los Angeles County Service Planning Area 8 – South Bay
2009

Indicator	Age Group	Healthy People 2010 Objective		SPA 8 South Bay	
		Good	Target Rate	Rate	Status
Health Access					
Uninsured All or Part of Year	0 to 65	↓	0%	14%	
Source of Ongoing Care	All	↑	96%	86%	
Difficulties or Delays in Getting Care	0 to 17	↓	7%	5%	

Note:

↓ Indicates that the Healthy People 2010 objective is to reduce; ↑ indicates that the objective is to increase

Source: UCLA Center for Health Policy Research

Another measure of access to health care includes hospitalization rates for ambulatory care sensitive conditions. These conditions apply to three broad age groups – children, adults and seniors. These are conditions for which good outpatient care can potentially prevent the need for hospitalization or for which early intervention can prevent complications or more severe disease. These conditions can be used to identify unmet community health care needs, to monitor how well complications from a number of common conditions are being avoided in outpatient settings and to compare performance of local health care systems across communities.

When comparing hospitalization rates for the hospital service area to Healthy People 2010 objectives, the hospital service area did not meet the objective related to: asthma in age 0-4 group or 65 years and older and uncontrolled diabetes ages 18 to 64 group. The service area experience compared to Healthy People 2010 national objectives is summarized in the table below. A  sign in the column labeled status indicates that the service area did not meet the Healthy People 2010 objective.

Hospitalization Rates for Ambulatory Care Sensitive Conditions
Torrance Memorial Medical Center Service Area
2009

Health Condition	Age Group	Healthy People 2010 Objective		Torrance Memorial Service Area	
		Good	Target Rate	Rate	Status
Hospitalizations for Ambulatory Care Conditions					
Asthma	0 to 17	↓	17.3	13.6	
	Under 5	↓	25.0	26.5	
	5 to 64	↓	7.7	6.6	
	65+	↓	11.0	23.2	
Uncontrolled Diabetes	18 to 64	↓	5.4	5.7	
Immunization Preventable Pneumonia and Influenza	65+	↓	8.0	1.8	

Note:
 Indicates that the Healthy People 2010 objective is to reduce;
 Rates are per 10,000 population
 Source: Office of Statewide Health Planning & Development

Mortality

Note: Findings are based on deaths that occurred among residents of the service area during 2007.

Considerable national and regional attention surrounds health behaviors and preventable deaths. According to the Centers for Disease Control and Prevention, the leading causes of preventable death in the United States are tobacco and poor diet and physical inactivity.

Heart disease and cancer were the top two leading causes of death in the service area, accounting for 47.6 percent of all deaths. Other leading causes of death in the service area are summarized in the table below.

Profile of Deaths, Ranked
Los Angeles County Service Planning Area 8
2007

Cause of Death	Number	Percent
Heart Disease	2,332	24.2%
Cancer (All Sites)	2,255	23.4%
Stroke	535	5.5%
Chronic Lower Respiratory Disease	501	5.2%
Pneumonia/Influenza	354	3.6%
Diabetes	339	3.5%
Unintentional Injuries (All types)	322	3.3%
Alzheimer's disease	272	2.8%
Liver Disease	184	1.9%
Homicide	145	1.5%
Suicide	105	1.0%
All Causes	9,629	100%

Source: County of Los Angeles, Public Health Department/LA HealthDataNow

When comparing age-adjusted death rates in the service area to Healthy People 2010 objectives, the service area did not meet the objectives related to the following causes of death: coronary heart disease, colorectal cancer, unintentional injuries, homicide, and chronic liver disease. The service area experience compared to Healthy People 2010 national objectives is summarized in the table below. A  sign in the column labeled status indicates that the service area did not meet the Healthy People 2010 objective.

Age-Adjusted Death Rates by Cause of Death

Los Angeles County Service Planning Area 8 (2007)

Compared to

Los Angeles County (2007), California (2008), and Healthy People 2010 Targets

Indicator	SPA 8		County	Calif	Target
	Rate	Status	Rate	Rate	Rate
Health Status					
Coronary Heart Disease	199.4		150.	162.0	158.8
Stroke	37.2		36.	38.9	50.0
Cancer (all sites)	139.8		144.9	152.5	158.6
Lung	36.2		32.8	37.0	43.3
Colorectal	14.4		14.4	14.3	13.7
Breast	12.5		21.5	11.4	21.3
Chronic Lower Respiratory Disease	35.7		29.2	38.3	62.3
Diabetes-related	23.3		23.0	20.6	46.0
Unintentional Injuries (all types)	20.3		22.3	28.1	17.1
Motor Vehicle Accidents	6.4		8.9	9.3	8.0
Homicide	8.9		8.1	5.8	2.8
Suicide	6.7		6.6	9.8	4.8
Chronic Liver Disease	11.8		11.6	10.8	3.2

Notes:

Target rate is Healthy People 2010 objective.

Rates are per 100,000 persons and are standardized to the 2000 US Standard Million Population

California rates are for 2008

Source: State of California, Public Health Department

Maternal and Infant Health

Note: Findings are based on live births that occurred in the service area during 2008.

To assist with providing context to the service area births, key birth demographics are compared to Los Angeles County. Of note, in comparison to Los Angeles County, the service area has a higher proportion of: births to mothers 30 to 34 years of age and 35 years and older and births to mothers of White, Black, Asian, or Pacific Islander, other and unknown race/ethnicity. The following table summarizes live births, births by mother's age group and births by mother's race/ethnicity.

Birth Demographic Highlights

Torrance Memorial Medical Center Service Area Compared to Los Angeles County
2008

Description	Torrance Memorial Service Area	Los Angeles County
Births		
2008	11,605	147,684
2007	11,937	151,813
2006	12,155	151,837
Three-Year Average	11,899	150,444
Change 2006 – 2008 (Number)	-550	-4,153
Change 2006 – 2008 (Percent)	-4%	-2%
Births by Mother's Age Group (percent)		
Under 20 Years	7%	8%
20 to 29 Years	42%	47%
30 to 34 Years	27%	25%
35 Years and Over	25%	20%
Births by Mother's Race/Ethnicity (percent)		
White	22%	16%
Black	10%	8%
Asian or Pacific Islander	17%	11%
Hispanic	48%	64%
Native American	0%	0%
Other and Unknown	3%	1%

Note: Excludes births to mothers of unknown age

Source: California Department of Health Services

When comparing maternal and infant health indicators in the service area to Healthy People 2010 objectives, the service area did not meet the objectives related to: low birth weight infants, very low birth weight infants, late or no prenatal care, and infant mortality. The service area experience compared to Healthy People 2010 national objectives is summarized in the table below. A  sign in the column labeled status indicates that the service area did not meet the Healthy People 2010 objective.

Maternal and Infant Health Indicators

Torrance Memorial Service Area
2007

Indicator	Healthy People 2010 Objective		SPA 8 South Bay	
	Good	Target Rate	Rate	Status
Pregnancy/Birth Outcome				
Late/No Prenatal Care	↓	10%	16.4%	
Low Birth Weight Infants	↓	5.0%	5.8%	
Very Low Birth Weight Infants	↓	0.9%	1.3%	
Infant Outcome				
Infant Mortality Rate	↓	4.5	5.3	

Notes:

↓ Indicates that the Healthy People 2010 objective is to reduce

Infant mortality rate is per 1,000 live births for 2008

Source: Los Angeles County, Department of Public Health

Child and Adolescent Health

Note: Findings are based on the 2009 California Health Interview Survey for Los Angeles County Service Planning Area – South Bay (SPA 8)

When comparing child and adolescent health indicators in the SPA to Healthy People 2010 objectives, the SPA did not meet the objectives related to health access for: health insurance (uninsured all or part of the year) and source of ongoing care; and related to health behaviors for: overweight or obese, and vigorous physical activity. The SPA experience compared to Healthy People 2010 national objectives is summarized in the table below. A  sign in the column labeled status indicates that the SPA did not meet the Healthy People 2010 objective.

Child and Adolescent Health Indicators
Los Angeles County Service Planning Area 8 – South Bay
2009

Cause of Death	Age Group	Healthy People 2010 Objective		Torrance Memorial Service Area	
		Good	Target Rate	Rate	Status
Health Status					
Uninsured All or Part of Year	0 to 17	↓	0%	3.4%	
Source of Ongoing Care	0 to 17	↑	97%	91%	
Health Behaviors					
Overweight or Obese	12 to 19	↓	5%	19%	
Vigorous Physical Activity	14 to 17	↕	85%	59%	
Diagnosed with Diabetes	12 to 17	↓	2.5%	1.7%	

Note:

↓ Indicates that the Healthy People 2010 objective is to reduce; ↑ indicates that the objective is to increase

Source: UCLA Center for Health Policy Research

The Los Angeles County Department of Public Health estimated the prevalence of childhood obesity among cities and communities using data from the California Physical Fitness Testing Program of 5th, 7th, and 9th grade students attending public schools in the 2009-2010 school year. A  sign in the column labeled status indicates that the SPA did not meet the Healthy People 2010 objective of reducing the proportion of children who are overweight or obese to 5%.

