

*To continue the teaching and healing ministry of
Jesus Christ*



LOMA LINDA UNIVERSITY
HEALTH



COMMUNITY BENEFIT REPORT – 2018 **& IMPLEMENTATION STRATEGY 2018-2019**

LOMA LINDA UNIVERSITY MEDICAL CENTER

LOMA LINDA UNIVERSITY CHILDREN'S HOSPITAL

LOMA LINDA UNIVERSITY BEHAVIORAL MEDICINE CENTER

LOMA LINDA UNIVERSITY MEDICAL CENTER – MURRIETA

COMMUNITY BENEFIT REPORT 2018

Fiscal Year

July 2017 – June 2018

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2016 Community Health Needs
Assessment, or previous Community
Benefit Reports please contact our
office or visit:

[http://medical-
center.lomalindahealth.org/about-
us/community-benefit](http://medical-center.lomalindahealth.org/about-us/community-benefit)



At Loma Linda University Health (LLUH), our commitment to caring for the mind, body and spirit is part of everything we do. We're combining our educational, clinical care and research arms to fulfill our institutional mission: to make man whole. With our community partners, we are strengthening our impact on the health and wellness of people in our region because everyone deserves the chance to enjoy a longer, healthier life. LLUH is dedicated to promoting wholeness and our Community Benefit investments are designed to address the community needs and priorities that will increase health. At LLUH, our focus on health priorities and the social determinants of health ensures our system is meeting the needs of our community as we invest in the health of tomorrow.

Our Community Benefit Objectives include: Fulfilling our commitment to impact in the priority areas defined by the 2016 community benefit assessment: workforce development, education, obesity, diabetes, and mental health.

- Improving access to health services.
- Enhancing the role of public health in health care.
- Focusing investment on the vulnerable populations.
- Promoting community building activities.

*Transforming lives through education, health care
and research*



Dear Community Members,

Loma Linda University Health (LLUH) is no coincidence. From inauspicious beginnings, our organization has grown and flourished only because of a long succession of challenges overcome and providential leading. After more than a century, our vision is clearer and more focused than ever. Health care in the United States is just starting to move from a disease focus to a wellness focus. As the organization seeks to fulfill its mission of “continuing the teaching and healing ministry of Jesus Christ,” more miracles will be needed, and we believe they will take place. In conjunction with Vision 2020, we continue to implement innovative strategies to meet the needs of our community. Even with immense change, the goal of LLUH remains the same – to be an example for the way patients are cared for and students are taught, in an effort to help people live longer, healthier lives.

At LLUH, our commitment to wholeness goes beyond our jobs; it shows how we “Live It”. Loma Linda University Health believes in addressing community needs from a population health standpoint to transform the health of our community. These community benefit and community health investments need to be combined with a focus on improving health outcomes, shared responsibility from community partners, careful financial stewardship and measurable objectives to ensure continued improvement in our community’s health. We continue to make concerted efforts to shift our investments to more community-based preventive interventions, rather than relying mostly on charity care in our emergency departments or hospitalizations for the increasing advanced and unmanaged chronic health conditions. Together we will prioritize our health concerns, providing wellness and opportunity for all in our region.

Richard Hart, MD, DrPH
President
Loma Linda University Health

Kerry Heinrich, JD
Chief Executive Officer
Loma Linda University Medical Center

About the Community We Serve

Loma Linda University Health’s primary service area can be defined, broadly, as California’s Riverside, San Bernardino and Ontario metropolitan areas. San Bernardino and Riverside counties make the geographic area known as the Inland Empire due to the region’s rich diversity of native peoples and agricultural history. Situated about 60 miles inland from the Los Angeles metropolitan area and the Pacific Ocean, the Inland Empire is home to over 4.5 million people and is the 3rd most populous metropolitan area in the State of California and the 13th most populous metropolitan area in the United States.

Population growth: 57,017

“With the third-highest house prices among the top 10 fastest-growing metro areas, but the fourth-lowest household income, many residents of the Inland Empire have to stretch to afford a home.” –

The Washington Post, Oct. 3, 2018

San Bernardino and Riverside County Health Rankings

Published online at countyhealthrankings.org, the rankings help counties understand what influences the health of residents and average lifespans by geographic region. The rankings are unique in their ability to measure the current overall health of nearly every county in all 50 states. They also look at a variety of measures that affect the future health of communities, such as high school graduation rates, access to healthy foods, rates of smoking, obesity and teen births. Communities use the rankings to help identify issues and opportunities for local health improvement, as well as to garner support for initiatives among government agencies, health care providers, community organizations, business leaders, policy makers and the public.

Although there are a range of factors which are important for good health, every county has communities that lack both opportunities to shape good health and strong policies to promote health for everyone. As noted in the California County health ranking data, the Inland Empire communities will need to collaborate and strategize their efforts to improve the health factors and health outcomes of the community. LLUH’s goal is to bring people together to look at the many factors that influence health and opportunities to reduce health gaps. For programs and interventions to have a lasting impact, they must focus on strategies that improve health from a population standpoint. For LLUH, we are strategically positioned in two counties that together, face significant economic challenges. San Bernardino ranks 44th out of 58 counties in California in terms of health factors while Riverside ranks 39th. In November of 2015, the *Los Angeles Times* reported through a documentary on the impact of the 2008 recession to our region called “San Bernardino: Broken City.” San Bernardino is still recovering from the recession as recently, the California Budget & Policy Center identified the poverty rate in San Bernardino was higher at 19% in 2015 than it was in 2007 at 11%. Despite the challenge, LLUH believes that our community is resilient and with our community partners, we are addressing poverty through workforce development and education.

County Health Ranking (Total 58 Counties in California)	San Bernardino County				Riverside County			
	2015	2016	2017	2018	2015	2016	2017	2018
Health Outcomes	37	42	46	41	24	29	28	25
Length of Life	30	32	32	33	23	24	23	22
Quality of Life	50	49	52	51	38	42	41	33
Health Factors	47	47	45	44	39	39	40	39
Health Behaviors	44	41	39	37	32	33	34	31
Clinical Care	52	52	50	50	48	47	47	44
Social and Economic Factors	36	41	34	34	29	32	28	26
Physical Environment	53	57	55	55	49	56	56	56

About Our Service Area

Loma Linda University Health System is a 1,045 hospital beds system. As an academic medical provider, LLUH offers primary and specialty care services and programs that are the safety-net for the people in our region. Without LLUH in the community, patients would need to travel great distances for access to the most advanced continuum of health care services and a major gap in community-based interventions, programs, and unique community outreach activities would be created. LLUH invests in community services outside the traditional walls of our health care facilities. It is these programs and outreach activities that extend access to the more vulnerable or disenfranchised members and how LLUH is able to address the root causes of illness. Consistent with our Christian mission of extending the teaching and healing ministry of Jesus Christ, the LLUH health care system is honored to be an important part of the lives of people in our community whether it is through community programs, our educational system, or our health care system.

The four non-profit hospitals in the LLUH System are:

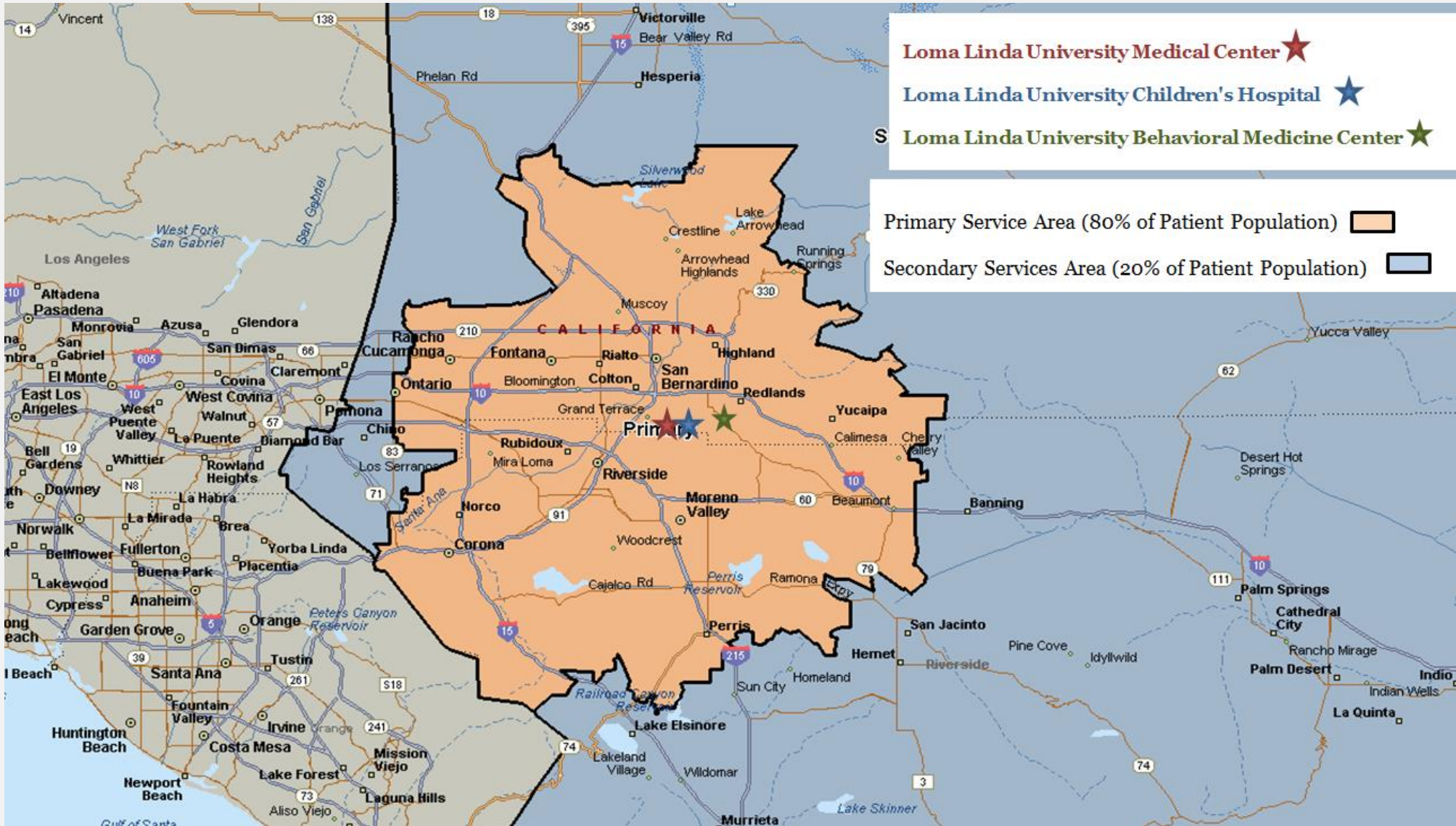
1. Loma Linda University Medical Center (LLUMC) which includes two additional campuses: Loma Linda University Medical Center East Campus (LLUMCEC), Loma Linda University Surgical Hospital (LLUSH),
2. Loma Linda University Children's Hospital (LLUCH),
3. Loma Linda University Behavioral Medicine Center (LLUBMC),
4. Loma Linda University Medical Center – Murrieta (LLUMC – M).

