

Huntington Memorial Hospital Community Benefits Plan Fiscal Year 2014



For Submittal by May 31, 2015 to:
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Preface

In accordance with Senate Bill 697, Community Benefits Legislation, Huntington Memorial Hospital, a private not-for-profit hospital, submits this Community Benefits Plan for Fiscal Year 2014^a. 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 health 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

^a Huntington Hospital fiscal year is from January 1 to December 31.

Introduction to Huntington Hospital

Huntington Memorial Hospital is a 625-bed, not-for-profit community hospital located in Pasadena, California. Founded in 1892, Huntington Hospital is committed to providing excellent patient care delivered with compassion and respect. The hospital offers a full complement of acute medical care and community services, ranging from general medicine to the foremost specialized programs in cardiovascular services, oncology, and the neurosciences. The hospital has the only trauma center in the region. In addition, Huntington offers women's and children's services, state-of-the-art orthopedic surgery, in- and outpatient psychiatric services, Huntington Hospital Senior Care Network, and Huntington Ambulatory Care Center. Through a partnership between Huntington Hospital and Shriners Hospitals for Children – Southern California, inpatient surgical and medical services for pediatric patients are now available at Huntington Hospital.

As a teaching facility affiliated with the Keck School of Medicine of USC, Huntington supported 25 internal medicine and 14 general surgery residents in 2014. More than one-third of Huntington's residents remain in the area to practice, providing a seamless transition through generations of care.

Recently, Huntington Hospital received numerous awards, recognitions, and certifications:

- Full hospital-wide accreditation from The Joint Commission for achieving national standards for health care quality and safety
- Gold Seal of Approval™ from The Joint Commission for stroke care and total knee and hip replacement
- Designation as a Primary Stroke Center from The Joint Commission, one of the first hospitals in Los Angeles County to earn this designation
- Named to Target: Stroke Honor Roll by the American Heart Association/American Stroke Association and also received the American Stroke Association's Get With the Guidelines – Stroke Gold Plus Performance Achievement Award in recognition of the hospital's high quality, best practice stroke care
- Designation as a STEMI (ST Segment Elevation Myocardial Infarction) Receiving Center where emergency medical service personnel give patients having possible myocardial infarctions a 12-lead EKG in the field and a hospital team is ready when a patient arrives in the Emergency Department

- Magnet® designation by American Nurses Credentialing Center. Magnet® designation represents the highest level of national recognition to health care organizations that demonstrate sustained excellence in nursing care in a healthy, collaborative, and professional work environment. Only six percent of all acute care health care organizations have obtained this prestigious recognition.
- Maximum five-year accreditation from the Accreditation Council for Graduate Medical Education
- Huntington Hospital Trauma Center has been verified as a Level II trauma center by the Verification Review Committee (VRC), an ad hoc committee of the Committee on Trauma (COT) of the American College of Surgeons (ACS)
- Gold Medal For Excellence from the U.S. Department of Health Services for supporting organ donation
- Ranked as a *U.S. News and World Report* Top Hospital (Metro) in ten specialties, including: orthopedics, neurology and neurosurgery, urology, gastroenterology, geriatrics, diabetes and endocrinology, pulmonology, gynecology, nephrology, and ear, nose and throat
- The Cheers Award – bestowed by the Institute for Safe Medication Practices – honors organizations that have set a “superlative standard of excellence” in the prevention of medication errors
- Huntington Hospital received Healthgrades® 2015 America’s 50 Best Hospitals Award,^{TMa} a distinction that makes Huntington Hospital one of the top one percent of more than 4,500 hospitals nationwide for its consistent, year-over-year superior clinical performance
- Huntington Hospital achieved Healthgrades® 2015 Outstanding Patient Experience AwardTM for the delivery of a positive experience for patients during their hospital stay
- Huntington Hospital’s Cancer Center received Accreditation with Commendation from the American College of Surgeons’ Commission on Cancer
- Huntington Hospital’s Cancer Center was presented with the 2014 Outstanding Achievement Award by the American College of Surgeons’ Commission on Cancer
- Huntington-Hill Breast Center received Accreditation by the American College of Surgeons’ National Accreditation Program for Breast Centers – one of only three hospitals in Los Angeles County to have achieved this honor

- The Breast Imaging Center is designated a Center of Excellence by the American College of Radiology
- The American College of Radiology Commission on Quality and Safety has accredited Huntington Hospital's Toshiba Aquilion One 320 for computer tomography and Toshiba 2005 Vantage for magnetic resonance imaging services
- Bariatric Surgery Center of Excellence by the American Society for Metabolic and Bariatric Surgery
- Huntington Hospital was accredited by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program
- Centers of Distinction for bariatric surgery, spine surgery, knee and hip joint replacement, and heart and vascular services by the Blue Cross Blue Shield Association
- Outstanding Leadership Award from the U.S. Department of Health and Human Services for eliminating ventilator-associated pneumonia – one of only 37 hospitals nationwide to be recognized
- Lab Accreditation Board of ABRET granted the hospital accreditation for our Neurophysiology Intraoperative Monitoring Laboratories
- Accreditation by the Intersocietal Commission for the Accreditation of Vascular Laboratories (ICAVL)

Huntington Hospital also offers continuing education and learning for the public, employees, medical staff, and other health care professionals, through the availability of health science and community libraries. With social media transforming the way that people communicate, Huntington Hospital has extended its reach into the web community using familiar sites like Facebook, YouTube, and Twitter.

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Section 1: Executive Summary

Mission Statement

The mission of Huntington Memorial Hospital is to excel at the delivery of health care to our community. Our mission, core values, and standards of conduct guide our organization's commitment to community needs.

Definition of Community

Huntington Hospital's service area is defined as Greater Pasadena, which comprises the following ZIP codes: 91001, 91030, 91101, 91103, 91104, 91105, 91106, 91107, and 91108.

2013 Community Health Needs Assessment (CHNA)

The 2013 Community Health Needs Assessment methodology included a comprehensive review of secondary data combined with feedback from over fifty community partners.

Secondary Data Analysis

Secondary data was analyzed through <http://www.HealthyPasadena.org>, which includes a comprehensive dashboard of over 100 community health and quality of life indicators covering over twenty topic areas. Seventeen indicators (out of 47) at the Greater Pasadena geography and 19 indicators (out of 33) at the Service Planning Area 3 geography were identified as top community need indicators. Indicators were grouped and examined by topic area.