5th, 7th & 9th Graders Measurement of Body Composition
 School Districts in Torrance Memorial Medical Center Service Area
 2009/2010 School Year

School District	Body Fat Percent in HFZ			
	9 th Grade	7 th Grade	5 th Grade	Status
El Segundo	85.3%	85.2%	74.4%	
Hawthorne	75.9%	60.9%	58.9%	
Los Angeles Unified	63.4%	62.3%	61.3%	
Manhattan Beach Unified	90.7%	93.6%	93.0%	
Palos Verdes Peninsula Unified	84.6%	83.9%	86.1%	
Redondo Beach Unified	79.4%	81.4%	76.3%	
Torrance Unified	80.1%	78.3%	79.7%	

Note: Data not available for all school districts

Source: California Department of Education

Adult Health

Note: Findings are based on the 2009 California Health Interview Survey for Los Angeles County Service Planning Area – South Bay (SPA 8)

When comparing adult health indicators in the SPA to Healthy People 2010 objectives, the SPA did not meet the objectives related to health access for: health insurance (uninsured all or part of the year) and source of ongoing care; and related to health behaviors for: healthy weight, obese, moderate or vigorous physical activity, diagnosed with diabetes, diagnosed with high blood pressure, diagnosed with high cholesterol, currently smoke cigarettes, and binge drinking. The SPA experience compared to Healthy People 2010 national objectives is summarized in the table below. A  sign in the column labeled status indicates that the SPA did not meet the Healthy People 2010 objective.

Adult Health Indicators Los Angeles County Service Planning Area 8 – South Bay 2009

Indicator	Age Group	Healthy People 2010 Objective		SPA 8 South Bay	
		Good	Target Rate	Rate	Status
Health Status					
Uninsured All or Part of Year	18 to 64	↓	0%	20%	
Source of Ongoing Care	18 to 64	↑	96%	80%	
Health Behaviors					
Healthy Weight	20 to 64	↑	60%	36%	
Obese	20 to 64	↓	15%	26%	
Moderate or Vigorous Physical Activity	18 to 64	↑	50%	33%	
Diagnosed with Diabetes	18 to 64	↓	2.5%	10%	
Diagnosed with High Blood Pressure	20 to 64	↓	14%	25%	
Diagnosed with High Cholesterol	20 to 64	↓	17%	22%	
Currently Smoke Cigarettes	18 to 64	↓	12%	14%	
Binge Drinking Past Month	18 to 64	↓	13.4%	33%	

Note:

↓ Indicates that the Healthy People 2010 objective is to reduce; ↑ indicates that the objective is to increase

Source: UCLA Center for Health Policy Research

Senior Health

Note: Findings are based on the 2009 California Health Interview Survey for Los Angeles County Service Planning Area – South Bay (SPA 8)

When comparing senior health indicators in the SPA to Healthy People 2010 objectives, the SPA did not meet the objectives related to health access for: healthy weight, diagnosed with diabetes, diagnosed with high blood pressure, and diagnosed with high cholesterol. The SPA experience compared to Healthy People 2010 national objectives is summarized in the table below. A  sign in the column labeled status indicates that the SPA did not meet the Healthy People 2010 objective.

Senior Health Indicators
Los Angeles County Service Planning Area 8 – South Bay
2009

Indicator	Age Group	Healthy People 2010 Objective		SPA 8 South Bay	
		Good	Target Rate	Rate	Status
Health Status					
Source of Ongoing Care	65+	↑	98%	98%	
Flu Shot Past Year	65+	↑	63%	65%	
Health Behaviors					
Healthy Weight	65+	↑	60%	42%	
Obese	65+	↓	15%	22%	
Moderate or Vigorous Physical Activity	65+	↑	50%	34%	
Diagnosed with Diabetes	65+	↓	2.5%	18%	
Diagnosed with High Blood Pressure	65+	↓	14%	64%	
Diagnosed with High Cholesterol	65+	↓	17%	32%	
Currently Smoke Cigarettes	65+	↓	12%	9%	

Note:

↓ Indicates that the Healthy People 2010 objective is to reduce; ↑ indicates that the objective is to increase

Source: UCLA Center for Health Policy Research

Community Consultation

Note: Findings are based on South Bay health resource providers participating in a focus group, returned surveys completed by school nurses, and personal interviews conducted with community leaders, residents and activists.

Priority unmet health needs identified by health resource providers attending a focus group are:

- Lack of health insurance
- Lack of dental health services for adults and children
- Management of chronic diseases
- Lack of knowledge about health care resources
- Lack of comprehensive and complete caregiver support for adult and specific needs of children and families
- Lack of geriatric care
- Mental health care for all age groups
- Lack of affordable and adequate care management resources
- Substance abuse including methamphetamines

When asked to identify suggested roles for a community hospital in meeting these health needs, the top roles identified were as follows:

- Increase the distribution of clear and concise information and resource referrals by discharge planners
- Provide a venue for respite care and support for caregivers
- Provide mental health support services, especially for families of children who have a chronic disease
- Partner with faith-based organization to provide effective outreach to targeted groups
- Increase education resources related to medication management
- Provide a telephone hotline for health information and social services/caregiver support referrals
- Expand support groups
- Organize a task force with all hospitals working in an advocacy role to identify and meet needs for all in the community
- Increase health education with small group classes to continue after a large community forum
- Pool referral resources and create common directory (online database)

Unmet health care needs of students attending public schools were as follows (ranked in order of frequency of identification on survey):

- Obesity
- Diet and nutrition
- Dental health
- Vision
- Health education
- Exercise and physical education
- Health insurance
- Mental health
- Immunizations
- Hygiene
- Diabetes
- Asthma
- Eating disorders
- On-site clinic
- Drug use

When school nurses were asked what can be done to improve health status, responses included the following suggestions:

- Health education and community classes at schools or convenient locations
- Low cost or free health insurance
- Awareness and promotion of healthy habits, eating and lifestyle
- A dental van at school sites
- Exercise equipment or classes at school sites or school offices
- Full-time nurses at all schools with approximately 650 students or more
- Weight management program
- Low cost glasses
- Accessibility for asthma follow up
- Health assessments for children entering public school for kindergarten

When school nurses were asked what roles a community hospital can play to improve health status, the following suggestions were offered:

- School-based programs, especially for nutrition, diabetes and weight management
- Community health education classes offered in English and Spanish on nutrition, physical fitness and safety
- Provide satellite health clinics
- Partner with school nurses to establish an advisory committee of pediatric medical experts and school nurses to define health issues and solutions
- Physical exams
- Training for school nurses especially on traumatic injuries

- Free or low cost health insurance for poor families

Community leaders, residents and activists identified the following health care services as good in the South Bay:

- Wide choice of experienced physicians
- High quality services
- Paramedic systems and coverage
- Availability of choices and hospital facilities including Little Company of Mary, Torrance Memorial Medical Center and Kaiser Permanente South Bay Medical Center
- Emergency departments
- Trauma center at Harbor/UCLA Medical Center
- Burn Center
- Services available for indigent populations at Harbor/UCLA Medical Center and Avalon Family Clinic
- Availability of health care information in multiple formats such as classes, cable television and health magazines such as Vim and Vigor

Unmet health care needs in the South Bay identified by those participating in personal interviews included:

- Population without health insurance, including children and adults
- Lack of medical care for uninsured and underinsured children
- Transportation for indigent persons
- Crowded emergency rooms and long waits for emergency care services
- Poor dental care and lack of access to orthodontia services
- Difficulty in finding senior resources and services, such as affordable housing and skilled nursing facilities
- Senior health care information
- Services for frail elderly, including in-home assistance
- Access to affordable physical therapy
- Availability of local specialty physicians (e.g. neurologists, ENT, dermatologists) to provide care and treatment for work-related injuries
- Services for stroke victims
- Long waits for elective and reconstructive surgeries due to physician availability and insurance restrictions
- Diagnostic services in schools for early identification of ADD: insurance coverage for ADD treatment

Suggestions for a nonprofit community hospital to improve health status in the South Bay included:

- Outreach, for example, to community, schools, senior centers and isolated seniors
- Increase public awareness of the importance of prevention and ways to stay healthy
- Improve communications with agencies serving seniors regarding services available at Torrance Memorial
- Health education programs and support groups (such as obesity, diabetes, cholesterol, and asthma)
- Health education publications
- Flu shots
- Provide referrals for affordable health care services to people attending screenings and health fairs
- Partnerships with local free clinics and other health care providers to assist the uninsured
- Assist school nurses and school-based health clinics
- Participation in disaster planning, drills, and exercises
- Improve coordination and expand disaster planning drills to involve community physicians
- Provide language translators, as needed
- Increase awareness of van transportation services
- Increase emergency department triage services to decrease waiting times
- Continue to attract good physicians
- Offer meeting space to health-related community groups
- Expand community's knowledge of community benefits activities offered by Torrance Memorial

Healthcare Services: an Inventory of Resources

Inventory of services was completed in 2010.