While our hospitals are the flagships of our comprehensive health system, LLUH is advancing our health care delivery system as we extend access to care in the outpatient and community settings. Our system includes a robust offering of outpatient services in primary and specialty care clinics. Additionally, for many of the hospital-based services, LLUH is the only provider of these services. This includes services like the outpatient specialty children's clinics where many of our neonatal and Children's Hospital patients receive extensive follow-up to manage their complex conditions; the outpatient rehabilitative services for children and adults that provides therapy services for many of those in our region with disabilities or developmental challenges as we maintain an institutional commitment to growing their ability to thrive; and our inpatient and outpatient behavioral medicine clinics and programs that provide behavioral health services in high-demand as California is under-resourced for behavioral health care.

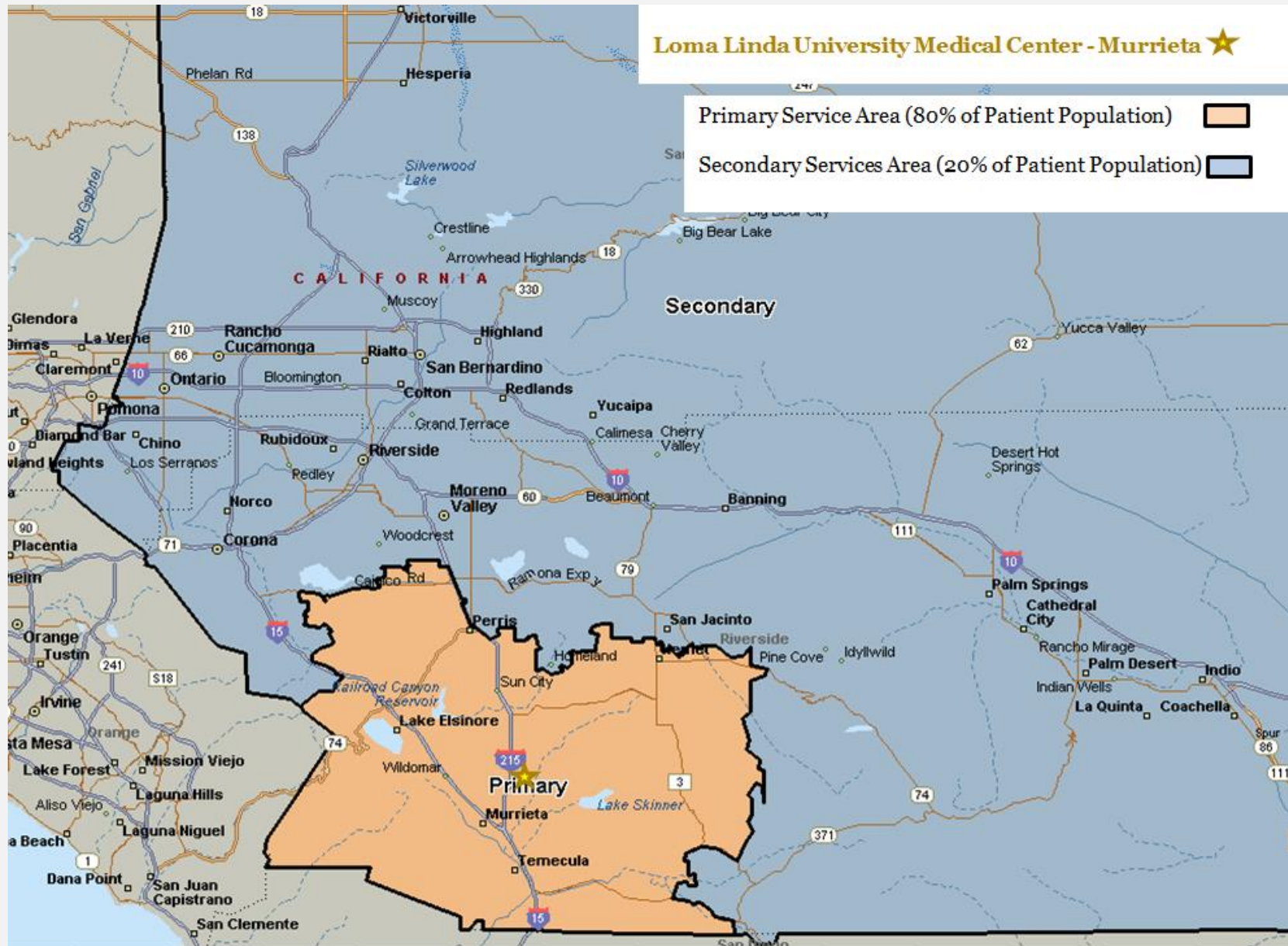
The LLUH system serves a large number of people who qualify for means-tested programs like Medi-Cal and it is core to our Christ-center mission to serve those living near or at the poverty level as we increase access to the full continuum of care for the most vulnerable children, families, adults, and seniors in our region. People from vulnerable communities or those living in difficult socioeconomic conditions account for almost 1 in every 3 patients seen at LLUH, based on patient Medi-Cal status. As a leader in patient care we are not only investing in a comprehensive network of care, we are dedicated to offering state-of-the-art care for the most vulnerable.



LLUMC, LLUCH & LLUBMC Service Area



LLUMC – Murrieta Service Area



LOMA LINDA UNIVERSITY
HEALTH

Loma Linda University Medical Center, East Campus and Surgical Hospital

Number of Licensed Beds: 507

Loma Linda University Children's Hospital

Number of Licensed Beds: 343

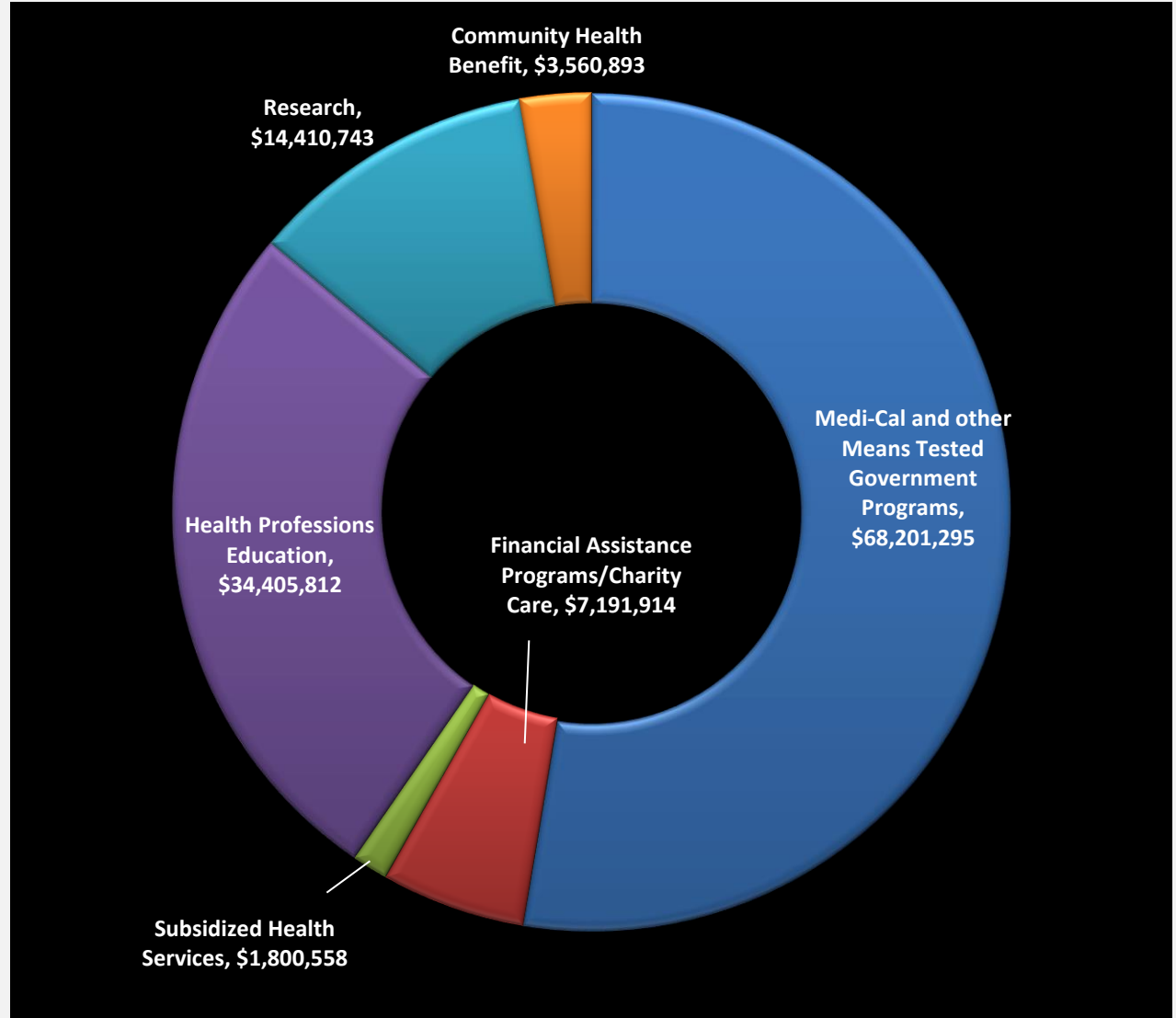
Loma Linda University Behavioral Medical Center