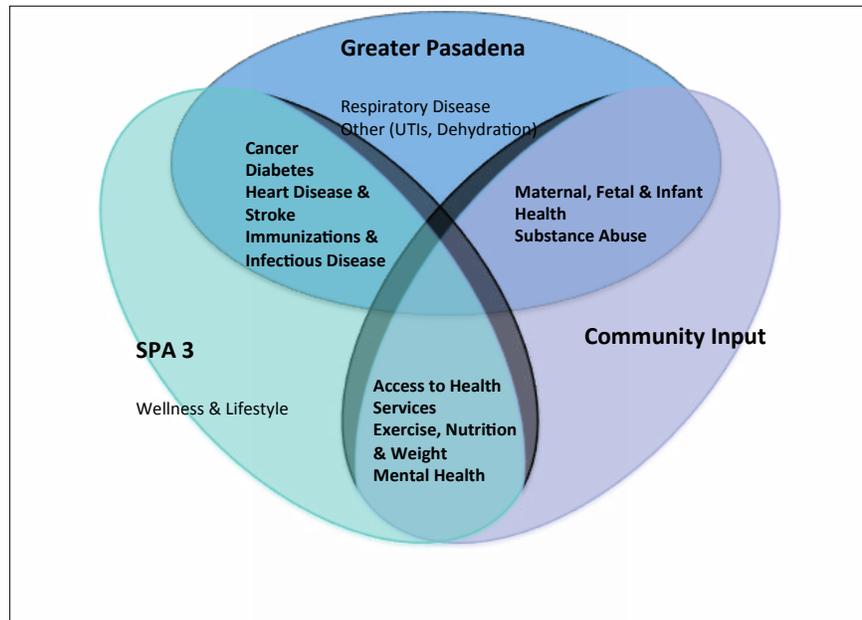
Community Input

Huntington Hospital worked with the City of Pasadena Public Health Department during their Community Health Improvement Plan (CHIP) process to obtain feedback from over fifty community partners familiar with the needs of uninsured, low-income, marginalized, and other high needs groups in the community.

Significant Community Needs Identified

To identify the significant community needs, the results of the secondary data analysis were combined with the results of the community input and grouped by topic area. Nine common areas of significant community needs emerged (shown in bold print in the diagram on the next page):

- Cancer
- Diabetes
- Heart Disease and Stroke
- Immunizations and Infectious Disease
- Access to Health Services
- Exercise, Nutrition and Weight
- Mental Health
- Maternal, Fetal and Infant Health
- Substance Abuse



Prioritization Process

Huntington Hospital established a working group with specific community and clinical knowledge to prioritize the significant community needs based on criteria important to the Hospital, including:

- Alignment with Huntington Hospital strengths, mission, and resources
- Opportunity for partnership
- Solution impacts multiple problems
- Feasibility-effective methods are available

Results from the prioritization session were discussed with the Hospital's Executive Management Team, which determined that Huntington Hospital's prioritized needs are:

- Cancer, with a focus on breast cancer and screening
- Immunization, with a focus on vaccination

Some of the other significant community needs that were identified in the community health needs assessment will be partially addressed by Huntington Hospital through various continual efforts and initiatives, though they will not be subject to the same standard of monitoring and evaluation that will be dedicated to Huntington Hospital's two prioritized health needs. These include the following:

- Access to health care services
- Diabetes
- Heart disease and stroke
- Maternal, fetal and infant health
- Mental health and substance abuse

Measurable Objectives Addressed in Community Benefits Plan

In Fiscal Year 2014, Huntington Hospital pursued the following objectives, in response to the priority needs of cancer, with a focus on breast cancer and screening; and immunization, with a focus on immunization:

1. Develop a plan in partnership with community organizations to increase access to mammograms
2. Inventory current community resources for education about breast cancer screening and investigate best practices
3. Develop a plan with community partner organizations to increase influenza vaccinations among adults age 65 years and older
4. Inventory current community resources for education about flu vaccination and investigate best practices

Community Benefits Plan Activities

In Fiscal Year 2014, some of the activities Huntington Hospital conducted in support of the above objectives included the following: establishing a Cancer Work Group and an Immunization Work Group – comprised of representatives from Huntington Hospital and community partner agencies – to work in parallel processes to address goal selection, data measurement and data gathering, current practices of work group partners, resources and best practices, and brainstorming to design an effective approach to goal achievement; providing screening mammograms, developing educational materials and classes to address the importance of screening mammography, providing flu vaccinations, distributing educational materials and conducting classes about the importance of annual flu shots. Huntington Hospital also conducted programs and services in response to the other significant needs, including: offering an Ambulatory Care Center (HACC) to serve under-insured and uninsured persons, providing dedicated, multi-session community health education and support programs for numerous health conditions and age groups; providing health information – in multiple formats – for professionals, service agencies, and the general public, offering specialized programs to address elderly and disabled care and independence, and collaborating with educational institutions to provide graduate medical

education programs for general surgery and internal medicine residents, pharmacy residents, nursing students and other health care professionals.

In addition, Huntington Hospital continued to provide charity care for patients without the ability to pay for necessary treatment, absorbed the unpaid costs of care for patients with Medi-Cal and Medicare, and operated other medical programs in support of the community, such as an emergency and trauma center, neonatal nursery, high-risk perinatal program, geriatric psychiatric services, and palliative care program.

Economic Value of Community Benefits Provided

The economic value of community benefits provided by Huntington Hospital in Fiscal Year 2014 is estimated at **\$107,178,198** (economic value includes Medicare Program Shortfall of \$34,977,200).

Section 2: Mission and Vision Statements, Core Values, and Standards of Conduct

Huntington Hospital Mission and Vision statements, Core Values, and Standards of Conduct statements follow. These guide our organization's commitment to serving to our community.

Mission Statement

At Huntington Hospital, our mission is to excel at the delivery of health care to our community.

Vision Statement

To become the finest community-based regional medical center in Southern California.

Core Values

In order to accomplish our mission, we have adopted a set of core values which act as a compass to guide us in the decisions we make. These core values are:

Respect

We affirm the rights, dignity, individuality and worth of each person we serve, and of each other.

Integrity

We honor the commitments that we make, believe in fairness and honesty, and are guided by our ethics.

Stewardship

We wisely care for the human, physical and financial resources entrusted to us.