Every three years, Torrance Memorial Medical Center conducts an inventory of health, education and social services available in the communities and cities of the service area. The inventory includes descriptions for the following categories: medical hospitals, psychiatric hospitals, specialty hospitals, such as children's hospitals and acute rehabilitation; acute care services including emergency rooms, long-term care facilities, rehabilitation services, other health care services such as dental care, free clinics, crisis lines, substance abuse treatment programs; home care services such as Meals-on-Wheels and Lifeline emergency response, and other services for people with disabilities. Among the highlights:

- The South Bay has a broad base of healthcare-related non-profit organizations.
- Healthcare needs in the community are continually in flux due in part to the dense population in the South Bay and cultural diversity of the service area, the complexity of private and public healthcare services, and the impact of increased employer costs for health insurance coverage and increased consumer out-of-pocket spending for medical costs.
- Hospital emergency departments are often the sole source of medical care for those who are uninsured.
- Since the mid-1990s, three community hospitals which operated full-service emergency departments have closed; a fourth hospital (Gardena Community Hospital) remains open but closed its emergency department.
- County-wide, 15 community clinics have closed in recent years.
- The supply of hospital beds in the South Bay has declined by over 1,300 beds in the last ten years (28% of capacity) causing near crisis access problems during peak hospital census periods

Section 4: Community Benefits Planning Process

In 2010, Torrance Memorial Medical Center completed a community needs assessment of the hospital service area (see **Section 3: Definition and Description of Our Community**). This needs assessment, combined with others previously completed in prior years – 1995, 1998, 2001, 2004 and 2007 – serve as the basis for developing a three-year strategic community benefits plan. Staff at Torrance Memorial Medical Center work in collaboration with a committee of community leaders to develop measurable objectives related to improving access to healthcare services, health education, promotion and wellness services; and coordination with community partners for important priorities such as disaster preparedness, care of victims of domestic violence, and health and other related services for area school districts and nonprofit agencies.

On an annual basis, staff from numerous departments at the medical center conducts community benefits programs and services in support of the plan's objectives. To prepare an annual community benefits plan, a community relations liaison, in association with finance, collects information from staff regarding programs and services conducted in the fiscal year, measures of progress and the estimated unreimbursed costs associated with these programs and services. In addition, staff reports involvement in community organizations (see **Appendix B**).

A Community Benefits Plan is developed by a committee of senior administrators and then reviewed and approved by the Board of Trustees. Each year, the plan is submitted to the Office of Statewide Health Planning and Development, in compliance with Senate Bill 697. A Community Benefits Report is posted on the hospital web site and printed for distribution in the South Bay. The community benefits plan is also shared with employees, physicians, and volunteers through numerous channels of communication.

In Fiscal Year 2007, the medical center initiated a Board of Trustees Community Benefits Planning Committee and increased the involvement of senior management in

setting priorities and monitoring progress for hospital community benefits. The Community Benefits Planning Committee reviewed the needs assessment and plan in depth and continues to monitor its progress.

Section 5: Community Benefits Plan Objectives

During Fiscal Year 2012, Torrance Memorial Medical Center continued to pursue the following objectives:

1. To continue to provide affordable and accessible healthcare services, to the extent possible.
2. To continue to provide health education, promotion and wellness services to improve the health status of the community.
3. To continue to coordinate efforts with community partners for community health improvement and education and training programs.

On an annual basis, Torrance Memorial Medical Center will monitor and report measures of plan progress. See **Section 6** for a report on the medical center's programs and services provided in Fiscal Year 2012 in support of these objectives.

Section 6: Community Benefits Plan Update

This section includes a description of programs and services provided by the medical center and an update of Fiscal Year 2012 activities. Programs and services are organized in response to the three priority categories of need identified in recently conducted needs assessments. A narrative summary of highlights follows below and detailed listings of community benefits programs and services are presented in Table 6.1, Table 6.2 and Table 6.3.

Access to Healthcare Services (see Table 6.1)

Needs assessments completed in recent years identified the need for affordable and accessible healthcare programs and services in the community, availability and accessibility of hospital emergency rooms and other healthcare services such as dental, vision and mental health.

In response, Torrance Memorial Medical Center community benefit services include: charity care for patients without the ability to pay for necessary treatment (see **Appendix A** for the Hospital's Financial Assistance Policy), absorbing the unpaid costs of care for uninsured patient and patients covered by Medi-Cal, Healthy Families, and Medicare programs, providing on-call physician services in the hospital's Emergency Department, van transportation services for older adults and patients accessing the medical center, and the clinical skills training programs for nurses and ancillary staff.

Health Education, Promotion and Wellness Services (see Table 6.2)

Needs assessments continue to identify the need for health education, information and other wellness services. Topics of interest include nutrition and exercise, weight loss, heart health, diabetes, respiratory problems and medication safety.

In response, Torrance Memorial Medical Center participated in health fairs, conducted health education classes and support groups, staffed a dedicated health resource center, cancer resource center, breast examination training center, and image

enhancement center; and provided health information via magazines, lectures brochures/pamphlets, a web site, videos, cable television and a medical library.

Coordination with Community Partners (see Table 6.3)

Recently completed needs assessments indicate the need for partnerships and collaborations as a means to addressing community health needs and community disaster preparedness, including the education and training of students in healthcare careers.

In response, Torrance Memorial Medical Center participated in disaster drills and increased disaster response equipment, continued to place and update automated external defibrillators in public places, collaborated with other community hospitals to provide training on domestic violence, worked with school districts in the South Bay, provided community referrals, and worked with the Red Cross to organize blood drives.

Torrance Memorial Medical Center measures of progress for each community benefit program/service are summarized in **Table 6.1**, **Table 6.2**, and **Table 6.3**. Each table includes the following:

- Name of program/service
- Description of the program/service
- Fiscal Year 2012 update
- The category where unreimbursed costs are reported according to the framework established by Senate Bill 697 (see Table 7.1)

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.1: Programs in Response to Community Need: Improve Access to Healthcare Services

<p>Fiscal Year 2012 Objective: To continue to provide affordable and accessible healthcare services to the extent possible.</p>

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Charity Care	Non-billed services to hospital patients who could not afford to pay	<ul style="list-style-type: none"> Continued to apply hospital Financial Assistance Policy for full charity care and discount partial charity care policies 	Medical Care
Subsidy of Medically Indigent Patients	Uninsured patients, Medi-Cal and Healthy Families patients and low-income Medicare patients who are also eligible for Medi-Cal	<ul style="list-style-type: none"> Continued services to low income patients, as needed Filled drug prescriptions for approx 421 indigent patients upon discharge Physician compensation for uninsured patients 	Medical Care
Subsidy of Medicare Program	Government sponsored program for medical coverage of patients over 65 or disabled and non-indigent	<ul style="list-style-type: none"> Continued services to Medicare covered recipients 	Medical Care
Physician On-Call Emergency Coverage	Coverage arrangements to maintain specialized physician services especially for uninsured patients and Medi-Cal patients in Torrance Memorial Emergency Department	<ul style="list-style-type: none"> Continued to maintain physician coverage 	Medical Care
Psychiatric Care of Indigent Patients	Provide assessment by a P.E.T. and fund psychiatric hospitalization as appropriate	<ul style="list-style-type: none"> Arrangements made with 1 hospital to care for 42 indigent patients with mental health and medical care needs. 	Medical Care
Van Transportation	Provide van transportation services for older adults and patients accessing the medical center, physician offices or Family Medicine Center of Carson	<ul style="list-style-type: none"> Furnished van transportation for 2,880 patient trips 	Other – Vulnerable
TLC – Mildly Sick Child Care	Provide a secure and comfortable place for infants to children age 13 who are mildly ill and in need of supervision	<ul style="list-style-type: none"> Served 1,075 children after an appropriate assessment 	Other -- Community

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.2: Programs in Response to Community Need: Health Education, Promotion and Wellness Services

<p>Fiscal Year 2012 Objective: To continue to provide health education, promotion, and wellness services to improve the health status of the community.</p>