Number of Licensed Beds: 89

Loma Linda University Medical Center – Murrieta

Number of Licensed Beds: 106

FY 2018 Community Benefit:
Loma Linda University Health (Four Licensed Hospitals)



**LOMA LINDA UNIVERSITY HEALTH NET COMMUNITY BENEFIT
ECONOMIC VALUE (FY 2018): \$129,571,215**

LOMA LINDA UNIVERSITY HEALTH NET COMMUNITY BENEFIT
ECONOMIC VALUE Fiscal Year 2018: \$129,571,215

COMMUNITY BENEFIT (FY 2018)	LLUMC (MC + EC +SH)	LLUCH	LLUBMC	LLUMC - Murrieta	Loma Linda University Health (Four Licensed Hospitals)		
Reporting Period: July 1, 2017 - June 30, 2018	Net Benefit	Net Benefit	Net Benefit	Net Benefit	Expenses	(Offsets)	Net Benefit
Patient Care Services	\$46,263,395	\$19,335,807	\$4,354,658	\$7,239,907	\$829,163,116	(\$751,969,349)	\$77,193,767
1) Medi-Cal and Other Means tested Government Programs	\$39,197,224	\$18,511,084	\$3,474,685	\$7,018,302	\$815,410,607	(\$747,209,312)	\$68,201,295
2) Financial Assistance Program/ Charity Care	\$5,265,613	\$824,723	\$879,973	\$221,605	\$7,191,914		\$7,191,914
3) Subsidized Health Services (Home Care)	\$1,800,558				\$6,560,595	(\$4,760,037)	\$1,800,558
Health Professions Education	\$10,658,076	\$22,778,496	\$987,338	(\$18,098)	\$102,920,405	(\$68,514,593)	\$34,405,812
1) Medical Residents, Fellows & Interns	\$10,435,487	\$22,816,029	\$987,338		\$102,697,816	(\$68,458,962)	\$34,238,854
2) Paramedical Education (Pharmacy & Chaplain Residencies) & Other	\$222,589	(\$37,533)		(\$18,098)	\$222,589	(\$73,729)	\$148,860
Research (Offsets Included)	\$3,719,735	\$10,691,008					\$14,410,743
1) Clinical Trials	\$2,123,919						
2) Community Health Research	\$1,595,816						
Community Health Benefit (Offsets Included)	\$2,522,635	\$821,578	\$178,997	\$37,683			\$3,560,893
1) Community Health Services	\$1,310,247	\$360,000					\$1,670,247
2) Cash and In-Kind Donation	\$135,356	\$163,332	\$165,805	\$37,683			\$502,176
3) Community-Building Activities and Programs	\$823,775	\$168,781	\$13,192				\$1,005,748
4) Community Benefit Operations	\$253,257	\$129,465					\$382,722
TOTAL	\$63,163,841	\$53,626,889	\$5,520,993	\$7,259,492	\$932,083,521	(\$820,483,942)	\$129,571,215

** Note: This report is prepared based on unaudited financial statements. Audited community benefit financial information will be available on all Hospital's 990-Schedule H for FY 2018 filings.

Our Community Benefit Program

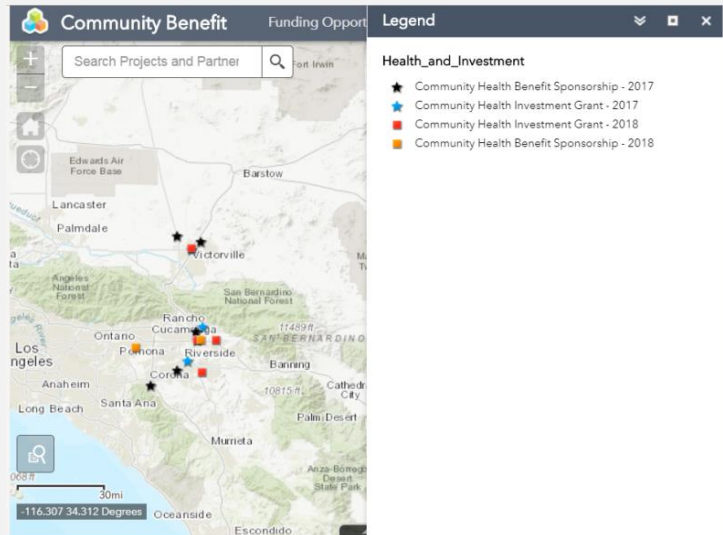


LOMA LINDA UNIVERSITY
HEALTH

Institute for Community Partnerships

LLUH is unique among many health systems as the hospitals have made a consistent and historic investment in the operations necessary to effectively coordinate and partner with our community. The Institute for Community Partnerships (ICP) and the office of Community Health Development are the strategic arm of the four hospitals community benefit programming. The Institute implements research and programs operated by LLUH and oversees the office of Community Health Development to ensure the strategic investment with partner organizations, and the coordination and reporting of community benefit outcomes on behalf of LLUH. This unique model allows LLUH to focus our impact on the community towards the social determinants (workforce development and education) and in the health priorities of obesity, diabetes, and mental health.

The Institute for Community Partnerships serves as the primary portal for connecting hospital resources to the needs and people as the LLUH liaison to our community. The mission of ICP is to assist LLUH and ensure LLUH remains responsive and relevant to the community. ICP has created a community partnership database and interactive map to make it easier for community members, faculty, and students to get involved in already existing community projects. These tools will foster interdisciplinary collaboration and create awareness of who is doing community engagement throughout the institution. The institute is committed to strategically working with our community partners to better understand and address the needs of the community through activities such as research, teaching and service-based learning. Community participation is at the core of our efforts, with structured learning opportunities for underrepresented minority students, training programs for community health workers and community research projects. ICP implements the LLUH-operated community benefit programs and assessment and provides the research necessary to better target health system interventions to the underrepresented people and in under-estimated communities to promote resiliency and hope.



Prioritizing access to education for our region's youth

ICP has two primary areas of strategic focus for hospital investment in the community: pipeline to education programs and workforce development of community health workers. African Americans, Latinos, and American Indians are about one quarter of the population of the US but

represent less than 10% of the workforce in the health professions of medicine, nursing, dentistry, and pharmacy. Studies show that although minorities are less likely to attend four-year colleges, they are as likely as non-minority students to major in the biological sciences. A critical time for intervention is during primary and secondary education, especially during high school. ICP's programs ensure that LLUH extends access to children and youth from traditionally under-



represented populations to help encourage and prepare minorities to graduate from high school and attend college. Early exposure to the health professions and investment in our region's youth means that they will be more likely to go on to pursue a career in the health sciences and may even be more likely to return to their own communities to serve.

Prioritizing access to education and the workforce for people in our community

As a provider of higher education in the health professions, ICP is also focused on the creation of the workforce that will capture students coming from our pipeline programs through training programs that extend access. For youth living in poverty, community college is often too big a jump for many of our region's students as they feel the pressure to earn an income. Additionally, many adults in our region are in need of workforce training and are searching for affordable access to the health professions. In collaboration with San Manuel Gateway College, ICP focuses the hospital's community investment in community health worker education, workforce integration into complex health care system, and through scholarship support, detailed in the program highlights. For more on ICP: Our work and Programs: <https://icp.llu.edu/community-partnerships>



First Graduates (2017) of San Manuel Gateway College Become "Community Faculty"

Community Health Investment Strategy

The Institute for Community Partnerships office of Community Health Development (CHD) implements the strategic investment with partner organizations, reporting, and coordination of community benefit outcomes reporting on behalf of the four licensed hospitals in the Loma Linda System. The office reviews a range of investments in community partners to build the capacity of those organizations to meet the regional and LLUH priorities for our community. CHD also manages the implementation of the community health needs assessment and community health implementation strategy to ensure that the hospital's community benefit investments focused, impactful, and strategic. In 2016, ICP and CHD initiated a unique funding opportunity through "Grants and Community Investments" for non-profit community based organizations (CBOs) that would provide them with monetary support and expert consultation for program design and evaluation. The purpose of the annual funding opportunity is to sponsor and oversee programs or activities through direct community engagement that promote health and healing in response to identified community needs. Licensed public or private nonprofit community based organization in San Bernardino or Riverside counties were eligible to apply and funded organizations are featured in the community benefit highlights section.