Excellence

We strive for excellence, quality and safety, and we are committed to providing the best care, work environment and service possible.

Standards of Conduct

Our mission and core values are accomplished through a set of standards. These standards outline the manner in which we approach the business of our organization in harmony with our values and our commitment to being a health care leader in our community. The standards of conduct address the following areas:

Quality of Care and Services

We are committed to providing a caring and comfortable environment and each of us makes an integral contribution in creating this environment.

Compliance with Laws and Regulations

We are committed to complying with all laws, regulations, standards and other compliance requirements that apply to the business of Huntington Hospital.

Coding and Billing Integrity

We are committed to the proposition that all billings for patient services and other transactions must be properly documented and authorized by management. All records must be accurately and completely supported in the hospital's books and records.

Conflicts of Interest

We have a responsibility to Huntington Hospital, the community, and to our patients. Therefore, we are committed to avoiding any activity, practice or act that conflicts with the interests of, or what could bring into question, Huntington Hospital's integrity.

Human Resources

We are committed to attracting, retaining and developing the highest quality and most dedicated workforce possible in today's market. The employees of Huntington Hospital are our most valuable asset. We strive to hire and promote people on the basis of their qualifications, performance and abilities, and are determined to provide a work environment free of any form of illegal discrimination or harassment, including sexual harassment. Further, Huntington Hospital is committed to maintaining a workplace where each employee's privacy and personal dignity are respected and protected from offensive or threatening behavior.

Safeguarding Property, Assets and Information

We are committed to using our resources wisely and shall be accountable to ourselves and to others for their proper use.

Maintaining a Safe Work Environment

We are committed to operating in an environment where the health, safety, privacy, and comfort of patients and employees come first.

Responsible Conduct of Research

Huntington Hospital has a responsibility to its patients, staff, and its community to participate in research if the primary goal of that research is to improve the effectiveness of medical diagnosis, treatment, and prevention of disease. Huntington Hospital is committed to participating in research in an environment that complies with established law and ethics that pertain to the health, safety, privacy, rights and welfare of human subjects.

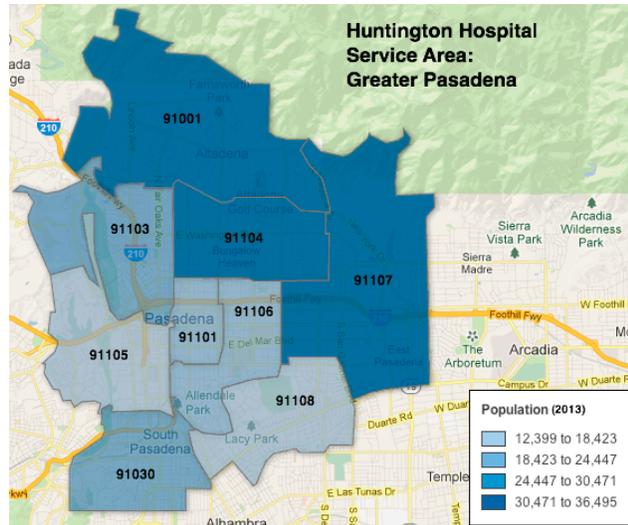
Section 3: 2013 Community Health Needs Assessment Summary

Huntington Hospital's 2013 Community Health Needs Assessment and Implementation Strategy are available on the Healthy Pasadena website at <http://www.healthypasadena.org>

Service Area: Greater Pasadena

Huntington Hospital's service area is defined as Greater Pasadena, which comprises the following ZIP codes: 91001, 91030, 91101, 91103, 91104, 91105, 91106, 91107, and 91108. Greater Pasadena is the primary unit of analysis for this assessment.

To provide a comprehensive assessment of needs in Greater Pasadena, information for the surrounding geographical boundary of public health Service Planning Area 3 (SPA 3) - San Gabriel is used to support findings throughout this report.



Demographics

Compared to Los Angeles County, Greater Pasadena has a smaller proportion of youth (less than 18 years of age) and a higher proportion of seniors (age 65 years and older), higher household incomes and higher education attainment, and a lower poverty rate. The majority of Pasadena's residents is white and non-Hispanic/Latino, and speaks only English at home. Within Pasadena, ZIP codes 91101, 91103, and 91104 have the highest proportion of people living below the poverty level and having less than a high school education.

Identifying Significant Community Needs: Methodology

Secondary Data Analysis

The secondary data was analyzed through <http://www.HealthyPasadena.org>, which includes a comprehensive dashboard of over 100 community health and quality of life indicators covering over 20 topic areas. Seventeen indicators (out of 47) at the Greater Pasadena geography and 19 indicators (out of 33) at the Service Planning Area 3 geography were identified as top community need indicators. Indicators were grouped and examined by topic area.

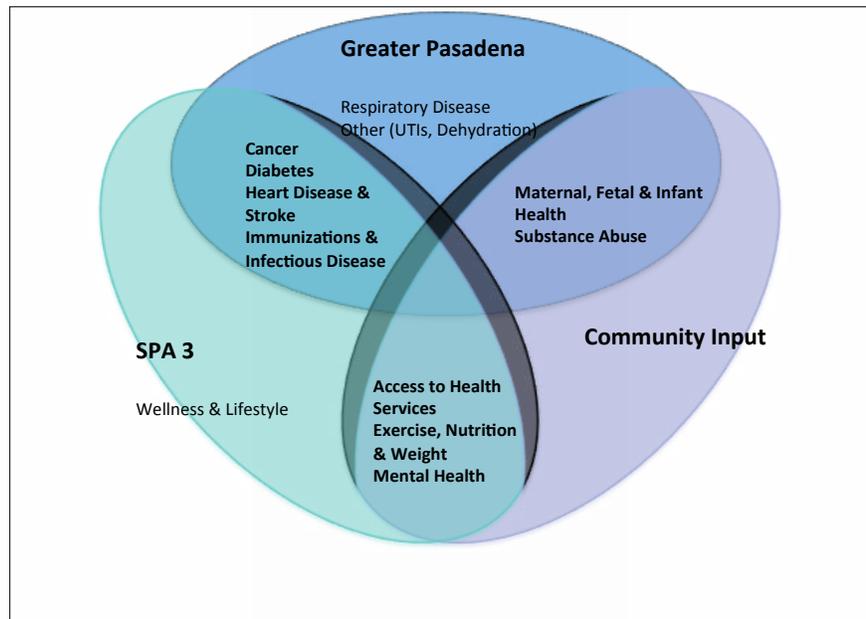
Community Input

Huntington Hospital worked with the City of Pasadena Public Health Department during their Community Health Improvement Plan (CHIP) process to obtain feedback from over 50 community partners familiar with the needs of uninsured, low-income, marginalized, and other high needs groups in the community.