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Health Fairs	Provide health fairs for community residents and employees of local businesses. Topics include heart health, nutrition, weight loss, diabetes, prenatal care, medication safety, and respiratory problems. Blood pressure and body fat screenings are provided.	<ul style="list-style-type: none"> Participated in 34 health fairs throughout the service area, providing blood pressure and body fat screenings, serving 8,890 participants Attended 6 community events, providing 595 pulmonary function screenings and 426 sleep disorders screenings. 	Other – Community
Health Education Classes	Provide a variety of health education classes addressing safety, wellness, disease management, stress management, exercise and relaxation	<ul style="list-style-type: none"> Enrolled 7,034 persons in a full range of classes for staying well and keeping fit. Continued to offer the Miracle of Living series, hosting 15 free community health lectures serving 4,289 attendees Introduced the Torrance Memorial Learning Garden in collaboration with the City of Torrance Community Garden Program providing hands-on instruction in growing organic edibles to 49 participants through 7 low-cost classes. Introduced a free Integrative Medicine lecture series featuring 2 presentations by physician speakers, serving 565 people and a nutrition/cooking class by clinical nutritionists serving 62 people. 	Other – Community
Support Groups	Host 28 support groups, including amputee, caregivers, diabetes, cancer, heart disease, lymphedema, Parkinson’s Disease, surgical weight loss, medication management, meditation, stroke, depression, and nicotine anonymous	<ul style="list-style-type: none"> Provided free, ongoing support and education for patients and family members. Groups are held on-site and facilitated by hospital staff or in collaboration with local non-profit organization Introduced a new, monthly support group for patients on dialysis and their family members 	Other -- Community

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.2: Programs in Response to Community Need: Health Education, Promotion and Wellness Services

<p>Fiscal Year 2012 Objective: To continue to provide health education, promotion, and wellness services to improve the health status of the community.</p>

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Speakers Bureau	Provide health promotion and information to community and business groups on a variety of health-related topics, as requested	<ul style="list-style-type: none"> Presented free programs at 63 locations for 3,095 persons 	Other – Community
Health Resource Center (HealthLinks)	Provide easy-to-understand healthcare information and resources, or other direct assistance for patients, family members and the community. Free community resource packets are available on 19 topics such as adult day services, driver safety, medication safety, stroke and disaster preparedness	<ul style="list-style-type: none"> Services provided to 20,256 visitors Distributed free community resource packets to 876 persons Provided progress checks for 1,098 newborns via free baby weight checks with feedback to a lactation consultant as needed Provided a hospital-grade breast pump at no cost to 32 medically indigent post-partum patients 	Other – Community
Medical Library	Provide medical education information for students, physicians, patients and family members, and the community	<ul style="list-style-type: none"> Served 961 healthcare professionals and 92 patients and community members 	Other -- Community
<i>Pulse</i> Magazine	Community publication showcasing community benefit programs, preventative services, new technology and the wellness stories of local residents.	<ul style="list-style-type: none"> Mailed magazine 4 times a year to 95,000 households in our service area, distributing an additional 5,000 throughout the community 	Other -- Community
Educational Tapes and Website Videos	Provide expand health education and health promotion information to various audiences including cable television viewers, community residents, ADVANTAGE members and hospital patients	<ul style="list-style-type: none"> Expanded access to health education programming online via 170 live-streaming and 620 via on-demand views Produced short videos on health topics for the website. Videotaped 15 evening lectures for general viewing by Cox Cable viewers. 	Other – Community

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.2: Programs in Response to Community Need: Health Education, Promotion and Wellness Services

Fiscal Year 2012 Objective:
To continue to provide health education, promotion, and wellness services to improve the health status of the community.

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Kids N Fitness [®] Program	Program to assist children and their families to make better lifestyle choices with an emphasis on healthier eating habits and increasing physical activity.	<ul style="list-style-type: none"> • Held free, 6 six-week programs at YMCA Torrance and 3 six-week sessions at YMCA San Pedro, with accumulated enrollment of 288 children (age 9-13) and 254 adults providing both with age-specific nutrition education and counseling • Piloted a school-based nutrition curriculum in 4 elementary schools in partnership with Torrance Unified School District and Torrance District Food Services. Expanded to 10 elementary schools and served approximately 5,700 students 	Other -- Community
ADVANTAGE Program	Network of free and low-cost, programs and services for adults age 50 years and older, including health education, exercise, Medicare assistance, medication management, fall prevention and general wellness services	<ul style="list-style-type: none"> • Expanded fall prevention program adding an ongoing exercise class taught by a physical therapist. Exercises target muscle groups key for balance maintenance and improvement. • Conducted ongoing classes in collaboration with the City of Carson serving 2,126 seniors in chair exercise and 1,660 seniors in muscle strengthening • Conducted ongoing classes in collaboration with the City of Lomita serving 1,340 seniors in chair exercise and 196 seniors in muscle strengthening • Updated program membership database to 16,535 members with 467 new members. • Enrollment in classes to 15,665. • Mailed newsletters six times a year to over 11,900 households each mailing 	Other – Community

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.2: Programs in Response to Community Need: Health Education, Promotion and Wellness Services

<p>Fiscal Year 2012 Objective: To continue to provide health education, promotion, and wellness services to improve the health status of the community.</p>

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Cancer Resource Center	Provide information and education about a wide variety of cancer-related subjects including prevention, early detection, diagnosis, treatment and support services	<ul style="list-style-type: none"> • Total one-on-one guidance via phone, mail, email, hospital visits and CRC walk-ins was 1,552 • 1,203 community members attended on-site cancer support groups. • Held 21st Annual Oncology Symposium for 74 healthcare professionals • Conducted 6 onsite community presentations, for 639 participants • Held 4 sessions of “Look Good/Feel Better” for 49 participants. • Hosted monthly Lymphedema discussion group sessions for 59 attendees. • Provided ongoing outreach and support services for 4 community partner orgs. • Followed-up with 15 STAR participants • Sponsored American Cancer Society’s Relay For Life 	Other – Community
Image Enhancement Center for Cancer Patients	Provide cancer patients with image enhancement techniques by specially trained Image Enhancement volunteers	<ul style="list-style-type: none"> • Gave private instruction to 55 women on use of makeup, scarves/hats & hairpieces. 	Other – Community
Breast Health Navigator	Registered nurse with specialized training helps manage services for patients throughout the continuum of care from diagnosis to survivorship. Works collaboratively with Survivor Program coordinator.	<ul style="list-style-type: none"> • Followed progress of 392 positive patients and assisted with their navigation of the complex system of healthcare. • Assessed the physical and psychological needs of patients, worked with multidisp. treatment team and designed individual care plans with each patient. 	Other -- Community
Cancer Survivorship Care Program	Assist patients, family members and friends before, during and after a diagnosis of cancer with information, education and support	<ul style="list-style-type: none"> • One-on-one guidance was provided by mail, phone, email & visits for 926 people 	Other – Community

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.2: Programs in Response to Community Need: Health Education, Promotion and Wellness Services

Fiscal Year 2012 Objective:
To continue to provide health education, promotion, and wellness services to improve the health status of the community.

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Breast Examination Training Center	Registered nurse teaches women breast self-examination to recognize early signs of breast disease	<ul style="list-style-type: none"> • Gave 94 women group instruction • Presented 4 community lectures for local businesses serving 19 people. 	Other – Community
Bereavement Services	Provide counseling, education, support groups and an information resource center for individuals who are grieving the loss of a loved one	<ul style="list-style-type: none"> • Hosted two on-site bereavement support groups each week with 1,195 participants • Continued a Bereavement telephone support program • Held annual Memories of Mother Tea with 105 guests attending 	Other -- Community
Diabetes Program	Education to improve diabetes management and self-care, with the goal of preventing complications that can lead to hospitalization	<ul style="list-style-type: none"> • Continued RN-led bi-monthly support group to provide ongoing education in diabetes management, serving 244 people • Conducted 3 lectures for community, staff and clergy serving approx 95 people • Provided silver sponsorship of the Amer Diabetes Association Tour de Cure 2012 	Other – Community
Lundquist Cardiovascular Institute Primary Stroke Center	Multidisciplinary team of healthcare professionals effectively meets the unique and specialized needs of stroke patients. Education events focus on stroke physiology, recognizing signs/symptoms, prevention, risk factor modification, diet/exercise, knowing your numbers, and smoking cessation.	<ul style="list-style-type: none"> • Raised community awareness of the signs and symptoms of stroke. Educated clinicians, caregivers, patients and family on the most effective treatments, efficient rehabilitation techniques and prevention measures • Conducted 5 community presentations reaching 103 persons • Coordinated 1 community education program with Torrance City Cable • Achieved Silver Plus recognition from the American Stroke Association for an 85% or higher compliance on core standard levels of care for 12 consecutive months 	Other -- Community

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.2: Programs in Response to Community Need: Health Education, Promotion and Wellness Services

<p>Fiscal Year 2012 Objective: To continue to provide health education, promotion, and wellness services to improve the health status of the community.</p>

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Annual Women's Conference	Conducted "Love Your Heart" women's heart health screening event	<ul style="list-style-type: none"> • Provided blood pressure, body fat and blood glucose screenings to 150 women. • Conducted "Ask A Female Physician" booth featuring the opportunity for participants to talk one-on-one with specialists about health concerns. • Conducted "Ask A Registered Dietician" booth offering expert nutrition advice • Offered fresh produce via a mini-farmer's market and healthy recipe samples • Provided free therapeutic bodywork relax stations: massage and healing touch 	Other – Community
Cardiovascular Health Achieved Through Nutrition Guidance and Exercise Program (C.H.A.N.G.E.)	Prevention and reduction of risk factors that lead to obesity, diabetes and metabolic syndrome through behavioral, fitness and dietary education, personal health coaching and individualized exercise training with tools and skills for CHANGE	<ul style="list-style-type: none"> • Continued 12 week comprehensive cardiovascular health program, conducting 5 sessions and serving 48 participants • Maintained a continuation program for graduates by offering supervised exercise and progressing wellness goals established in the foundation program. Total accumulated enrollment was 202. • Expanded the continuation program by conducting 169 one-on-one personal training sessions 	Other – Community
Heart Failure Program	Comprehensive program led by a nurse practitioner to reduce the rates of hospital readmissions, decrease symptoms, and improve functioning and overall quality of life for patients living with heart failure.	<ul style="list-style-type: none"> • Achieved Gold recognition from the American Heart Association for maintaining an 85% or higher compliance with core standard levels of care in heart failure treatment for 24 consecutive months. 	Other – Community

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.3: Programs in Response to Community Need: Coordination with Community Partners

Fiscal Year 2012 Objective:
To continue to coordinate efforts with community partners for community health improvement and education and training programs.