64 % of RI County and
71 % of SB County
students are eligible to
receive free or reduced
price school meals –
*County Health
Ranking, 2018*

Objectives of CHD:

- Provide a technical assistance for funded partners to sustain innovative pilot programs and/or help sustain ongoing programs
- Empower and support local non-profit community programs within our community aligned with LLUH community benefit focus areas: Workforce Development, Education, Obesity, Diabetes, and Mental Health.
- Strategically invest the hospitals' community benefit dollars in partners that sustain interventions and resources on behalf of the most vulnerable, socio-economically disadvantaged, or under-served members of our community.



Community partners like Huerta del Valle in Ontario provide access to healthy, affordable food options to populations living in a food desert and are on the frontlines in the fight against obesity.

1 in every 3 LLUH patients are Medi-Cal patients.

Overview of Community Benefit

PATIENT CARE SERVICES

LLUH is committed to providing patients with the very finest possible medical care. Our community benefit patient care services program offers free or low-cost coverage for children and adults with limited resources. LLUH reports only net benefit, or the amount unreimbursed care provided after all revenue has been accounted for, and reports uncompensated dollars as community benefit patient care services.

1. Medi-Cal and other Means tested Government Sponsored Programs:

a. Medi-Cal

Medi-Cal offers low-cost or free health coverage to eligible Californian residents with limited income. Medi-Cal covers low-income adults, families with children, seniors, persons with disabilities, pregnant women, children in foster care and former foster youth up to age 26. Covered California is the state's health insurance marketplace where Californians can shop for health plans and access financial assistance if they qualify and LLUH serves patients enrolled in Covered California plans.

b. State Children's Health Insurance Program (CHIP)

The Children's Health Insurance Program (CHIP) is a partnership between the federal and state governments that provides health coverage to uninsured children whose families earn too much to qualify for Medicaid, but too little to afford private health coverage. Benefits vary by state and by the type of CHIP program, but all states provide comprehensive coverage, like immunizations and well-baby/well-child care, at no cost. The federal government establishes general guidelines for the administration of CHIP benefits. Eligibility depends on your income, the number of people in your family and state rules. In almost every state, children in families with income up to 200 percent of the federal poverty level are covered (\$48,500 per year for a family of four). In more than half the states, the income eligibility for children can be even higher.

c. California Children's Services

California Children's Services (CCS) is a state program for children with certain diseases or health problems. Through this program, children up to 21 years old can get the health care and services they need. CCS connects families to doctors and trained health care providers and professionals



who know how to care for children with special health care needs. Examples of CCS-eligible conditions include, but are not limited to, chronic medical conditions such as cystic fibrosis, hemophilia, cerebral palsy, heart disease, cancer, traumatic injuries, and infectious diseases. CCS also provides medical therapy services that are delivered at public schools.

2. Financial Assistance Program/Charity Care

Charity Care is defined as any medically necessary inpatient or outpatient hospital service provided to a patient who has an income below 200% of the current federal poverty level and who has established qualification in accordance with requirements outlined in the LLUH Charity Care and patient financial assistance policies.



3. Subsidized Health Services

Discount Payment through the Subsidized Health Services is defined as partial charity care which results from any medically necessary inpatient or outpatient hospital service provided to a patient who is uninsured or whose insurance coverage does not otherwise provide a discount from the usual and customary rates of LLUMC. The requirements for subsidized care are that a patient 1) desires assistance with paying their hospital bill; 2) has an income at or below 350% of the federal poverty level; and 3) has established qualification in accordance with requirements contained in the LLUMC Charity Care Discount Payment Policy.

HEALTH PROFESSIONS EDUCATION

At Loma Linda University Health, our experienced health care workforce is committed to helping health professionals in training succeed in their graduate medical education. Students from various medical professions such as medicine interns and residents, and pharmacy, chaplaincy and the allied health professionals are offered diverse clinical experiences and are mentored through a collaborative, team-based learning environment to complement their education as they discover ways to improve patient care.

LLUH invests in training
over 620 Medical
Residents and 90 fellows
trained annually

The residency programs give students the unique opportunity to learn at the only Level 1 Trauma Center in San Bernardino County and the Inland Empire. LLUH the only Level 3 Neonatal Intensive Care Unit (NICU) in the region and is the only area facility equipped to provide pediatric transplants in Southern California. Residents and students receive comprehensive education and an opportunity to participate in clinical trials and

train on multidisciplinary teams in the medical simulation laboratory. Our Medical Simulation Center (MSC) is one example of how we combine technology and practical clinical simulations to create a compressive learning experience to enhance patient safety, quality of patient care, and inter-professional health care provider education. The MSC provides:

- An adequately staffed, professional, and cohesive team
- A leadership role in providing best practices in simulation methodology
- Proactive standardized processes in providing quality simulation learning experiences

RESEARCH

The world-renowned scientists at Loma Linda University are striving to advance the understanding and care of human health in order to fulfill the institution's mission "to make man whole." The office for Research Affairs facilitates and promotes high quality research conducted at Loma Linda University, Loma Linda University Medical Center and all affiliated entities. As an academic medical provider, LLUH offers the research community a shared responsibility for the ethical conduct of research and compliance. Our research program is an



integral part of learning and important to the development scientists for the health care workforce of tomorrow. The institution is invested in growing not only clinical research, but has an extensive portfolio of community health and community-based research projects offering students and medical professionals in-training a diverse range of settings for research studies.

1. Clinical Trials and Research

Operating as a centralized logistics office with the highest level of efficiency and customer service, the Clinical Trial Center promotes clinical trial quality and development through consultation, training, and the pursuit of new trial opportunities. The center ultimately seeks to ensure that stakeholders have the information that they need to facilitate the compliant execution of clinical trials. The Clinical Trial Center (CTC) offers various services to assist Loma Linda investigators and their study staff with all aspects of clinical research. From the planning stages to the study close-out and everything in between, the CTC staff brings extensive training and years of experience.



2. Community Health Research

With the mission to serve and enhance the health of our communities, our research activities are strategically designed to focus on reducing health disparities, improving health, and promoting wholeness in the region. We achieve this by fostering academic and community-based partnerships that help and support our research endeavors. Our institution works closely with community members and partner organizations in these research efforts. One such example is the “Community-Engaged Research at San Bernardino School District.” Loma Linda University Health holds a memorandum of understanding with San Bernardino City Unified School District (SBCUSD) to aid with its strategic plan of Health, Wellness & Safety. This plan aims to build an environment and foster a culture which sustains good health, lifelong wellness, and safety for all members of the SBCUSD community. The San Bernardino City Unified School District is the 8th largest school district in California serving over 54,000 students.

Total of over 120
Research
Programs at LLUH

Community Health Services

Investing in primary care providers that serve the most vulnerable populations:

LLUH has made a significant community benefit health services investments in a partner organization that provides access to health services for the most underserved residents near downtown San Bernardino. The SAC Health System (SACHS) is a non-profit community health care corporation serving the Inland Empire. The clinics provide affordable health care services for all, and primarily serve uninsured patients and their families. They accept Medi-Cal and Medicare, and offer many federal, state and local programs to those who qualify. For those who are ineligible for programs, they offer a sliding fee scale based upon income. LLUH also supports SAC Health System's Electronic Health Records integration as part of our community benefit due to the populations served by the clinics.



History of SACHS

Social Action Corps (SAC) began in the late 1960s as an outreach effort from students and staff at Loma Linda University and Medical Center. Over the course of 30 years these volunteers offered temporary medical clinics in donated spaces within the community. In the early 1990's, SAC began to look for a permanent location and by 1992 Norton Air Force Base was closing and provided an opportunity for SAC to acquire a medical facility.

SAC incorporated into a 501(c) (3) community health care corporation and evolved into an independent community health system operating community clinics. SACHS has recently received the Teaching Health Center Graduate Medical Education Program designation for Family Medicine, Pediatrics and Psychiatry resulting in one of the nation's largest programs. In 2015, SACHS acquired the Federal Qualified Health Center Status.



Binational Health Fair at SACHS: a partnership between SACHS, the Mexican Consulate, and LLUH

Cash Sponsorships and In-Kind Donation

LLUH is committed to supporting community-based organizations with our cash and in-kind donation program to empower and build capacity at these organizations. Our contributions to annual resource fairs, health initiatives, health fairs and community programs are strategically designed to help and serve the in-need members of our community. In-kind services include hours contributed by staff to the community while on health care organization work time, the cost of meeting space provided to community groups and the donations of food, equipment, supplies, and operational support for non-profits.