Significant Community Needs Identified

To identify the significant community needs, the results of the secondary data analysis were combined with the results of the community input and grouped by topic area. Nine common areas of significant community needs emerged (shown in bold print in the diagram on the right):

- Cancer
- Diabetes
- Heart Disease and Stroke
- Immunizations and Infectious Disease
- Access to Health Services
- Exercise, Nutrition and Weight
- Mental Health
- Maternal, Fetal and Infant Health
- Substance Abuse



Prioritization Process

Huntington Hospital established a working group with specific community and clinical knowledge to prioritize the significant community needs based on criteria important to the Hospital, including:

- Alignment with Huntington Hospital strengths, mission, and resources
- Opportunity for partnership
- Solution impacts multiple problems
- Feasibility-effective methods are available

Results from the prioritization session were discussed with the Hospital's Executive Management Team, which determined that Huntington Hospital's prioritized needs are:

- Cancer, with a focus on breast cancer and early detection
- Immunization, with a focus on vaccination

Huntington Hospital's Implementation Strategy

In order to maximize the positive impact on community health, Huntington Hospital has chosen to concentrate efforts into two focused areas of significant community need rather than diffusing resources into multiple areas. The Hospital Executive Management Team felt that it had stronger expertise to address cancer, with a focus on breast cancer and screening, and immunization, with a focus on vaccination.

Huntington Hospital is dedicated to promoting best practices and will be investing time and resources to research successful, evidence-based programs to inform their three-year strategies.

Cancer, with a focus on breast cancer and screening

Over the next three years, Huntington Hospital will focus on improving screening rates through a combined evidence-based strategy of *increasing access* and *education*.

Increasing Access

- By year-end 2014, Huntington Hospital will develop a plan in partnership with at least four community agencies/partners to increase access to mammograms.
- By year-end 2016, Huntington Hospital and partners will increase mammography screenings by 10% for Huntington Hospital and the four partner agencies.

Education

- By year-end 2014, Huntington Hospital will inventory current community resources for education about breast cancer screening and investigate best practices.
- By year-end 2016, Huntington Hospital will develop and deploy an education and outreach campaign to increase awareness of the importance of early detection.

Immunization, with a focus on vaccination

Over the next three years, Huntington Hospital will focus on improving the vaccination rate through a combined evidence-based strategy of *increasing access* and *education*.

Increasing Access

- By year-end 2014, Huntington Hospital will develop a plan in partnership with at least four community agencies/partners to increase influenza vaccinations among adults age 65 and older.
- By year-end 2016, Huntington Hospital and partners will increase flu vaccination by 15% for the Hospital and the four partner agencies.

Education

- By year-end 2014, Huntington Hospital will inventory current community resources for education about flu vaccination and investigate best practices.
- By year-end 2016, Huntington Hospital will develop and deploy an education and outreach campaign to increase awareness of the importance of vaccination.

Section 4: Community Benefits Planning Process and Objectives

In compliance with Senate Bill 697, Huntington Memorial Hospital prepared this community benefits plan based on its 2013 Community Health Needs Assessment and in consideration of the Hospital's strengths, mission and resources, opportunities for partnership, solutions impact multiple health needs, and effective methods are available.

A Manager of Community Outreach and Community Benefit participates in the planning and development of organizational community initiatives, represents Huntington Hospital in promoting the total health of the community through partnerships and collaborative efforts with local community organizations and individuals to improve quality of life and achieve Healthy People 2020 objectives, collects data that captures hospital-wide community benefits activities, and, in collaboration with the hospital's Strategic Financial Analyst, ensures compliance with regulatory requirements pertaining to not-for-profit hospitals. In Fiscal Year 2014, Huntington Hospital again supplemented its annual community benefits reporting process with the use of Lyon Software's CBISA Plus™ (Community Benefit Inventory for Social Accountability) software. The software uses five key modules – programs, financial services, narratives, community outcomes, and reports and listings – to capture quantitative and qualitative information for the hospital's fiscal year.

Community benefit activity/program information was entered for many hospital departments, including: Administration, Blood Donor Center, Breast Center, Business Development, Cancer Center, Cardiology, Clinical Laboratory, Clinical Reimbursement, Clinical Research, Community Outreach, Della Martin Center (Psychiatry), Emergency Department/Trauma Services, Employer Relations, Epilepsy Brain Mapping, Health Sciences Library, Huntington Ambulatory Care Center (HACC), Huntington Collection, Information Services, Labor and Delivery, Library, NICU, Neurosciences, Outpatient Rehabilitation, Pediatrics, Pharmacy, Philanthropy, Physical Therapy, Public Relations, Radiology, Respiratory Therapy, Senior Care Network, Social Work, Volunteers, and Workforce Learning. To accurately report the economic value of community benefits, Finance reported information on the unreimbursed costs of many programs and services, including charity care, shortfalls in government-sponsored programs, and other programs operated by the Department of Community Outreach, Senior Care Network, Huntington Ambulatory Care Center,

Graduate Medical Education (GME), Health Sciences Library, Clinical Research, and Childbirth, Breastfeeding and Parenting classes.

During Fiscal Year 2014, Huntington Hospital pursued the following objectives related to cancer, with a focus on breast cancer and screening; and immunization with a focus on vaccination:

1. Develop a plan in partnership with community organizations to increase access to mammograms.
2. Inventory current community resources for education about breast cancer screening and investigate best practices.
3. Develop a plan with partner community organizations to increase influenza vaccinations among adults 65 years and older.
4. Inventory current community resources for education about flu vaccinations and investigate best practices.

On an annual basis, Huntington Hospital will monitor and report measures of plan progress. In addition, on an ongoing basis, staff at Huntington Hospital reports information to a Community Benefits Committee, comprised of representatives from approximately twenty health-related organizations. See **Section 5: Community Benefits Plan Update** for a description of programs and services offered in support of each of these objectives.