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Disaster Preparedness/Terrorism Response	Community disaster and terrorism response plans addressing mitigation, preparedness, response, and recovery from emergency or catastrophic events. Plans include communications, resources, safety and security, training and education, utilities management, and the ability to continue to provide clinical services throughout the event. Coordination of Torrance Memorial's response plan with that of outside agencies, such as police, fire, and EMS, is the core of this program.	<ul style="list-style-type: none"> • Participated in state, county, and community symposiums and conferences. • Participated in 3 disaster drills including an active shooter drill, an earthquake drill, a simulated plane crash into the hospital building and 1 real incident involving a network failure. • Conducted disaster classes outlining department specific as well as individual response, development of home emergency plans and what to do when earthquake shaking starts and stops, to over 500 employees. • Coordinated City of Torrance Family and Friends level CPR training at no cost to 140 residents. • Hosted the Torrance Chamber of Commerce seminar "Business Survival Following Disaster" for 150 participants • Implemented Surge/Hospital overload plan 	Education & Training
Support of Local Non-Profit Agencies	Provide meeting space and access to other programs and services to community based organizations working with underserved populations	<ul style="list-style-type: none"> • Continued to make resources available as needed • Provided scholarships to 36 clients of the Pregnancy Help Center to attend prepared childbirth classes at no cost. • Provided scholarships for 4 staff members of Comfort Zone Camp, a bereavement camp for children, to receive training in Heartsaver AED-level CPR at no cost. 	Other – Vulnerable

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.3: Programs in Response to Community Need: Coordination with Community Partners

<p>Fiscal Year 2012 Objective: To continue to coordinate efforts with community partners for community health improvement and education and training programs.</p>

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Public Access Defibrillation (PAD)	Provide AED/PAD awareness training, CPR and Heartsaver AED courses, maintain integrity of currently placed units at public sites and increase the number of AEDs at public sites.	<ul style="list-style-type: none"> Placed an additional 6 units at appropriate community sites (total number supported is 165 units) Updated/maintained each of the defibrillators currently placed at 91 sites Provided onsite training for users Taught CPR/Heartsaver AED classes Co-sponsored "Sidewalk CPR" with LA County EMS and the American Heart Association during National CPR & AED Awareness Week, instructing approx 100 people, most of whom were community members 	Other – Community
Collaborative for Alternatives to Violence and Abuse (CAVA)	<p>Collaborative of community hospitals and Domestic Violence agencies working to end domestic violence in the South Bay. Program includes training hospital and partner agency staff to identify possible victims of domestic violence, mandatory reporting by healthcare workers, and linking victims to area social service and crisis agencies, legal aid services, or other resources, if desired.</p> <p>CAVA partners conduct outreach and community education programs on domestic violence and its effects upon children in the home.</p>	<ul style="list-style-type: none"> 42,155 emergency department and labor/delivery patients were screened for domestic violence and 68 victims of violence were identified Sponsored repeat lecture <i>Love Shouldn't Hurt: Protecting Teens From Unhealthy Dating Relationships</i>, by teen dating abuse expert Dr. Jill Murray; attended by 260 community members 	Other -- Community

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.3: Programs in Response to Community Need: Coordination with Community Partners

Fiscal Year 2012 Objective:
To continue to coordinate efforts with community partners for community health improvement and education and training programs.

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Health Services for South Bay School Districts	<p>Collaborate with South Bay school districts to address unmet needs by supplying resources and/or providing information or community referrals</p> <p>Continued Adopt-a-School partnership with Calle Mayor Middle School as part of the Torrance Area Chamber of Commerce's Adopt-a-School program.</p>	<ul style="list-style-type: none"> • Continued sponsorship of a medical advisory board for a local school district which discusses and addresses issues that impact the district • Speakers presented 8 health programs in local schools for 470 participants • Funded licensing fee for <i>Project Wisdom</i>, an education program which helps decrease bullying and builds character and social-emotional competencies in the school environment • Provided replacement and upgrade of hand-held communication system to increase classroom security and decrease response time to assistance in the event of a school emergency or disaster event • Collaborated with the school district and school to fund upgrade of school presentation/performance dais for ADA compliance (accessibility) • Continued to sponsor quarterly Bulldog Awards, a student citizenship award for school and community involvement • Donated hand sanitizers as needed for each classroom, fruit platters, tickets to Holiday Festival for every staff member and donated to the band/choir program for the purchase of annual sheet music. 	Other – Community

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.3: Programs in Response to Community Need: Coordination with Community Partners

Fiscal Year 2012 Objective:
To continue to coordinate efforts with community partners for community health improvement and education and training programs.

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Health Services for South Bay School Districts (continued)		<ul style="list-style-type: none"> • Provided 2nd year funding for LAUSD's/Harbor City Elementary after-school program "Climbing to the Top" addressing the importance of nutrition, health and fitness in the prevention of obesity; Pediatric nutritionist presented module on nutrition for diabetes prevention 	
Partners for a Healthy South Bay	Provide financial support and resources for volunteer activities at nonprofit health organizations in the South Bay	<ul style="list-style-type: none"> • \$61,000 donated to date to non-profit organizations providing services to vulnerable population clients 	Other -- Vulnerable
HealthLine Information	Provide telephone information and referrals to callers seeking assistance with local resources	<ul style="list-style-type: none"> • Provided 12,470 information referrals and 1,129 Medi-Cal related referrals 	Other -- Vulnerable
Hospital Career Scholarships for High School Seniors	Provide scholarships to area high school students pursuing degrees, licenses or certifications in designated healthcare careers	<ul style="list-style-type: none"> • Awarded 12 scholarships to local high school seniors from 11 schools 	Education & Training
Blood Donor Center	Organize blood drives with the Red Cross to prevent seasonal blood crises and increase the number of units collected	<ul style="list-style-type: none"> • Worked with the Red Cross to increase the number of units collected at several sites • Continued to increase the number of employee donors each month 	Other -- Community
Primary Prevention—Cardiovascular Disease	Cardiovascular and resistance exercise training offered in conjunction with El Camino College for course graduates to continue learned health behaviors and exercise training and weight management	<ul style="list-style-type: none"> • Conducted CV resistance class for ongoing exercise training; offered 2 twelve-week sessions, meeting twice a week, and serving 36 people 	Other -- Community

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.3: Programs in Response to Community Need: Coordination with Community Partners

Fiscal Year 2012 Objective:
To continue to coordinate efforts with community partners for community health improvement and education and training programs.

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Services to Support Homeless, Low-income and Working Poor	<p>Collaborate with health and social service providers or other non-profit agencies to support their services and augment outreach to vulnerable populations</p> <p>Harbor Interfaith Services Collaborative - HIS assists the homeless and working poor to achieve self-sufficiency with food, shelter, transitional housing, child care, education, job placement, and counseling.</p>	<ul style="list-style-type: none"> • Donated educational materials and hand sanitizer to the South Bay Coalition for the Homeless, Homeless Help Fair 2012 serving 163 individuals with 816 resource requests • Sponsored 8-hour workshop “What to do when your child gets sick” for 30 clients of Community’s Child, a residential facility for homeless women with infants. • Coordinated staff participation in 2012 Care Harbor LA, a large-scale, community collaboration providing free medical, dental and vision care, education and prevention resources; 3,758 uninsured individuals received 15,230 services • Funded 3rd year of dental grant; 9 uninsured clients received comprehensive exams and x-rays, 9 root canals, 1 partial, 10 crowns, 12 extractions, and 6 fillings • Supported 5th Annual Gala benefitting shelter services, child care and family support services • Conducted flu shot clinic serving 55 shelter clients • Provided funding to sustain food pantry, specifically the 3-day emergency food supply for families • Donated miscellaneous items throughout the year including baby wipes, baby formula and 40 crates of food 	Other -- Vulnerable

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.3: Programs in Response to Community Need: Coordination with Community Partners

Fiscal Year 2012 Objective:
To continue to coordinate efforts with community partners for community health improvement and education and training programs.