Community-Building Activities and Programs

CHWs at LLUH spend hours with patients who face multiple social determinant burdens as our team motto is: “Time is the Medicine”

The integration of the Community Health Workers in health, public health, and community support settings is an innovative approach to broaden the scope of services and to provide the linkages that strengthen community-based disease prevention through addressing the social determinants of health. The community- settings in which services are delivered, and the workforce resources to deliver such services, offer considerable potential to improve and address

the social determinants of health, improve long-term health outcomes, and lower health care costs. The California Health Workforce Alliance’s (CHWA’s) defines a *Promotor*, or Community Health Worker (CHW), as a person who is a trusted member of or is someone who has an unusually close understanding of the community served. CHWs play a crucial role in connecting the community to various health and social services while assisting health care organizations achieve the Institute for Health care Improvement’s Triple Aim objectives of: population health, improved quality of care, and a more affordable system of care through cost reductions. Community Health Workers have demonstrated the ability to play a crucial role as a member of the primary care team, and can help to connect the community to clinical services, help patients navigate the health care system and implement population health improvement strategies.

In the Spring of 2018, LLUH began a pilot program with three community health workers placed in departments that have a high percentage of patients who face undue social determinant burdens (Diabetes Treatment Center, Neo-natal Intensive Care Unit, and Transitions of Care Management Department). The CHWs are introduced to patients receiving care at LLUH who meet the criteria for vulnerability or risk and follow patients after they leave LLUH care to their homes in order to provide intensive support to address social determinant burdens. This is a non-reimbursable service and the CHW commitment to patients is driven by the patient’s needs: no matter how many hours or visits a patient may require to overcome transportation barriers, housing insecurity, food



Ms. Alejandra Morales Martinez, CHW, works with patients with diabetes to address the social determinants of health.

insecurity, enrollment and maintenance of county or social benefits or health insurance, and health system navigation. CHW interventions are provided *no matter where the patient receives health care in our region*. LLUH is modeling and implementation for integrating CHWs into the health system while keeping their focus on community members who are the most vulnerable in a patient-centered model. Results from the pilot study will be published and shared with other hospital partners locally and nationally to advocate for CHW workforce development.



Community Health Workers like Silvia Ortega are helping LLUH expand care beyond the hospital through home visits in order to provide supportive services to patients that increase their access to resources and provide community members with support for the social determinants of health that impact their well-being.

Community-Based Research Highlight

In 2017, ICP partnered with the Desert Health Care District in the Coachella Valley to conduct a community health needs assessment in an unincorporated neighborhood known as the Dream Homes neighborhood. The partnership was a unique opportunity to work with the district and employ community health workers to build trust in the community in order to not only assess the needs of the community, but allow the community to lead the discussion and actions taken to improve the health of their neighborhood. CHWs have been working in the neighborhood and acting as a trusted liaison with city officials and residents. As the project results will be available in the FY 2019 report and part of the next community health needs assessment, the implementation of this unique research project illustrates the power of combining our community benefit dollars and workforce development for CHWs with the power of the research so students at LLUH learn to work in community-based settings.

2017 Facts and Figures

Inpatient Visits

16,269 LLUMC

4,102 LLUMC – East
Campus

1,360 LLUMC – Surgical
Hospital

Outpatient Visits

479,453 LLUMC

134,589 LLUMC – East
Campus

24,308 LLUMC –
Surgical Hospital

71,617 Emergency visits

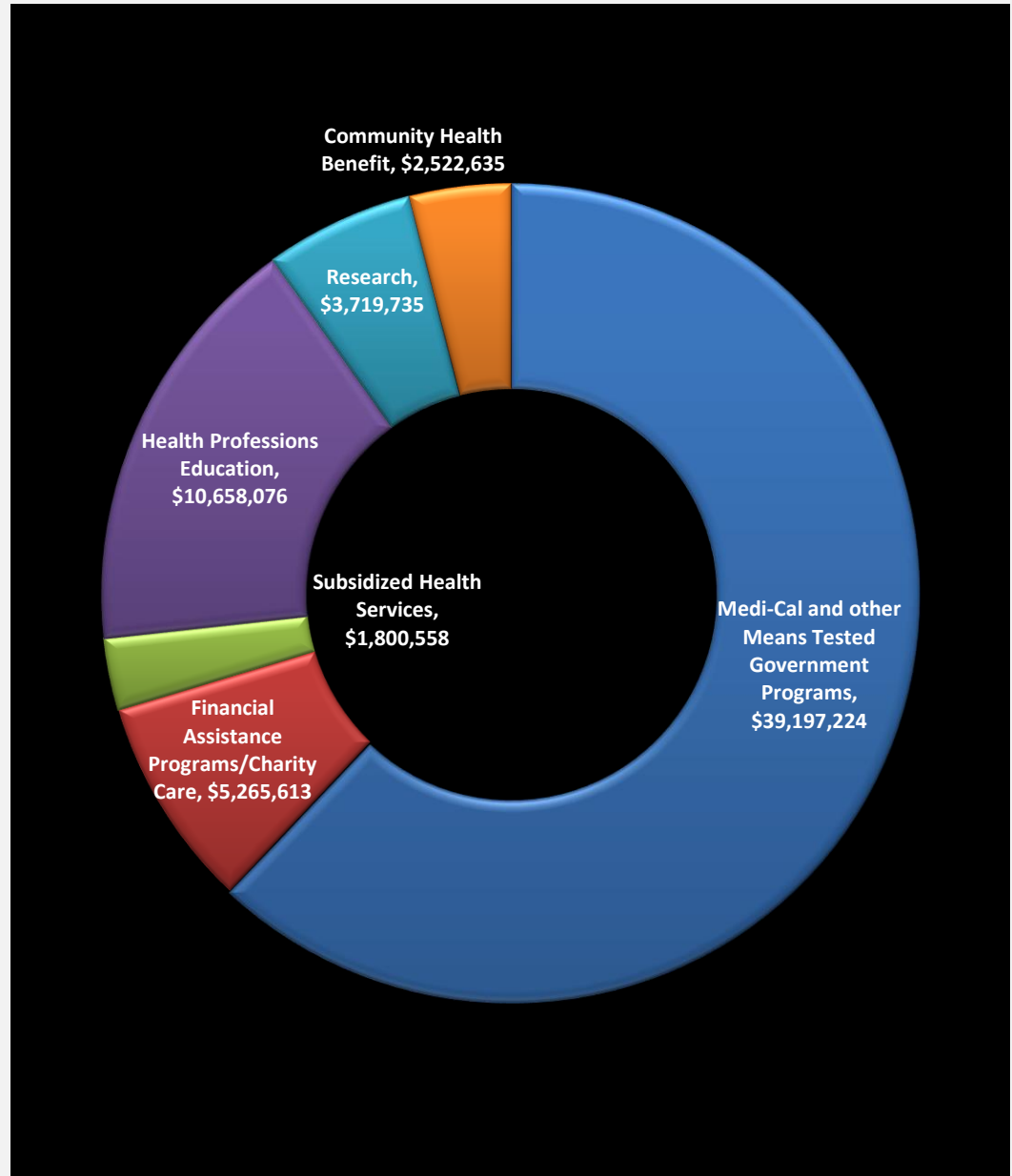
631 Residents and 90
Fellows in over 25
accredited residency and
fellowship programs

LLUMC's Contribution to SAC Health System supports Adult Care Services

Adult patients 14,366

97% of the patient at or
below 200% of poverty

FY 2018 Community Benefit: Loma Linda University Medical Center (LLUMC)



Total Economic Value: \$63,163,841

Loma Linda University Medical Center - Community Health Benefit Selected Program Highlights

- 1. LLUMC Investment in Health and Wellness Services at Social Action Community Health System (SACHS):** SAC Health System is a non-profit community health care corporation serving the Inland Empire and major partner of LLUH in the care of vulnerable populations. The clinics provide affordable health care services for all, but primarily serve uninsured patients and their families. They accept Medi-Cal and Medicare, and offer many federal, state and local programs to those who qualify. For those who are ineligible for programs, they offer a sliding fee scale based upon income.

Family Medicine & Adult Primary Care:

The family Medicine team is dedicated to provide adults and families with health information and expertise in community-based primary care services for children and families. SACHS provides vital screening and preventive treatments such as well adult and child care, reproductive care, vaccines, and cancer screening.

Behavioral Health:

SACHS Behavioral Health Services assists individuals, couples, and families confronted with behavioral and mental health issues and the daily stresses of life. A dedicated team of psychologists, psychiatrists, and licensed clinical therapists, as part of the over-all integrative health care team at SACHS, are committed to meeting the behavioral and mental health needs of our community.

Dental Services:

Comprehensive Oral Health Care Services for the families in the Inland Empire including neighboring counties.

Services include:

- Diagnostic & Preventive Care
- Emergency Dental Services
- Basic Dental services including Restorative, basic Endodontic, Periodontal and Oral Surgery (routine extractions)
- Other rehabilitative services such as dentures, partials, crown & bridge and other elective oral surgical procedures.



Community Resource Center:

SACHS Community Resource Center (CRC) supports access to health care and encourages the physical, emotional, and spiritual health of families in the Inland Empire. Services and referrals include assistance for food,

clothing, utilities, rent, housing, health, and various other needs. The SACHS food pantry provides immediate food assistance for families with food insecurity.

2. Health Professions Pipeline Programs

Through programming implemented by ICP, LLUMC invests in the programs designed to introduce youth to the health professions and address education and workforce development.

Goal 4 Health – To introduce youth to the health professions, ICP implements the Goal 4 Health program for elementary school-age children by enrolling them in free soccer leagues to promote physical activity and combat childhood obesity. The program is unique as a requirement of the program is parents must attend health and parenting education that is offered in English and Spanish during soccer practice. Over 600 participants engage with this program every year.



