



SAN ANTONIO COMMUNITY HOSPITAL



*Community Benefit Program
Highlights, Inventory
& Economic Valuation
2013*

San Antonio Community Hospital

107 Years and Growing...

San Antonio Community Hospital was founded by Dr. William Howard Craig in 1907 to meet the healthcare needs of local residents. As the community surrounding the hospital grew, it became apparent that larger, more modern facilities were needed. Community leaders rallied to raise the needed capital and the hospital moved to its current location on San Bernardino Road in 1924. Through community support, the hospital grew – from its modest beginning with 18 beds, 5 physicians, and limited staff—to a 271-bed regional medical facility with nearly 2,000 employees and a medical staff of 500 physicians. The hospital also has satellite facilities located in Rancho Cucamonga, Fontana, and will soon add an Eastvale location to provide care. These facilities provide outpatient care in a close and convenient setting.

The hospital's main campus in Upland is currently undergoing the largest expansion in its 107-year history. The 179,000 square foot addition, which will include a new 52-bed emergency department and 92-bed patient tower, is scheduled for completion in late 2014. The project incorporates the latest healthcare architectural design and advanced technological features with the goal of meeting the needs of the growing population in the west end of California's Inland Empire.

Leadership...

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

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

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

Our Commitment...

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

Contact us...

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

Caring for Our Community...

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

As a regional healthcare provider, San Antonio Community Hospital (SACH) is committed to maintaining the highest quality of care for those we serve. As a nonprofit hospital, all of our resources are devoted to providing healthcare services. Any surpluses generated from hospital operations are used to purchase new or upgraded equipment, expand services, and provide care for vulnerable populations. While the Inland Empire is a maturing economic market, as a whole, many individuals and families are at significant risk during a medical crisis due to their inability to access health insurance or as the result of inadequate insurance coverage. The hospital's charity care policy provides relief to these families who would otherwise face medical bankruptcy. During 2013, \$414,652 in charity care was provided for patients entering the hospital emergency department that were either treated and released or required an inpatient stay. In addition to such direct medical care, SACH reaches out to its community in a variety of ways that go well beyond the traditional care provided by an acute care hospital.

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

The report that follows highlights just a few of the hospital's community benefit activities. They include a summary of the Community Health Needs Assessment conducted to identify pressing health needs, advancing the message of healthy eating for families through the Health Eating Lifestyle Program (HELP), and an innovative approach to raise community awareness around men's health.

Advancing the Health of Our Community

San Antonio Community Hospital is dedicated to improving the health status of the people who live, work, and play within its community. Located in a diverse region, where community health needs are driven by unique demographic factors influenced by gender, age, ethnicity, education, employment, and income. Understanding these demographic characteristics is an important step in planning a community benefit program that addresses the health needs of the community. This also allows for a better understanding in the drivers of increased utilization of hospital services and the need for the development or expansion of specific service lines.

In 2013, Community Outreach staff conducted the Triennial Community Health Needs Assessment (CHNA). The methodology employed in the CHNA was to use secondary data to analyze the service area from a high level to identify health and environmental concerns, and then compare the results to data at the state and national level. The findings from the CHNA report serve as a foundation for understanding the health needs found in the community which helped to inform the prioritization process used to develop the Implementation Strategy.

From that point, the assessment focused on the primary health concerns critical to the service area. A thorough evaluation and synthesis of the results revealed a number of major concerns, which fell into four priority areas: Health Management, Access to Healthcare, Healthy Environment, and Health Literacy.

To complement the CHNA efforts a Community Benefit Implementation Plan was created with specific strategies and programs to address the identified health needs. Preventing and managing chronic diseases through health management; increasing healthcare access for vulnerable populations; promoting healthy environments using techniques that encourage lifestyle changes and civic engagement; and increasing health literacy through education and health promotion will provide better health outcomes for SACH's regional community. The synergy among these four priority areas enable the hospital to employ the lessons learned through its extensive Community Health Needs Assessment to develop a cohesive and effective three-year Strategic

Community Benefit Implementation Plan to address the identified health needs of its regional community.

HELPing Families Increase Nutrition and Physical Activity Education

Childhood obesity is becoming increasingly prevalent across the United States. Findings from the National Health and Nutrition Examination Survey (NHANES) show that all adolescent age groups have an increased percentage of obesity rates over the last 30 years. In correlation, the Community Vital Signs 2013 report prepared by San Bernardino County Department of Public Health noted that 39% of 5th, 7th, and 9th graders were overweight or obese. This is a trend affecting the present and future health of SACH's community. The hospital has been pivotal in the fight with the inception of the Healthy Eating and Lifestyle Program, commonly referred to as HELP. San Antonio has worked collaboratively with the City of Montclair, Upland Unified School District, Por La Vida, and the City of Ontario's HEAL Zone initiative to introduce HELP as a tool to reduce childhood obesity, especially in underserved areas of the community.