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Services to Support Homeless, Low-income and Working Poor (continued)		<ul style="list-style-type: none"> • Organized employee giving opportunities for food and toy drives; adopted 5 families for the holidays, with gifts and complete meals provided. • Maintained a scrap metal recycling program with funds donated to the shelter 	
Training and Career Preparation for Nursing and Ancillary Personnel	Various programs – Mentor/Mentee, preceptorships, internships, graduate student experiences, and affiliations – to train and prepare students for healthcare careers	<ul style="list-style-type: none"> • Participated in partnerships with 40 schools • Contracted with local schools of nursing to use our simulation lab to provide hands-on experience with interactive manikins using selected patient scenarios. • Served as active participants in schools of nursing advisory councils. • Contracted with 26 schools which place non-nursing students at TMMC, i.e. pharmacy techs, scrub techs, physical therapists and techs, radiation therapists, dieticians, respiratory techs, radiology techs, paramedics/EMTs, MRI/nuclear med and ultrasound techs, central service techs, occupational therapist and techs, speech pathologists and techs, etc. • Conducted OR Show & Tell, a free event about surgical procedures and techniques, hand-on activities, blood pressure checks, and offering Q&A with physicians/other medical experts about their specialties; attended by over 800 students, families, local residents and staff 	Education & Training

TORRANCE MEMORIAL MEDICAL CENTER COMMUNITY BENEFITS REPORT FOR FISCAL YEAR 2012

Table 6.3: Programs in Response to Community Need: Coordination with Community Partners

Fiscal Year 2012 Objective:

To continue to coordinate efforts with community partners for community health improvement and education and training programs.

Program/Service	Description of Program/Service	Fiscal Year 2012 Update	SB 697 Category
Continuing Medical Education Activities	Provide education lectures and conferences for physicians, nurses and other healthcare professionals	<ul style="list-style-type: none"> • Provided 195 IMQ/CMA accredited continuing medical education activities for more than 3,510 physicians and 450 allied healthcare professionals • Held symposiums on oncology, cardiology, pain management, diabetes, geriatrics, pediatrics/perinatology, bioethics, chemical dependency, obstetrics/gynecology and palliative care • Sponsored Western Regional Burn Conference (offsite) 	Education & Training
Thelma McMillen Teen Outpatient Program	Provide free and confidential consultations with a trained multidisciplinary team of physicians, psychologists, certified chemical dependency counselors for youth 13 – 17 troubled by drugs and alcohol.	<ul style="list-style-type: none"> • Provided 6-week prevention program, First Step, for parents and teens at no cost serving approximately 75 families • Provided free drug-testing for adolescents serving approximately 100 teens • Developed a community advisory board of concerned parents, attorneys, police, judges and school personnel • Counselors met with 550 students individually and in groups. • Substances abuse counselors provided consultations at 10 high schools and several middle schools. • Provided in-service training for school staff. • Presented educational lectures for parents. • Served on drug task forces in several school districts. • Assisted in Red Ribbon Week activities 	Other – Community

Section 7: Economic Value of Community Benefits

In Fiscal Year 2012, the economic value of community benefits provided by Torrance Memorial Medical Center is estimated at **\$59,441,923**. **Table 7.1** summarizes the unreimbursed costs of these community benefits according to the framework specifically identified by Senate Bill 697:

- Medical care services
- Other benefits for vulnerable populations
- Other benefits for the broader community
- Health research, education, and training programs

Nonquantifiable Benefits

In addition to the value of these services, Torrance Memorial Medical Center provided the following nonquantifiable benefit (a category specifically identified in Senate Bill 697) in Fiscal Year 2012:

- Participation of staff in community non-profit organizations (see Appendix B for a listing of staff participation in organizations)
- Indirect costs of a program to provide outpatient services for chemically dependent adolescents, adults and their families. In 2012, Torrance Memorial Medical Center continued its collaboration with the Betty Ford Center to provide a free, local professional development series for 1500 healthcare professionals. In addition, the hospital performed free, confidential assessments, hosted bi-monthly networking meetings, hosted weekly 12-Step and three other support group meetings. Hosted monthly EAPA and South Bay Coalition meetings and CEAP trainings for 1400, and attended over 24 community meetings for school counselors, nurses, social workers, students, parents, employers, police and city officials.

**Table 7.1: Estimated Economic Value of Community Benefits Provided by Torrance Memorial Medical Center
in Fiscal Year 2012**

Senate Bill 697 Category	Programs and Services Included ^a	Unreimbursed Cost
Medical Care Services	Subsidy of Medically Indigent Patients ^b	\$15,859,204
	Charity Care ^c	\$7,774,717
	Subsidy of Medicare Program	\$31,596,152
	Other Medical Services	\$915,408
Other Benefits for Vulnerable Populations ^d	Van transportation, support of local non-profits, and referrals to local resources	\$499,681
Other Benefits for the Broader Community ^d	Health fairs, health education classes, educational tapes, information, support groups, web site, resource centers, and collaboration with school districts and local agencies	\$2,377,900
Health Research, Education and Training Programs ^d	Continuing education programs, disaster preparation training, career preparation programs for nursing and ancillary personnel	\$418,861
	GRAND TOTAL	\$59,441,923

^aSee Table 6.1, Table 6.2, and Table 6.3 for programs and services listed in the corresponding Senate Bill 697 categories.

^bSubsidy of Medically Indigent Patients refers to uninsured patients, Medi-Cal and Healthy Families patients and low-income Medicare patients who are also eligible for Medi-Cal. The unreimbursed cost associated with these patients is calculated as the different between the cost of care (using the aggregate cost-to-charge ratio) and the government and other payors' reimbursement

^cCharity care cost is provided according to criteria defined by the hospital policy (see Appendix A). Its value was determined by applying the hospital cost-to-charge ratio in 2012 to the total charges for patients classified as charity patients.

^dUnreimbursed costs may include an average hourly rate for labor (plus benefits), supplies, materials and other purchased services. Costs are estimated by each coordinating department responsible for providing the program/service.

Appendix A: Financial Assistance Policy

Appendix A includes Torrance Memorial Medical Center Financial Assistance Policy for Full Charity Care and Discount Partial Charity Care Policies

TORRANCE MEMORIAL MEDICAL CENTER

Department: ADMINISTRATION

Policy/Procedure: FINANCIAL ASSISTANCE POLICY
Full Charity Care and Discount Partial Charity Care Policies

PURPOSE

Torrance Memorial Medical Center (TMMC) is a non-profit organization which provides hospital services to the community of Torrance and the greater South Bay area of Southern California. Torrance Memorial Medical Center is committed to meeting the health care needs of all patients in the community, including those who may be uninsured or underinsured. As part of fulfilling this commitment, TMMC provides medically necessary services, without cost or at a reduced cost, to patients who qualify in accordance with the requirements of this Financial Assistance Policy. This policy defines the TMMC Financial Assistance Program; its criteria, systems, and methods.

California acute care hospitals must comply with Health & Safety Code requirements for written policies providing discounts and charity care to financially qualified patients. This policy is intended to meet such legal obligations and provides for both charity care and discounts to patients who financially qualify under the terms and conditions of the Torrance Memorial Medical Center Financial Assistance Program.

The Finance Department has responsibility for general accounting policy and procedure. Included within this purpose is a duty to ensure the consistent timing, recording and accounting treatment of transactions at TMMC. This includes the handling of patient accounting transactions in a manner that supports the mission and operational goals of Torrance Memorial Medical Center.

SCOPE

The Financial Assistance Policy will apply to all patients who receive services at TMMC. This policy pertains to financial assistance provided by Torrance Memorial Medical Center. All requests for financial assistance from patients, patient families, physicians or hospital staff shall be addressed in accordance with this policy.

Introduction

Torrance Memorial Medical Center strives to meet the health care needs of all patients who seek inpatient, outpatient and emergency services. TMMC is committed to providing access to financial assistance programs when patients are uninsured or underinsured and may need help in paying their hospital bill. These programs include government sponsored coverage programs and charity care and discount partial charity care as defined herein.

The facility is compliant and the Charity Care Policy is applicable to Emergency Room Physicians. All Emergency Room Physicians are contracted with TMMC and required to participate.

Full Charity Care and Discount Partial Charity Care Defined

Full Charity Care is defined as any necessary¹ inpatient or outpatient hospital service provided to a patient who is unable to pay for care and who has established qualification in accordance with requirements contained in the TMMC Financial Assistance Policy.