Summer Gateway & My Campus Programs - As a leader in health education, LLUH has a deep understanding of the access young people in our region need to higher education and the enormity of how a college degree can change not only their life and socioeconomic status, but the lives of their entire families. Working with high-school students, ICP brings students to the LLUH campus monthly for outreach about the medical professions and many apply for the Summer Gateway program, a two-week summer program for underserved youth, mostly high school students, that includes speakers and activities, with an optional third week where interested students can shadow health professionals in the workplace. The program provides training in how to take the SAT, apply for financial aid, and improve study skills so students understand a college education is attainable. Speakers from all the health sciences schools at Loma Linda University offer instruction and hands-on activities for students to learn more



about different health sciences career opportunities. The program not only offers academic and career guidance, but focuses on wholeness and physical activity, healthy meals, and team-building activities to address the needs of the whole person. The program serves about 70 high school seniors a year.

3. Scholarships for Youth

The San Manuel Gateway College (SMGC) is the first of its kind in the United States. The college will integrate training programs in health careers with clinical experience, allowing students to benefit from hands-on training and mentoring by Loma Linda University Health faculty and students. These six- to 18-month health career certificate programs will provide job entry skills, employment and college credit for students who elect to further their education. LLUMC provides scholarships to youth who meet criteria as representing the priority populations as part of our community benefit priority to extend access to education. The technical certification programs are truly a gateway for under-served youth and adults in our community through these training programs:

- Certified Nursing Assistant
- Dialysis tech
- Medical Assistant
- Pharmacy tech
- Surgical Tech
- Community Health Worker

4. Workforce Development: Community Health Workers

In FY18, ICP provided technical assistance to SMGC to further the training and workforce development of community health workers in order to build capacity in our region for this emerging workforce. The academy provides systematic education programs that train, certify and prepare CHWs to join the community workforce in population health management. Following the completion of the basic CHW certification, CHWs have the opportunity to complete specialty areas of training for preparation to work in either health care (clinical) settings or school districts. The specialty training programs provide a CHW with the more advanced knowledge and expertise to more effectively and competently address the most at-risk patients and high-risk populations by providing them the skills to navigate highly complex systems of care. *Promotores* Academy offers specialty training in Clinical Care, Behavioral Health, School-based Clinics and Community Health Development, and is geared to address the objectives of triple aim and the most urgent community health needs. After the basic CHW training, CHWs are often employed as CHW Case Workers, CHW Outreach Workers, Health Educators, *Promotores*, Patient Navigators and Enrollment Specialists (CHWA study, 2013). Over 80 community members received their certification at the





LLUH *Promotores* Academy graduation in 2015-2016. The certification has provided them with the support and tools to better assist the community members and also support their professional development.

5. Community Investment Program:

In 2016 ICP and CHD initiated a grant and community investment opportunity, funded by LLUMC, for community-based non-profit organizations in order to work with partners on the implementation of programmatic interventions and outcomes in the areas of workforce development, education, obesity, diabetes, and mental health.

List of Awardees 2017

1. Center for Employment Opportunities – San Bernardino, CA
Proposal Title: CEO San Bernardino Rapid Rewards Program
2. Path of Life Ministries – Riverside, CA
Proposal Title: Mobile Connections - Peer Support for the Homeless
3. Restaurando Vidas – San Bernardino, CA
Proposal Title: Anxiety in School Age Children
4. San Bernardino City Unified School – San Bernardino, CA
Proposal Title: Bing Wong Elementary School iCARE Career Exploration Lab
5. Voice in the Desert Community Agency – Victorville, CA
Proposal Title: Voice in the Desert Community- The Strong Me Program



List of Awardees 2018

1. Center for Employment Opportunities – San Bernardino, CA
Proposal Title: CEO San Bernardino
2. Community Health Systems, Inc. – Moreno Valley, CA
Project Title: DEEP Diabetes Management Program
3. National Alliance on Mental Illness (NAMI) – Victorville, CA
Proposal Title: NAMI Capacity Building Opportunity
4. YouthHope Foundation - Redlands, CA
Proposal Title Youth Advocates for Mental health (YAMH) program



6. PossAbilities & Just for Seniors – Community Development & Outreach

The PossAbilities program was originally developed in 2000 in response to the need for the continuum of care for our patients and their families after a lengthy hospital stay or a traumatic accident. Through feedback and direction from health care professionals and community members the program quickly evolved into an all-inclusive service to extend access to the disabled. As the program grew, PossAbilities gained the support of the LLUH system and vital community partners, such as the San Manuel Band of Mission Indians, that allowed the program to operate multiple support groups, resource fairs, events, and to provide access to sports and recreational activities for members. The program offers physically disabled individuals who were born with or have suffered a permanent physical injury a sense of community and a healthy social network. The mission of the program is to

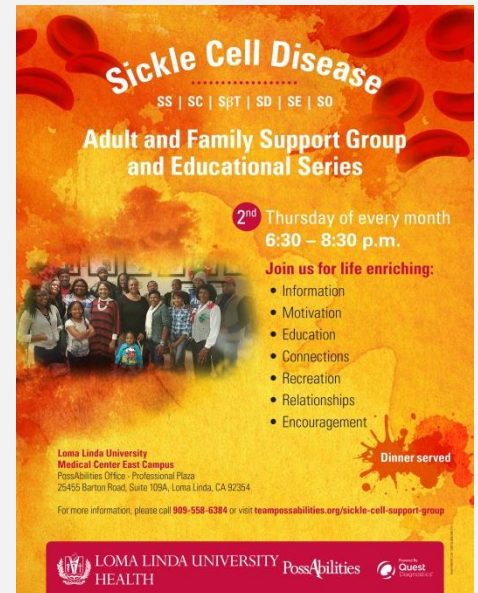


provide new direction and hope through physical, social, and educational interaction with peers and their community. The program is designed to support persons with physical disabilities such as limb amputation, stroke, spinal cord injury, traumatic brain injury, multiple sclerosis, muscular dystrophy, spina bifida, and others. PossAbilities is a free community outreach and includes services for children and adults.

The Just for Seniors program provides outreach to seniors, links them to supportive services and resources in the community, and provides access to recreational activities to reduce isolation and increase access to healthy activities for older adults. This is a free membership service and open to all members of the community.

Program Highlights:

- Annual PossAbilities Triathlon - Sprint triathlon event for veterans and disabled individuals as well as the community at large. All proceeds from this event are put back into program development and activities.
- Shield Maidens Wheelchair Basketball - All female adaptive basketball team sponsorship.
- Angeles Especiales - Support group for low income disabled children of Spanish speaking families. This group also hosts various activities throughout the year.
- Grants & Scholarships Program - Financial support in the areas of education, home renovation, accessible equipment, and life style grants for disabled individuals.
- Sickle Cell Support Group – Typically diagnosed in early childhood, sickle cell disease (SCD) occurs when a protein found in hemoglobin attaches to oxygen, causing what should be a normal-round red blood cell to collapse and take the form of a sickle. The “C”-shaped cell makes it difficult to carry adequate oxygen to the body, resulting in health problems such as frequent infections, episodes of pain, vision complications and stroke. Complications of SCD include anemia, acute chest syndrome, damage to internal organs, necrosis in bones and vascular system and skin ulcers. For those living with SCD, the peer support groups and resources for pain and symptom management provided through PossAbilities is invaluable.
- Disability Sports Festival - Sports festival for disabled individuals to explore various sports in which they may participate based on their physical mobility.