Section 5: Community Benefits Plan Update

This section includes a description of programs and services provided by Huntington Memorial Hospital and key measurements of outcomes accomplished in Fiscal Year 2014. Programs and services are organized in response to the significant health needs identified in the 2013 Community Health Needs Assessment. See **Appendix A** for a listing of the hospital's collaborations among organizations, service agencies, government and private providers in the San Gabriel Valley.

Cancer, with a focus on Breast Cancer and Screening

Screening mammography is the best tool currently available to detect breast cancer in its earliest stages, when treatment is more likely to be efficacious. The American Cancer Society recommends that all women perform routine breast self-examination and women age 40 and older should have a mammogram every year and continue to do so every year they are in good health. By raising awareness that screening mammograms have the potential to save lives, we hope to reduce the death rate attributable to breast cancer in the community.

A Cancer Work Group, comprised of representatives from Huntington Hospital departments of Community Outreach, Cancer Data Center, Quality and Clinical Research, Ambulatory Services, and External Affairs; Huntington-Hill Breast Center, Pasadena Public Health Department, Planned Parenthood of Pasadena, ChapCare, and Bill Moore Clinic, was engaged to work in a parallel process with the Immunization Work Group to address: goal selection, data measurement and data gathering, current practices of work group partners, resources and best practices, and brainstorming to design an effective approach to goal achievement.

The Cancer Work Group agreed to refine its data collection to focus on the number of screening mammograms performed among women 40 and older who are patients of Work Group partnering organizations. Reports would be supplied to Huntington Hospital Community Outreach on a biannual basis for three consecutive years beginning in 2014, with reports for the first half of the year due July 15th and reports for the second half of the year due on January 15th (of the following year). Data for 2014 will be used as a baseline and at the end of the three-year period in

2016, the Work Group would like to see a ten percent increase in screening mammograms among women in the partnering organizations.

The Cancer Work Group also addressed reaching all women age 40 years and older, including uninsured/underserved women, women who lack funds to pay for screening mammograms, newly insured women who recently obtained health insurance as a result of the Covered Pasadena initiative, women seen by community health workers, and women who visit their health providers annually. Screening mammograms are provided by area organizations, including Huntington-Hill Imaging Center, a mobile radiology provider serving ChapCare, and White Memorial Medical Center.

In Fiscal Year 2014, a total of 28,794 screening mammograms to women age 40 and over were reported to Huntington Hospital Community Outreach, including 28,261 screening mammograms at Huntington-Hill Breast Center, 354 screening mammograms to ChapCare clients, and 179 screening mammograms to women age 40 and over referred by Planned Parenthood of Pasadena (performed at White Memorial Medical Center). Note: The baseline number for total screening mammograms exclude referrals made by Bill Moore Clinic, which closed in 2014.

The Cancer Work Group addressed the importance of reaching women about breast cancer and the benefits of mammography. The Work Group agreed on a multi-pronged strategy including:

- Developing an informational card to be distributed throughout the community, targeting the underserved (card provides names and contact information for three health care providers where women can see a physician to discuss options and receive appropriate referrals)
- Developing an educational class called “An Ounce of Prevention”
- Conducting educational events throughout the year, targeting specific audiences
- Initiating and continuing a quarterly e-newsletter to provide information, recommendations, illustrations and videos
- Distributing mailers targeted to women age 40 and older
- Huntington Hospital Community Outreach nurses working closely with community service agencies and organizations such as Villa Parke Community Center and Pasadena Unified School District to identify opportunities to provide health education, counseling and referral services in English and Spanish
- Establishing new relationships to raise funds and/or awareness about breast cancer

To enhance the care of oncology patients, Huntington Hospital's nurse navigators helped coordinate the many aspects of care for patients, provided information for patients and their families, and helped patients navigate the often complex system, from appointment scheduling to insurance coverage, to complementary therapies. In Fiscal Year 2014, nurse navigators served 1,355 patients with cancer diagnoses (including 698 patients with breast cancer, 212 patients with lung cancer, 200 patients with colorectal cancer, 185 patients with prostate cancer, 50 patients with gynecological cancer, and 10 patients with esophageal cancer).

On an ongoing basis throughout the year, Huntington Hospital Cancer Center offered sixteen community events, with partners such as American Cancer Society, Herald Cancer Center, Huntington Senior Care Network, Pasadena Unified School District, Pasadena Fire Department and Azusa Pacific Nursing Program, reaching over 1,400 individuals. In addition, nine monthly education/support groups were offered in Fiscal Year 2014, including: therapeutic yoga (one group for breast cancer patients and one group for patients undergoing chemotherapy and/or radiation therapy), Learning to Thrive After Cancer, and support groups for Transitions: Grief and Loss, lung cancer, breast cancer, prostate cancer, lymphedema, and ostomy. On average, 135 persons participated each month in these groups.

Immunization, with a Focus on Vaccination

The best way to prevent the flu is with an influenza vaccination. According to the Centers for Disease Control and Prevention (CDC), individuals 65 years and older are at a greater risk of serious complications from the flu compared to young, healthy adults. The CDC recommends that everyone six months of age and older be vaccinated annually as vaccine becomes available in the community. Education is an essential component in persuading people to get vaccinated. Receiving this information from a trusted health care provider is often key to positively influencing reluctant individuals to obtain annual vaccinations.

An Immunization Work Group, including representatives from Huntington Hospital departments of Community Outreach, Pharmacy and Laboratory Services, and External Affairs; Pasadena Public Health Department, ChapCare, and Bill Moore Clinic, was established and engaged in a parallel process with the Cancer Work Group to address: goal selection, data

measurement and data gathering, current practices of work group partners, resources and best practices, and brainstorming to design an effective approach to goal achievement.

In Fiscal Year 2014, registered nurses from Huntington Hospital administered 2,505 free flu shots (648 flu shots or 26 percent administered to adults 65 years and older) on 32 different occasions during the three-month period from October to December. Nurses conducted flu shot clinics at a variety of locations, including: senior centers, area churches, service agencies and centers in the community, Huntington Ambulatory Care Center, hospital cafeteria, public libraries, public schools, community centers, community events, and farmer's markets. In Fiscal Year 2014, public health nurses from Pasadena Public Health Department administered 887 vaccinations (160 or 18 percent administered to adults 65 years and older) and 2,093 ChapCare patients received vaccinations (105 or 5 percent administered to adults 65 years and older). To maximize the vaccine supply and avoid duplication of efforts, registered nurses from Huntington Hospital Community Outreach work closely with Pasadena Public Health Department by coordinating efforts and assisting in administration of flu vaccines at the Health Department's scheduled flu clinic locations. Many older adults who are Medicare beneficiaries receive annual flu shots during visits to their health care providers or at retail clinics and pharmacies in the community. Some other older adults do not receive influenza vaccines because they may lack a medical home, are residually uninsured, are not aware of no-cost services, elect not to visit a provider, or subscribe to various beliefs and misinformation about flu vaccines.