Discount Partial Charity Care is defined as any necessary inpatient or outpatient hospital service provided to a patient who is uninsured or underinsured and 1) desires assistance with paying their hospital bill; 2) has an income at or below 350% of the federal poverty level; and 3) who has established qualification in accordance with requirements contained in the TMMC Financial Assistance Policy.

Depending upon individual patient eligibility, financial assistance may be granted for full charity care or discount partial charity care. Financial assistance may be denied when the patient or other responsible family representative does not meet the TMMC Financial Assistance Policy requirements.

Full Charity Care and Discount Partial Charity Care Reporting

TMMC will report actual Charity Care provided in accordance with regulatory requirements of the Office of Statewide Health Planning and Development (OSHPD) as contained in the Accounting and Reporting Manual for Hospitals, Second Edition. To comply with regulation, the hospital will maintain written documentation regarding its Charity Care criteria, and for individual patients, the hospital will maintain written documentation regarding all Charity Care determinations. As required by OSHPD, Charity Care provided to patients will be recorded on the basis of actual charges for services rendered.

TMMC will provide OSHPD with a copy of this Financial Assistance Policy which includes the full charity care and discount partial charity care policies within a single document. The Financial Assistance Policy also contains: 1) all eligibility and patient qualification procedures; 2) the unified application for full charity care and discount partial charity care; and 3) the review process for both full charity care and discount partial charity care. These documents shall be supplied to OSHPD every two years or whenever a significant change is made.

Charity care will be reported as an element of the hospital's annual Community Benefit Report submitted to OSHPD and any other appropriate state agencies.

¹ Necessary services are defined as any hospital inpatient, outpatient, or emergency medical care that is not entirely elective for patient comfort and/or convenience.

Full and Discount Eligibility: General Process and Responsibilities

Eligibility is defined for any patient whose family² income is less than 350% of the current federal poverty level, if not covered by third party insurance or if covered by third party insurance and unable to pay the patient liability amount owed after insurance has paid its portion of the account.

The TMMC Financial Assistance Program utilizes a single, unified patient application for both Full Charity Care and Discount Partial Charity Care. The process is designed to give each applicant an opportunity to receive the maximum financial assistance benefit for which they may qualify. The financial assistance application provides patient information necessary for determining patient qualification by the hospital and such information will be used to qualify the patient or family representative for maximum coverage under the TMMC Financial Assistance Program.

Eligible patients may qualify for the TMMC Financial Assistance Program by following application instructions and making every reasonable effort to provide the hospital with documentation and health benefits coverage information such that the hospital may make a determination of the patient's qualification for coverage under the program. Eligibility alone is not an entitlement to coverage under the TMMC Financial Assistance Program. TMMC must complete a process of applicant evaluation and determine coverage before full charity care or discount partial charity care may be granted.

The TMMC Financial Assistance Program relies upon the cooperation of individual patients who may be eligible for full or partial assistance. To facilitate receipt of accurate and timely patient financial information, TMMC will use a financial assistance application. All patients unable to demonstrate financial coverage by third party insurers will be offered an opportunity to complete the financial assistance application. Uninsured patients will also be offered information, assistance and referral to government sponsored programs for which they may be eligible. Insured patients who are unable to pay patient liabilities after their insurance has paid, or those who experience high medical costs may also be eligible for financial assistance. Any patient who requests financial assistance will be asked to complete a financial assistance application.

The financial assistance application should be completed as soon as there is an indication the patient may be in need of financial assistance. The application form may be completed prior to service, during a patient stay, or after services are completed and the patient has been discharged.

Completion of a financial assistance application provides:

- Information necessary for the hospital to determine if the patient has income sufficient to pay for services;

² A patient's family is defined as: 1) For persons 18 years of age and older, spouse, domestic partner and dependent children under 21 years of age, whether living at home or not; and 2) For persons under 18 years of age, parent, caretaker relatives and other children under 21 years of age of the parent or caretaker relative.

- Documentation useful in determining qualification for financial assistance; and
- An audit trail documenting the hospital's commitment to providing financial assistance.

However, a completed financial assistance application is not required if TMMC determines it has sufficient patient financial information from which to make a financial assistance qualification decision.

PROCEDURES

Qualification: Full Charity Care and Discount Partial Charity Care

Qualification for full or discount partial financial assistance shall be determined solely by the patient's and/or patient family representative's ability to pay. Qualification for financial assistance shall not be based in any way on age, gender, sexual orientation, ethnicity, national origin, veteran status, disability or religion.

The patient and/or patient family representative who requests assistance in meeting their financial obligation to the hospital shall make every reasonable effort to provide information necessary for the hospital to make a financial assistance qualification determination. The hospital will provide guidance and/or direct assistance to patients or their family representative as necessary to facilitate completion of program applications. Completion of the financial assistance application and submission of any or all required supplemental information may be required for establishing qualification for the Financial Assistance Program.

Financial Assistance Program qualification is determined after the patient and/or patient family representative establishes eligibility according to criteria contained in this policy. While financial assistance shall not be provided on a discriminatory or arbitrary basis, the hospital retains full discretion, consistent with laws and regulations, to establish eligibility criteria and determine when a patient has provided sufficient evidence of qualification for financial assistance.

Patients or their family representative may complete an application for the Financial Assistance Program. The application and required supplemental documents are submitted to the Patient Financial Services department at TMMC. This office shall be clearly identified on the application instructions.

TMMC will provide personnel who have been trained to review financial assistance applications for completeness and accuracy. Application reviews will be completed as quickly as possible considering the patient's need for a timely response.

A financial assistance determination will be made only by approved hospital personnel according to the following levels of authority:

Director of Patient Financial Services: Accounts less than \$100,000

Chief Financial Officer: Accounts greater than \$100,001 and less than \$200,000

President/CEO: Accounts greater than \$200,001

Factors considered when determining whether an individual is qualified for financial assistance pursuant to this policy may include:

- No insurance under any government coverage program or other third party insurer;
- Family income based upon tax returns and recent pay stubs
- Family size

Qualification criteria are used in making each individual case determination for coverage under the TMMC Financial Assistance Program. Financial assistance will be granted based upon each individual determination of financial need in accordance with the Financial Assistance Program eligibility criteria contained in this policy.

Financial Assistance Program qualification may be granted for full charity care (100% free services) or discount partial charity care (charity care of less than 100%), depending upon the patient or family representative's level of eligibility as defined in the criteria of this Financial Assistance Program Policy.

Once determined, Financial Assistance Program qualification will apply to the specific services and service dates for which application has been made by the patient and/or patient family representative. In cases of continuing care relating to a patient diagnosis which requires on-going, related services, the hospital, at its sole discretion, may treat continuing care as a single case for which qualification applies to all related on-going services provided by the hospital. Other pre-existing patient account balances outstanding at the time of qualification determination by the hospital will be included as eligible for write-off at the sole discretion of management

Patient obligations for Medi-Cal/Medicaid share of cost payments will not be waived under any circumstance. However, after collection of the patient share of cost portion, any other unpaid balance relating to a Medi-Cal/Medicaid share of cost patient may be considered for Charity Care.

Patients at or below 350% of the FPL will not pay more than Medicare would typically pay for a similar episode of service. This shall apply to all necessary hospital inpatient, outpatient and emergency services provided by TMMC.

Full and Discount Partial Charity Care Income Qualification Levels

1. If the patient's family income is 200% or less of the established poverty income level, based upon current FPL Guidelines, and the patient meets all other Financial Assistance Program qualification requirements, the entire (100%) patient liability portion of the bill for services will be written off.
2. If the patient's family income is between 201% and 350% of the established poverty income level, based upon current FPL Guidelines, and the patient meets all other Financial Assistance Program qualification requirements, the following will apply:
 - Patient's care is not covered by a payer. If the services are not covered by any third party payer so that the patient ordinarily would be responsible for the full-billed charges, the patient's payment obligation will be the gross amount the

Medicare program would have paid for the service if the patient were a Medicare beneficiary.

- Patient's care is covered by a payer. If the services are covered by a third party payer so that the patient is responsible for only a portion of the billed charges (i.e., a deductible or co-payment), the patient's payment obligation will be an amount equal to the difference between what insurance has paid and the gross amount that Medicare would have paid for the service if the patient were a Medicare beneficiary. If the amount paid by insurance exceeds what Medicare would have paid, the patient will have no further payment obligation.

Payment Plans

When a determination of discount partial charity has been made by the hospital, the patient shall have the option to pay any or all outstanding amount due in one lump sum payment, or through a scheduled term payment plan.

The hospital will discuss payment plan options with each patient that requests to make arrangements for term payments. Individual payment plans will be arranged based upon the patient's ability to effectively meet the payment terms. As a general guideline, payment plans will be structured to last no longer than 12 months. The hospital shall negotiate in good faith with the patient; however there is no obligation to accept the payment terms offered by the patient. No interest will be charged to the patient for the duration of any payment plan arranged under the provisions of the Financial Assistance Policy.