Launched in 2010, this program has been instrumental in raising awareness and developing community promotoras (lay health educators) who have used their new-found knowledge to create healthy habits in their home and community. In addition to teaching the curriculum to potential promotoras, the hospital provides lab resources to measure important health indicators before and after completion of the program. Parents and their children are tested for cholesterol and glucose, and their BMI (body mass index) is calculated using height and weight measurements. To date, the program has served over 250 individuals and continues to expand.

The hospital formed a partnership with the Kids Come First Community Health Center at the beginning of 2013 to implement the HELP Program at their clinic site in Ontario. By laying the groundwork for strong collaboration with cities, agencies, and organizations within the community, the program will continue to expand to reach the families who are most in need of this important education. With increased awareness of the importance of good nutrition and active living, improvements in health status will be demonstrated.

Health and Hot Rods

San Antonio Community Hospital's mission *is to improve the overall health of our regional community by offering healthcare services that both comfort and cure, in settings that inspire confidence, and in a manner that earns the trust of our patients, our physicians, and our employees.* In line with this purpose, a men's health event and car show was designed to heighten awareness of preventable health problems and to encourage early detection and treatment of disease among men. In our first annual event we were overwhelmed by the response and support from the community.

The event consists of a classic car and hot rods show. More importantly all guests are encouraged to participate in a biometric screening and to listen to physician speakers.

The screening includes height, weight, waist, BMI, blood pressure, glucose, and cholesterol readings. At the completion of the screening, guests can sit with a health coach to discuss their results and create a plan for next steps, which may include following up with a physician, creating a plan to increase physical activity, and monitoring blood pressure, to name a few. At this event guests also have the opportunity to listen to physicians address important health topics affecting men. In 2013 the topics included heart disease, prostate cancer, and targeted health screenings for men.

We anticipate that this program will continue to grow and draw interest region-wide. One participant shared that the most unique aspect about this event was how we were able to integrate health into the car show. He said, "I saw my friends listening to a cardiologist talk about taking care of your heart and eating healthy and exercising. I never could have imagined seeing these men in a venue like that before. We need more things like this." The hospital will continue to engage all persons in being champions for their own health.

Inventory and Economic Valuation of Community Benefits...

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

San Antonio Community Hospital's primary responsibility is to provide healthcare services; however, its mission does not end there. Every effort is made to reach out into the community with additional services and programs in response to the community's needs. A summary and valuation of the 2013 program follows, along with an accounting of the financial losses sustained in providing medical care to uninsured and underinsured patients. In addition to charity care, the hospital sustains significant losses when the reimbursement received from Medi-Cal falls short of the costs incurred to provide care.

Definitions

Medi-Cal

SACH lost \$2,705,945 on the services provided to Medi-Cal patients on a fully allocated cost basis, which compares actual payments received to the total actual costs incurred by the hospital for treating these patients, during 2013.

Charity Care

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

determined to be uncollectible due to financial hardship or other reasons. In these cases, unlike true “bad debt,” the patient or family has typically expressed a sincere interest in working with the hospital, but they lack the financial resources to make payments. For these reasons, the hospital makes no further attempt to collect on these accounts, writing them off as Charity Care. The hospital provided \$414,652 in Charity Care during 2013.

Medicare

San Antonio Community Hospital incurred a shortfall of \$1,181,605 on the services it provided to Medicare patients on a fully allocated cost basis.

Other Uncompensated Care

Other uncompensated care (bad debts) totaled \$14,070,843 in actual cost incurred by the hospital to treat these patients. Uncompensated care is not included in the hospital’s community benefit valuation; however, the costs incurred to treat these patients represent an additional direct benefit to the community.

Valuation

The following table summarizes the 2013 valuation, delineated by major category.