2017 Facts and Figures

14,320 LLUCH Inpatient Visits

73,230 LLUCH Outpatient Visits

2,372 OB-Delivered Discharges

LLUMC's Contribution to SAC Health System supports Child Care Services

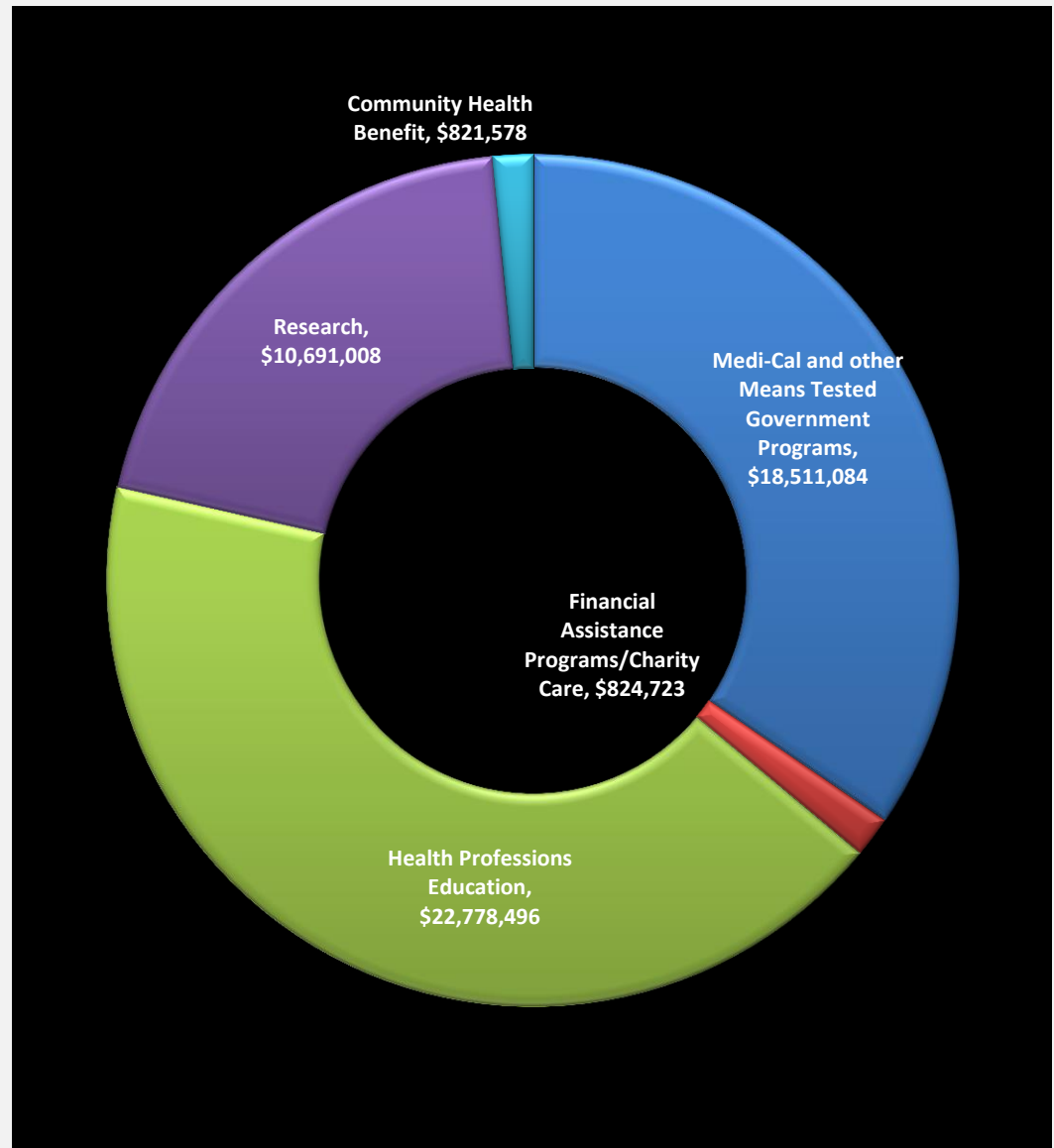
Children patients 11,949

77.91% of the patient at or below 100% of poverty

32.04% patients (female) under the age 15

1.36% children receiving care were Uninsured

FY 2018 Community Benefit: Loma Linda University Children's Hospital (LLUCH)



Total Economic Value: \$53,626,889

Loma Linda University Children's Hospital - Community Health Benefit Selected Program Highlights

1. Funding Health and Wellness Services at Social Action Community Health System (SACHS):

As part of our commitment to serve the needs of our community LLUCH provides support towards patient care services that help to maintain and enhance the health our community by investing in the primary care services and outreach programs at SACHS.

Pediatric Services

- Asthma care
- Behavior evaluations
- Dental services
- Immunizations
- Screenings: dental, hearing, lead, nutrition, tuberculosis, and vision
- School and sports physicals
- Sick care and injuries
- Teen health
- Teen reproductive health
- Well child care



Women's Health:

SACHS provides the highest quality of comprehensive and individualized women's medical care. Services include:

- Pre-and Post-natal care
- Pelvic exams
- Pap smears and follow up procedures for abnormal results
- Clinical breast exams
- Mammogram referral
- STD testing/treatment
- Family Planning

2. Help Me Grow

Help Me Grow (HMG) is a system that builds multi-sector collaborations and assists families, child health care providers, early education providers, and human service providers to recognize early signs of developmental or behavioral concerns. HMG motivates providers to conduct systematic, standardized developmental screenings of young children and providing them the electronic linkages to improve care across the region for children with developmental delays. HMG assists, when needs are identified, in finding programs designed to address those needs. It is an efficient and effective system that builds on existing resources by improving access to

services for families, infants and children through age eight. First 5 San Bernardino and First 5 Riverside, in partnership with Loma Linda Children's Health, convened key stakeholders and experts across diverse sectors, including health departments, early intervention and preschool education, and medical providers to engage in the planning of a dual county HMG system model for the Inland Empire. LLUCH is investing significant workforce time in the leadership of this regional collaboration to ensure it improves the health and well-being of the children not only served by the hospital, but in our entire region.

3. Baby Conference

LLUH operates a free baby conference offered to expecting mothers and mothers with infants in order to provide moms with community-based services and support. The conference is open to the community and free and designed to help mothers who may face challenges find access to supportive community services, health care services, and behavioral health services.

4. Operation Fit

Operation Fit is a week-long summer day camp for youth ages 9-15 and their families interested in learning about healthy eating habits and active living. Through a series of dynamic, interactive and educational activities, campers gain the tools they need to make wholesome choices about food and physical activity. Each camper also learns how to demonstrate healthy behavioral choices with families and friends. Five-to-six week long camps are held each summer; one week is devoted to children with disabilities. The camps are furthering the goals of combating childhood obesity and diabetes for youth in our service region.

5. Reach Out and Read Program

LLUH is participating in an institutional wide ROAR program sponsored by SBC First 5 providing this literacy grant to address the low literacy rates in children. LLUH will have given out over 25,000 new books through 9 clinics (Pediatrics, Med/Peds, and Family Medicine) over a 12 month period, where every child at their well child visits will receive an age appropriate book starting at 6 months through 5 years of age. The child will have received 10 books on this program by the age of 5 years. LLUH has concentrated selections of children's books that address lifestyle, healthy eating, active living, community engagement and health family relationships. LLUCH donates staff time to implement the program through CHD.

Disconnected youth: Percentage of teens and young adults ages 16-24 who are neither working nor in school

SB County = 19%

RI County = 17%

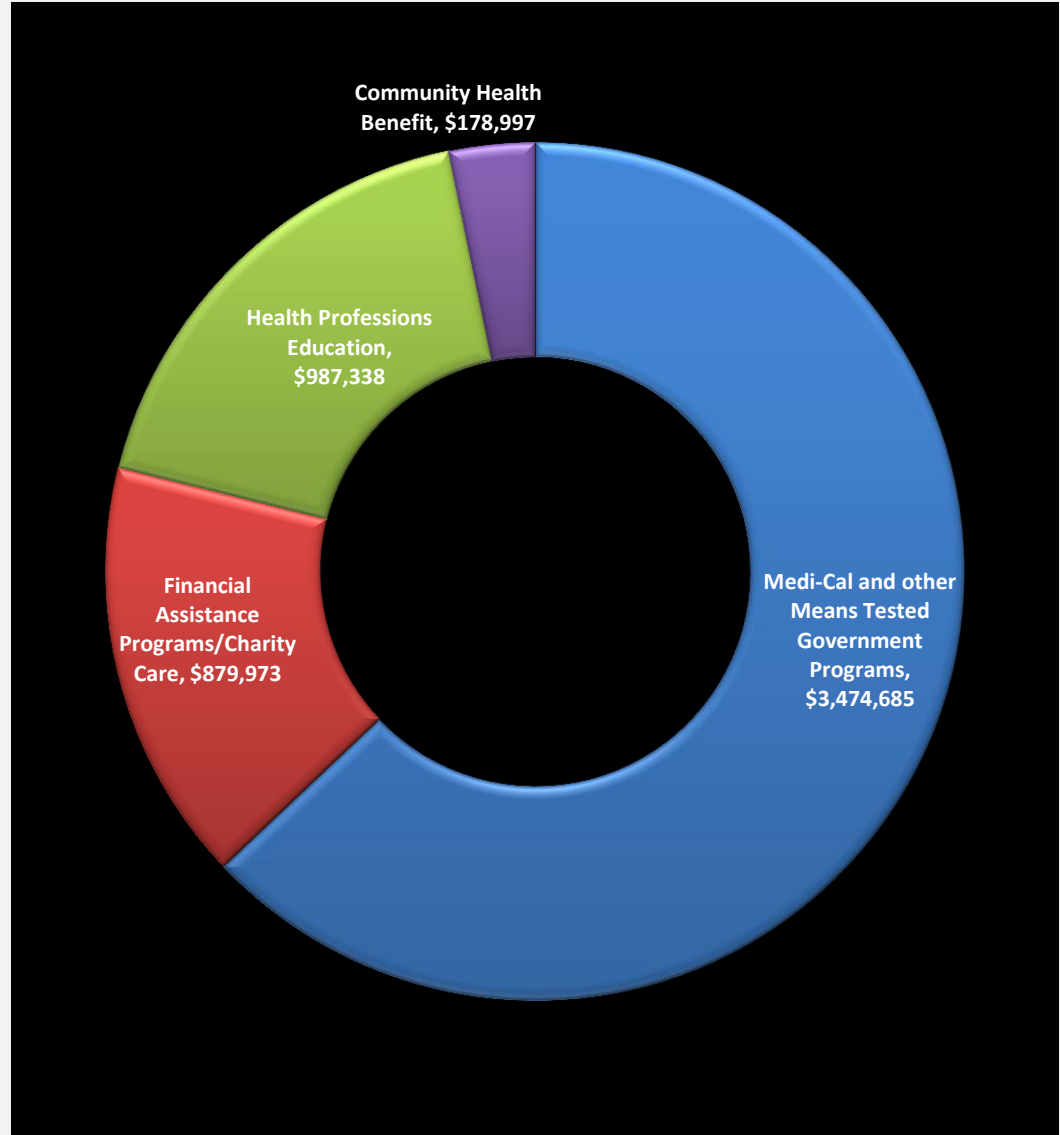
Source: County Health Rankings and Roadmaps - 2018

**FY 2018 Community Benefit:
Loma Linda University Behavioral Medicine Center
(LLUBMC)**

89 licensed beds at Behavioral Medical Center

4,691 LLUBMC Inpatient Visits

42,063 LLUBMC Outpatient Visits



Total Economic Value: \$5,520,993

Loma Linda University Behavioral Medicine Center - Community Health Benefit

Selected Program Highlights

LLUBMC provides a range of services to the community through behavioral health fairs designed to provide screenings and educate the community on behavioral health conditions. The LLUBMC community benefit activities are designed to challenge the stigma and barriers to seeking behavioral and mental health services.