To encourage older adults to receive an annual influenza vaccination, members of Immunization Workgroup will:

- Collect baseline data for 2014 from health care provider partners (reported above)
- Continue to collect data for 2015 and 2016 to assess progress by the end of the 2016 flu season
- Continue to provide education about influenza vaccines at physician visits, health fairs and other community health events, clinic visits, and health screening/counseling sites
- Offer a class – “An Ounce of Prevention” – about vaccinations and screenings at various community sites where older adults gather
- Distribute printed informational materials in the community, such as *Get the Flu Shot, Not the Flu* (produced by Huntington Hospital), *No More Excuses: You Need a Flu Vaccine* (produced by the CDC), and *Influenza Vaccine – What You Need to Know* (produced by the CDC)

Programs and Services in Response to Other Significant Health Needs

Access to Health Services

Huntington Hospital offers numerous programs and services to improve and support access to health care services, including:

- Huntington Ambulatory Care Clinic provides primary and specialty care for uninsured and underinsured residents, serving 4,962 persons in Fiscal Year 2014
- Huntington Hospital's Emergency and Trauma Center is the sole provider of emergency services in Pasadena, serving 65,310 persons in Fiscal Year 2014
- Huntington Hospital continues to support Pasadena Community Urgent Care – a collaboration among Huntington Memorial Hospital, the City of Pasadena, Huntington Medical Foundation, and ChapCare – through numerous outreach and marketing efforts.
- Covered Pasadena, an effort spearheaded by Huntington Hospital, involves key safety net providers working together to assist local residents in Pasadena and Altadena with enrollment in health insurance, following the rollout of the Affordable Care Act
- To assist local employers with keeping their workforce healthy, Huntington Hospital offers an employee wellness program featuring health screenings and assessments, development of customized programs based on assessments, educational sessions taught by physicians and other health care professionals, and maintenance of onsite information kiosks
- To help children, adolescents and adults better understand their asthma needs and decrease emergency room visits, hospitalizations and missing school or work, Huntington Hospital Community Outreach Department continued to offer asthma education and management classes (HHCAP). In Fiscal Year 2014, 250 persons participated in 125 asthma education and management sessions. In addition to these specialized classes, Huntington Hospital offered 35 asthma clinics, where pulmonologists or asthma/allergy specialists evaluated and treated 239 medically underserved children and adults.
- In partnership with area hospitals, clinics and other health care organizations, the City of Pasadena, fire and law enforcement agencies, County Emergency Medical Services, and utility companies, a Huntington Hospital team attends ongoing monthly meetings to improve disaster

preparedness in the community and provides ongoing education on personal preparedness to hospital staff

- Service providers and the public use the hospital-sponsored Healthy Pasadena website for data and information about community health status (includes health, economy, education, environment, government and politics, public safety, social environment, and transportation), local events and resources, promising practices, funding opportunities, and news pertinent to the community, California and the nation
- Community members access the hospital's website or telephone the hospital for pertinent health information, patient and visitor information, a physician directory, and calendar of events
- Community members telephone a free physician referral service for information about community health providers accepting Medi-Cal and other forms of payment (3,763 physician referrals provided in Fiscal Year 2014, with 50 percent of the callers receiving assistance with Medi-Cal and Medicare physician referrals)
- To facilitate communication between hospital caregivers and patients, Huntington Hospital professional language and sign language interpreters provided services in 27 languages and sign language in Fiscal Year 2014
- The continued availability of Health eConnect and dRx offered consumer education and patient involvement in their health care, a vehicle for improving quality and safety of patient care by reducing medical and medication errors, and provided caregivers with clinical decision support tools for more effective care and treatment

Diabetes, Heart Disease and Stroke

Specialized Hospital Services – Heart and Vascular Center, Stroke Center, and Health Navigation Readmission Program

Huntington Hospital Heart and Vascular Center and Stroke Center offer state-of-the-art medical care to patients. The Heart and Vascular Center is a recognized leader in cardiac care, offering a full spectrum of services, including screening and diagnostic tests, advanced medical and surgical treatments, cardiac rehabilitation, and education programs. Huntington Hospital's Stroke Center offers 24-hour emergent diagnostic and treatment services to patients, a dedicated 12-bed stroke unit, a continuum of care that includes a 24-bed inpatient rehabilitation unit and an outpatient rehabilitation program, and support programs for stroke patients and their families. New

programs addressing heart disease and stroke include the addition of a Leapfrog Group-compliant Intensivist Program and the availability of the CardioMEMS Heart Failure System, a new miniaturized, wireless monitoring sensor that is implanted in patients to manage heart failure.

A Health Navigation Readmission Program, focused on patients with congestive heart failure and chronic obstructive pulmonary disease, helped to ensure prompt post-discharge followup and coordinated other assistance for patients. Program goals are to reduce 30-day readmission rates and reduce unnecessary emergency department utilization during 30 days following discharge from inpatient care. In Fiscal Year 2014, the Health Navigation Readmission Program averaged 280 patient contacts a month and reduced readmissions from 13.2 percent, to 10 percent.

Community Outreach Department – Health Screenings, Counseling, and Health Education Classes

To empower members of the community to enjoy the healthiest lifestyles possible, registered nurses from the Community Outreach Department conducted free two-hour health screenings and counseling at 13 different screening clinics on alternating days each month. These screening clinic locations included Pasadena Senior Center, Altadena Senior Center, South Pasadena Senior Center, Villa Parke Community Center, Villa Park Farmer's Market, Jackie Robinson Community Center, Foothill Unity Center, Pasadena Central Library, Hastings Branch Library, Hill Avenue Library, Friends in Deed, and Pacific Clinics. In Fiscal Year 2014, registered nurses made visits to 139 community sites for screenings, counseling and referrals, serving 1,648 persons, with a total of 2,634 screenings for blood glucose and blood pressure. Throughout the year, registered nurses from the Community Outreach Department attended 18 community health fairs and events, providing a variety of services including blood glucose screenings, blood pressure screenings, Body Mass Index (BMI) measurements, and information on a variety of health-related topics as well as enrollment in health insurance options. In Fiscal Year 2014, an estimated 2,867 people attended these community events, with 334 persons receiving a screening test. Community Outreach nurses offered 67 classes attended by 920 persons, covering a wide range of topics, such as chair yoga, ageless benefits of exercise, emotional fitness, balance, diabetes, hypertension, and basic nutrition.