2013 Community Benefit Valuation (without Medicare Losses)			
<u>Category</u>	<u>Activity</u>	<u>Value</u>	<u>Total</u>
Medical Care	Medi-Cal Losses	2,705,945	
	Charity Care	414,652	
	EMS Base Station	139,388	
	Immunizations	20,136	
	Physician Fees	586,868	
	Hospital Outpatient Services	<u>2,530</u>	
	Total Medical Care		\$3,869,519
Medical Education	Chaffey College Nursing/Radiology Training	176,846	
	Loma Linda MBA/MPH Internship Program	<u>13,500</u>	
	Total Medical Education		\$190,346
Vulnerable Populations	<u>Community Agency Support</u>		
	Meals on Wheels	25,101	
	Etiwanda School District MAA	62	
	Kids Come First Community Health Center	35,000	
	Upland Healthy Start/Healthy Future	<u>139</u>	
	Total Agency Support		\$60,314

Health Fairs and Screenings

City of Fontana Senior Health Fair	173
City of Chino Senior Flu Shot Clinic	204
City of Ontario Senior Flu Shot Clinic	199
City of Rancho Cucamonga Senior Flu Shot Clinic	258
City of Upland Senior Flu Shot Clinic	527
Cucamonga School District Health Fair	440
Fontana Police Department Health and Safety Fair	368
West End Health & Wellness Fair	<u>431</u>
Total Health Fairs and Health Screenings	\$2,600

Other Activities/Vulnerable Populations

Healthy Beginnings	194,427
HELP	5,615
SACH Outreach	4,707
SACH Dental Center	4,164
Women's Breast & Imaging Center	<u>57</u>
Total Other Activities	\$208,970

Support Groups

Breast Cancer	1,170
Caring Hearts	520
Diabetes Adult Education Class	(205)
Diabetes Adult Support	2,142
Nutrition Counseling	548
Pilates for Cancer	<u>1,301</u>
Total Support Groups	\$5,476

Vouchers

OmniBus	1,518
Taxi	<u>5,980</u>
Total Vouchers	\$7,498

Total Vulnerable Populations

\$4,344,723

Broader Community

Health Fairs and Screenings

City of Chino Family Fitness Day	205
City of Fontana Let's Move on the Trail	233
City of Eastvale Health Fair	305
City of Ontario Healthy Kids Day	159

City of Ontario 5k Reindeer Run	183
City of Rancho Cucamonga Employee Health Fair	502
City of Rancho Cucamonga Health Fair & Cucamonga Challenge	141
City of Upland Family Fun Day	155
Claremont 5K Run First Aid Station	255
Fontana Days Run First Aid Station	522
Go Red American Heart Association	322
Health Fair Supplies/Education Materials	6,670
Inland Valley Daily Bulletin Kids Expo	248
Kiwanis Track Meet	383
Lewis Homes Employee Wellness Fair	155
Lewis Homes: Homecoming Wellness Fair	182
Los Osos High School 5K First Aid	100
Stephen's Hope First Aid	345
YMCA Healthy Kids Day	<u>306</u>
Total Health Fairs/Screening	\$11,371

Community Education

Breast feeding Classes	(180)
Community Education Calendars	28,413
Community Health Lectures	53,694
Community CPR & First Aid Classes	1,046
Family Friends & Infant CPR	979
Generations Ahead	5,157
Girl's Night Out	3,253
Heart Disease Awareness	473
Heart Healthy Classes	225
Infant Care Class	225
Kick/Prenatal Yoga	7,205
Medical Minutes	75,350
Men's Health Event	3,968
Moms Embracing the Moment	616
Positive Parenting	(223)
Prepared Childbirth	509
Prepared Childbirth Crash Course	229
Prepared Childbirth C-Section Course	(163)
Safe Sitter Education	876
Sibling Classes	323
Registered Dietician Support	<u>9,138</u>
Total Community Education	\$191,113

	<u>Other Activities</u>		
	Blood Drives	32,955	
	Upland Sharps Program	<u>657</u>	
	Total Other Activities	\$33,612	
	Total Broader Community		\$236,096
Other Quantifiable Benefits	Community Benefit Planning/Preparation/Implementation	60,247	
	Community Assessment	<u>305</u>	
	Total Other Quantifiable Benefits	\$60,552	\$60,552
	COMMUNITY BENEFIT INVENTORY TOTAL COST		\$4,641,371
Community Building Activities	<u>Community Agency Support</u>		
	American Cancer Society	7,500	
	American Heart Association Lifestyle Change Award	5,000	
	Assistance League of the Foothill Communities	1,000	
	City of Eastvale 5K/10K Health Fair	1,000	
	Freedom 5000 5K	1,000	
	Friends of the Pacific Electric Trail	170	
	Focus on Youth	62	
	Healthy Chino	62	
	Healthy Fontana	62	
	Healthy Rancho Cucamonga	186	
	Inland Empire Childhood Obesity Taskforce	155	
	Ontario Historic Home Preservation Tour	170	
	Reach Out	250	
	Upland Police Officers' Association	<u>100</u>	
	Total Community Agency Support	\$16,717	\$16,717
	TOTAL BENFIT TO OUR COMMUNITY		\$4,658,088