Special Circumstances

Any evaluation for financial assistance relating to patients covered by the Medicare Program must include a reasonable analysis of all patient assets, liabilities, income and expenses, prior to eligibility qualification for the Financial Assistance Program. Such financial assistance evaluations must be made prior to service completion by TMMC.

If the patient is determined to be homeless he/she will be deemed eligible for the Financial Assistance Program.

Patients seen in the emergency department, for whom the hospital is unable to issue a billing statement, may have the account charges written off as Charity Care. All such circumstances shall be identified on the patient's account notes as an essential part of the documentation process.

Other Eligible Circumstances

TMMC deems those patients that are eligible for government sponsored low-income assistance program (e.g. Medi-Cal/Medicaid, Healthy Families, California Children's Services and any other applicable state or local low-income program) to be indigent. Therefore such patients are eligible under the Financial Assistance Policy when payment is not made by the governmental program. For example, patients who qualify for Medi-Cal/Medicaid as well as other programs serving the needs of low-income patients (e.g. CHDP, Healthy Families, and CCS) where the program does not make payment for all services or days during a hospital stay, are eligible for Financial Assistance Program coverage. Under the hospital's Financial Assistance Policy, these

types of non-reimbursed patient account balances are eligible for full write-off as Charity Care. Specifically included as Charity Care are charges related to denied stays, denied days of care, and non-covered services. All Treatment Authorization Request (TAR) denials and any lack of payment for non-covered services provided to Medi-Cal/Medicaid and other patients covered by qualifying low-income programs, and other denials (e.g. restricted coverage) are to be classified as Charity Care.

The portion of Medicare patient accounts (a) for which the patient is financially responsible (coinsurance and deductible amounts), (b) which is not covered by insurance or any other payer including Medi-Cal/Medicaid, and (c) which is not reimbursed by Medicare as a bad debt, may be classified as charity care if:

1. The patient is a beneficiary under Medi-Cal/Medicaid or another program serving the health care needs of low-income patients; or
2. The patient otherwise qualifies for financial assistance under this policy and then only to the extent of the write-off provided for under this policy.

Any patient whose income exceeds 350% of the FPL and experiences a catastrophic medical event may be deemed eligible for financial assistance. Such patients, who have high incomes do not qualify for routine full charity care or discount partial charity care. However, consideration as a catastrophic medical event may be made on a case-by-case basis. The determination of a catastrophic medical event shall be based upon the amount of the patient liability at billed charges, and consideration of the individual's income and assets as reported at the time of occurrence. Management shall use reasonable discretion in making a determination based upon a catastrophic medical event. As a general guideline, any account with a patient liability for services rendered that exceeds \$100,000 may be considered for eligibility as a catastrophic medical event.

TMMC will make every reasonable, cost-effective effort to communicate payment options and programs with each patient who receives services at the hospital. In the event that a patient or guarantor does not respond or communicate with TMMC to resolve an open account, TMMC may forward the account to its collection agency. Since the financial status of the patient is not known, the amount forwarded for external collection will be discounted 80 %. The hospital's external collection agencies may adjust the amount further should the patient's financial status become known and the patient qualifies for financial assistance. The collection agency shall make efforts to collect only this reduced amount.

Any account returned to the hospital from a collection agency that has determined the patient or family representative does not have the resources to pay his or her bill, may be deemed eligible for Charity Care. Documentation of the patient or family representative's inability to pay for services will be maintained in the Charity Care documentation file.

All accounts returned from a collection agency for re-assignment from Bad Debt to Charity Care will be evaluated by hospital personnel prior to any re-classification within the hospital accounting system and records.

Dispute Resolution

In the event that a dispute arises regarding qualification, the patient may file a written appeal for reconsideration with the hospital. The written appeal should contain a complete explanation of the patient's dispute and rationale for reconsideration. Any or all additional relevant documentation to support the patient's claim should be attached to the written appeal.

Any or all appeals will be reviewed by the hospital Director of Patient Financial Services. The director shall consider all written statements of dispute and any attached documentation. After completing a review of the patient's claims, the director shall provide the patient with a written explanation of findings and determination.

In the event that the patient believes a dispute remains after consideration of the appeal by the director of patient financial services, the patient may request in writing, a review by the Chief Financial Officer. The Chief Financial Officer shall review the patient's written appeal and documentation, as well as the findings of the Director of Patient Financial Services. The Chief Financial Officer shall make a determination and provide a written explanation of findings to the patient. All determinations by the Chief Financial Officer shall be final. There are no further appeals.

Public Notice

TMMC shall post notices informing the public of the Financial Assistance Program. Such notices shall be posting in high volume inpatient, and outpatient service areas of the hospital, including but not limited to the emergency department, billing office, inpatient admission and outpatient registration areas or other common outpatient areas of the hospital. Notices shall also be posted at any location where a patient may pay their bill. Notices will include contact information on how a patient may obtain more information on financial assistance as well as where to apply for such assistance.

These notices shall be posted in English and Spanish and any other primary languages that are representative of 5% or greater of patients in the hospital's service area.

A copy of this Financial Assistance Policy will be made available to the public on a reasonable basis.

Confidentiality

It is recognized that the need for financial assistance is a sensitive and deeply personal issue for recipients. Confidentiality of requests, information and funding will be maintained for all that seek or receive financial assistance. The orientation of staff and selection of personnel who will implement this policy should be guided by these values.

Good Faith Requirements

TMMC makes arrangements for financial assistance for qualified patients in good faith and relies on the fact that information presented by the patient or family representative is complete and accurate.

Provision of financial assistance does not eliminate the right to bill, either retrospectively or at the time of service, for all services when fraudulent, or purposely inaccurate information has been

provided by the patient or family representative. In addition, TMMC reserves the right to seek all remedies, including but not limited to civil and criminal damages from those patients or family representatives who have provided fraudulent or purposely inaccurate information in order to qualify.

Initial Approvals and Major Revisions

Operations Committee: 10/16/02

Initial Effective Date: 10/16/02

Revised Effective Date(s):

Reviewed Date(s): 06/04, 03/05, 8/05, 9/05, 01/12

Revised Date(s): 06/23/04, 8/05, 9/05, 12//06, 05/09, 01/12

Distributed to: Administrative Policy & Procedure Manual (Finance)

Related Policies:

Credit & Collection Policy – Admin 100.05

Discount Policy – Admin 100.06

Appendix B: Staff Involvement in Community Organizations

Appendix B includes an alphabetical listing of Torrance Memorial Medical Center staff involvement in community organizations. Time spent involved with community organizations is not quantified in the hospital's economic valuation of community benefits.

- 1736 Family Crisis Center
- Alisa Ann Ruch Burn Foundation
- American Cancer Society
- American Diabetes Association
- American Heart Association, South Bay
- American Red Cross
- Arts & Healing Coalition
- Asian American Physicians Association
- Autism Speaks
- Autism Society of America
- Avon Walk for Breast Cancer
- Beach Cities Health District
- Camp del Corazon
- Care Harbor LA
- Caring House
- Chamber of Commerce – El Segundo
- Chamber of Commerce – Hermosa Beach
- Chamber of Commerce – Manhattan Beach
- Chamber of Commerce – Palos Verdes
- Chamber of Commerce – Redondo Beach
- Chamber of Commerce – Torrance
- Children's Institute International
- Coastal Asian Pacific Mental Health

- Community's Child
- Coordinating Council – Palos Verdes
- Foundation Fighting Blindness
- Friends Without Barriers
- Harbor Interfaith Services
- Harbor Occupational Center, San Pedro – Advisory Committee
- Harbor Occupational Center, San Pedro – Shared Decision Making Council
- Homeless Services Coalition
- House of Miracles
- Human Relations Forum of Torrance
- Inter Faith Clergy Fellowship
- Little Sisters of the Poor
- Los Angeles Center for Reconciliation
- Luminaries
- Manhattan Beach Unified School District
- Manhattan Beach Unified School District – Medical Advisory Board
- Manhattan Beach Unified School District – Substance Abuse Task Force
- Mortar Board National Honor Society
- National Charity League
- National Council of Hospice/Palliative Care Professionals
- National Council on Alcoholism & Drug Dependence – South Bay Chapter
- National Park Service
- Paralysis Projects of America
- Parent Education Network
- Parish Nurses
- Pediatric Burn Tumor Foundation
- Peninsula Education Foundation
- Pregnancy Help Center
- PTA
- Scouts

- South Bay Chinese School
- South Bay Coalition
- South Bay Coalition Community Drug Prevention Education Group
- South Bay Consortium for Alzheimer's Disease and Related Diseases
- South Bay Evergreen Senior Association
- South Bay Survivorship Consortium
- Susan G. Komen Foundation
- The Wellness Community
- Toberman Settlement House
- Torrance Symphony
- Torrance Unified School District
- Westside Special Olympics
- YMCA San Pedro/Peninsula
- YMCA Torrance – South Bay
- YWCA Harbor