Senior Care Network – Specialized Services including Geriatric Assessment Clinic, Care Coordination Services, Support for Caregivers, and Services for the Community

Huntington Hospital Senior Care Network (SCN) is a nationally recognized not-for profit program that has helped older adults and adults with disabilities and their families remain healthy and independent since 1984. Three SCN programs are highlighted below followed by a brief description of additional programs serving the community, including a Resource Center and 50+ Health Connection program, with 9,686 members.

To assist seniors and older adults with disabilities maintain their health and live as safely and independently as possible, Huntington Hospital SCN offered a Geriatric Assessment Clinic providing in-depth medical assessment and diagnostic services for older adults who are experiencing problems in everyday functioning and recommends a treatment plan (30 persons served in Fiscal Year 2014). Care coordination programs – provided by expertly trained Bachelor's and Master's degree social workers and nurses – offer assistance with solving care problems, connecting to resources such as personal care, meals, housekeeping, and transportation; changes in living arrangements, when needed; coordination of service delivery and monitoring progress, and serving as a representative for out-of-area families. In Fiscal Year 2014, the Multipurpose Senior Services Program (MSSP) served 473 very frail seniors with disabilities, Assisted Living Waiver (ALW) Program served 277 frail older adults and individuals with disabilities, and Community Options served 30 individuals, families and attorneys and trust officers who assist these two populations. Support for caregivers includes educational and skill-building classes and access to resources such as individual counseling, support groups, and an out-of-area referral network. In Fiscal Year 2014, SCN offered 23 caregiver support groups serving 192 attendees and caregiver education sessions serving 244 persons.

Huntington Hospital's SCN Resource Center served 5,474 persons in the community through telephone encounters, walk-ins, and a liaison assisting patients with discharge or post-discharge arrangements in Fiscal Year 2014; in addition, SCN's 50+ free Membership Program offered 21 noon-hour informational sessions (1,003 persons attended), five health fairs, eight community presentations, and 123 visits to members admitted to Huntington Hospital. SCN also publishes two free online issues of *Perspective* (a newsletter for professionals and others interested in aging issues and services for older adults) and three issues of *50+ Health Connection* each year.

Maternal, Fetal and Infant Health

Staff at Huntington Hospital High Risk Pregnancy Unit is available to assist when pregnancy complications occur. For babies born prematurely or with medical problems, Huntington Hospital offers a Level III Neonatal Intensive Care Unit (NICU), the highest level of neonatal care available in the San Gabriel Valley. A team – neonatologists, pediatric pharmacists, neonatology nurses, respiratory therapists, occupational therapists, and dietitians – provides highly specialized care around the clock. In addition, Huntington Hospital partners with iDream for Racial Health Equity to address the high and racially disproportionate rate of infant mortality among African Americans.

Huntington Hospital offers childbirth and parenting classes for community members as well as specialized services for parents with an infant in the hospital's NICU. In Fiscal Year 2014, Huntington Hospital offered classes on a variety of topics such as childbirth preparation, infant care, breastfeeding basics, CPR, and Mommy and Me as well as online virtual maternity tours and weekly maternity orientation sessions, including small group tours of Labor and Delivery and Maternity. A child life specialist conducted parent child workshops at local libraries, presenting various health topics for discussion and education (250 persons served in Fiscal Year 2014). Huntington Hospital hosted Parent Connection Baby Shower, quarterly meetings for families with infants in the NICU (115 persons served); distributed via mail *Connecting Lines*, a quarterly newsletter featuring family stories, support and resource information, and volunteer opportunities (2,600 persons served); conducted twice weekly supports groups, Parent Connection Coffee Break, for families of NICU infants (311 persons served), and hosted a special annual gathering in October, "A Time To Remember" to honor children who have passed away (75 persons served).

Mental Health and Substance Abuse

Huntington Hospital's Della Martin Center is the only not-for-profit inpatient behavioral health unit in the west San Gabriel Valley, offering specialized services including a psychiatric acute treatment program, psychiatric inpatient program, geriatric psychiatric medical program, outpatient psychiatric services, and a chemical dependency recovery program. Huntington Hospital's emergency department serves as the area's intake and triage for acute mental health services.

Health Education and Training

In Fiscal Year 2014, Huntington Hospital continued to collaborate in the education and training of general surgery and internal medicine residents, pharmacy interns and residents, other health care professionals such as nurses, technicians, physical and occupational therapists, respiratory therapy practitioners, and social workers. See **Appendix B** for a listing of schools affiliated with Huntington Hospital. Among the highlights in Fiscal Year 2014:

- 25 internal medicine residents completed various aspects of a three-year training program
- 14 general surgery residents completed various aspects of a five-year training program
- 4 pharmacy residents completed various aspects of a one-year postgraduate program
- 6 pharmacy interns
- 698 nursing students
- 20 respiratory therapy interns
- 13 physical and occupational therapy interns
- 12 radiology technology interns
- 7 social work interns
- 3 echocardiography technology interns
- 2 clinical laboratory scientist interns

Through a partnership with Blair Health Careers Academy, 25 high school students interned at the hospital for various health-related careers. The Health Careers Academy prepares students for advanced careers in the physical and mental health fields through a four-year course of study ending in a 180-hour internship which provides hands-on training in patient skill areas, specialized topics such as medical terminology, knowledge of health care issues and the health care delivery system, and career planning. Huntington Hospital's supervisor attends Advisory Board meetings and educational summits, arranges tours and guests speakers, evaluates senior projects, and provides review and input on course curriculum.

Huntington Hospital's Health Science Library provided reference, database and internet searching assistance for physicians, nurses, allied health and administrative staff, and community members; document delivery and inter-library loans, access to references and point of care from mobile devices, securing the availability of AHA manuals for employees who registered with online universities to obtain more advanced degrees, and the assistance of professional librarians.

Huntington Hospital's Community Health Library professional librarians and trained volunteers provided assistance to the community by offering approximately 690 consumer health related books, 70 electronic books and reports, 11 consumer health newsletters and journals, and over 600 online videos for patients and their families and Huntington Hospital staff.

Section 6: Economic Value of Community Benefits

In Fiscal Year 2014, the economic value of community benefits provided by Huntington Hospital is estimated at **\$107,178,198**. **Table 6.1** 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

**Table 6.1: Estimated Economic Value of Community Benefits Provided by Huntington Hospital
Fiscal Year 2014**

Senate Bill 697 Category	Programs and Services Included	Unreimbursed Cost¹
Medical Care Services	Medicare Program Shortfall ²	\$34,977,200
	Medi-Cal Program Shortfall ²	\$32,901,700
	Charity Care ³	\$10,719,300
	Other Direct Services: Geriatric Psychiatric Program and Palliative Care Program	\$1,049,823
Other Benefits for Vulnerable Populations	Huntington Ambulatory Care Center, Senior Care Network Services, Community Outreach Services, Assistance to Patients Needing Resources, Assistance with Medi-Cal Eligibility, Physician Referral Services for Medi-Cal and Uninsured Patients, and Donations to Non-Profit Organizations Serving the Needy	\$3,893,692
Other Benefits for the Broader Community	Health Information Exchange, Nurse Navigators, Health Information and Education, Health Screenings, Community Health Fairs and Events, Support Groups, Meeting Space for Use by Community and Groups, and Donations to Non-Profit Organizations Serving the Broader Community	\$6,015,537
Health Research, Education, and Training Programs	Graduate Medical Education, Education and Training of Health Care Professionals and Students, Clinical Research Program, and Health Sciences Library	\$17,620,946
-	SUBTOTAL, EXCLUDING MEDICARE SHORTFALL	\$72,433,226
-	GRAND TOTAL	\$107,178,198

¹ Unreimbursed costs for the Senate Bill 697 categories - other benefits for vulnerable populations, other benefits for the broader community and health research, education and training programs - may include an hourly rate for labor (plus benefits), other expenses such as purchased services, food, supplies, other direct expenses and rooms.

² Medical care services provided to Medicare and Medi-Cal beneficiaries result in shortfalls for the hospital. The method for determining these shortfalls is based on actual costs as calculated by a cost accounting system. The costs are subtracted from the payments received from Medicare or Medi-Cal.

³ Costs are also calculated by a cost accounting system. Actual cost is subtracted from any payments received from either public or private insurance payors or patients.

Appendix A: Community Collaborations

Huntington Memorial Hospital collaborated with the following community organizations and agencies in Fiscal Year 2014. Organizations are listed alphabetically.

- Ability First
- Altadena Guild
- Altadena Church of the Nazarene
- Altadena Senior Center
- American Cancer Society
- American Heart Association
- American Red Cross
- American Stroke Association
- Arthritis Foundation
- Bill Moore Community Health Clinic
- Blair Health Academy
- California Institute for Nursing
- California Institute of Technology (CalTech)
- California Patient Relations Association
- Cancer Support Community
- ChapCare
- Chinese Christian Herald Crusades
- Circle of Huntington Hospital
- Community Center of La Cañada Flintridge
- Community Women Vital Voice
- Convalescent Aid Society
- El Centro De Accion Social
- First Presbyterian Church
- Flintridge Center
- Flintridge LaCañada Guild

- Foothill Unity Center
- Friends In Deed
- Glendale College Foundation
- Global Aids Interfaith Alliance
- Hillsides Home
- Holliston Methodist Church (Dream Church)
- Healthy Pasadena
- Holy Family Church
- Housing Works
- Huntington Health eConnect
- Huntington Medical Foundation
- Huntington Medical Research
- iDream for Racial Health Equity
- Jackie Robinson Community Center
- Jet Propulsion Laboratory (JPL)
- Lake Avenue Community Foundation – STARS Program
- Leadership Pasadena
- Monte Vista Grove Homes
- NAACP – Pasadena Branch
- National Charity League Juniors of San Marino
- National Health Foundation
- Neighbors Acting Together Helping All (NATHA)
- Nursing Education College Advisory Board
- Pacific Clinics
- Partners in Care Foundation
- Pasadena Armenian Youth Foundation
- Pasadena Arts Council
- Pasadena Chamber of Commerce
- Pasadena Community Gardens
- Pasadena Community Job Center

- Pasadena Community Urgent Care
- Pasadena Educational Foundation
- Pasadena Farmers' Market
- Pasadena Fire Department
- Pasadena Jewish Temple and Center
- Pasadena Police Department
- Pasadena Presbyterian Church
- Pasadena Public Health Department
- Pasadena Public Libraries
- Pasadena Senior Center
- Pasadena Unified School District
- Passageways
- Patient Care Foundation of Los Angeles
- Phil Simon Clinic
- Physician Orders for Life-Sustaining Treatment (POLST) Coalition
- Pilgrim Towers
- Planned Parenthood of Pasadena
- Polytechnic School
- Professional Child Development Association
- Regency Park
- Ronald McDonald House
- Rose Bowl Aquatic Center
- Sacred Heart Catholic Church
- Salvation Army
- San Gabriel Valley Economic Partnership
- San Gabriel Valley United Ostomy Association
- San Marino Guild
- South Pasadena Farmers' Market
- South Pasadena Senior Center
- South Pasadena YMCA

- St. Elizabeth Catholic Church
- Valley Hunt Club
- Villa Esperanza Services
- Villa Parke Community Center
- YMCA Pasadena Foothill Valley
- Young and Healthy

Appendix B: Educational Affiliations

Huntington Memorial Hospital partnered with the following educational entities for education and training of health care professionals in Fiscal Year 2014. Organizations are listed in alphabetical order.

- Azusa Pacific University
- California State University – Dominguez Hills
- California State University – Long Beach
- California State University – Los Angeles
- California State University – Sonoma
- Cerritos College
- Cypress College
- Dominican University of California
- East Los Angeles College
- Emory University
- Glendale Community College
- Loma Linda University
- Metropolitan University
- Mount St. Mary's College
- Mt. San Antonio College
- Pasadena City College
- San Joaquin Valley College
- University of Southern California (USC)
- University of California – San Diego
- West Coast College
- Western Governors University
- Western University of Health Sciences