1. Stand up to Stigma 5k

LLUBMC sponsors a unique community event to reduce the stigma of mental illness by encouraging community members to participate in the 5K. Held in May during Mental Health Awareness month, the walk creates community dialogue about mental illness to stand up to stigma. Proceeds from the 2018 were dedicated to a children's playground for children receiving mental health services.



2. Mental/Behavioral Health Education and Awareness – Outreach

Behavioral Health Education and Awareness activities involve trainings, presentations, and in-service opportunities typically geared towards professionals, clinicians, general community and/or employer organizations. LLUBMC staff provides outreach and education in the community. The goal is to provide information on topics within the scope of behavioral health that will reduce stigma, increase knowledge, and assist community members in accessing services. Topics include awareness around mental health and substance abuse for children, adolescents, and adults.

3. Senior Behavioral Health Services

Activities addressing senior behavioral health typically are in the form of general education, screenings, and awareness activities as much of the geriatric population are often reluctant to access mental health services due to the stigma and shame they may be feeling. Additionally, the Medical Director collaborates with other providers and educates them on signs and symptoms to look for in their patients so they are better able to detect any underlying psychiatric conditions that need to be addressed.

4. Behavioral Health Screenings

LLUBMC sponsors the psychiatric interns in training to conduct screenings geared towards the general community in the Inland Empire, senior facilities, and or employer organizations, or with vulnerable populations who may require treatment. At least one clinical therapist or program representative handles program specific questions and interprets depression screening and mental health assessment results.

5. Support for Alcoholics Anonymous (AA)

LLUBMC provides meetings space to AA free of charge, five-days-a-week all year long, as a supportive service to community members who are in recovery from addiction. Space in the LLUBMC gymnasium allows for a large regional meeting space to support community members who are committed to their sobriety.



**FY 2018 Community Benefit:
Loma Linda University Medical Center – Murrieta
(LLUMC – Murrieta)**

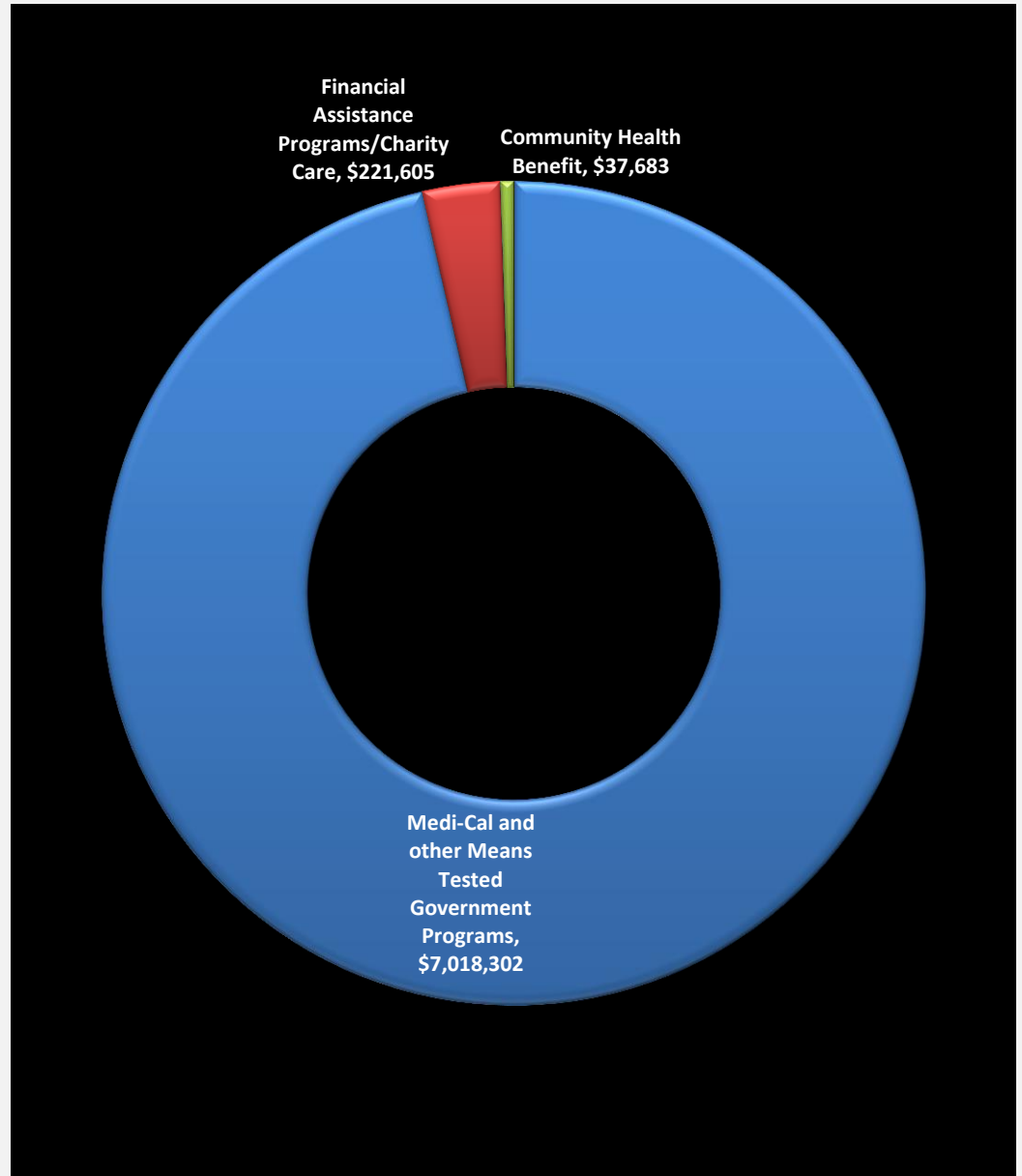
106 licensed beds at
LLUMC – Murrieta

8,221 Inpatient Visits

58,542 Outpatient Visits

48,403 Emergency Visits

897 Delivered babies



Total Economic Value: \$7,259,492

Loma Linda University Medical Center – Murrieta - Community Health Benefit Selected Program Highlights

LLUMC – Murrieta: Outreach Activities

LLUMC-M dedicates staff time for outreach activities in the community and for patients and families. The Diabetes education classes aimed to increase community awareness on the importance of identifying their cholesterol, BMI, blood pressure, and glucose levels. The goal was to increase the overall self-reported health status as good or excellent. Additionally, the Living with Cancer support group is an open forum for sharing personal challenges, practical suggestions and everyday triumphs. All sessions will be hosted by a licensed therapist or health care specialist. The support group is designed for anyone living with cancer and their families.

Healthy Valley Coalition

The Healthy Valley Coalition was established in 2014 with the mission to grow, promote, and increase community health and awareness in Murrieta, Temecula, and the surrounding communities. This coalition is a collaboration of community partners from local businesses, non-profit organizations, hospitals, city and county representatives, and civically engaged citizens. The coalition focuses on aging, chronic illness education, children's health services, and behavioral health initiatives whereby disparities are identified and prevention is promoted. The vision of the Health Valley Coalition is to support improvement in health indicators of the Southwest Riverside communities. The mission is to provide individuals, businesses, and institutions access to information, resources, ideas, and initiatives that support the community's wellness. The Healthy Valley Coalition meets monthly to discuss ways to improve education and knowledge of health care related events and activities in the Murrieta and surrounding areas.



LLUH – COMMUNITY BENEFIT IMPLEMENTATION STRATEGY - FY 2019

LLUH has undertaken some significant efforts with Vision 2020 and the 2016 Community Needs Assessment to implement innovative strategies to meet the needs of our community. In FY 2019, LLUH will continue to focus on workforce development, education, obesity, diabetes, and mental health in fulfillment of our third year of the 2016 community health needs assessment. LLUH will also be conducting a new community health needs assessment to identify the priorities that will guide community benefit programs 2019-2022.

1. Vision 2020

As a long-time leader for quality health care and community health in the Inland Empire, LLUH continues to lead and to address the needs of our community with the construction of two new health care facilities on our campus. With new California mandatory seismic regulations set to take effect in 2020, we saw this as an unprecedented opportunity for us to re-imagine health care for the populations and communities we serve. Two new towers, an adult and a children's tower, will be constructed to not only meet the new seismic requirements, but to create innovative patient care and treatment facilities.



This is no small task. As the organization seeks to fulfill its mission of “continuing the teaching and healing ministry of Jesus Christ”, the most modern and safe infrastructure and facilities are needed in support. In conjunction with Vision 2020, we continue to implement innovative strategies to meet the needs of our community. Even with immense change, the goal of LLUH remains the same – to be an example for the way patients are cared for and students are taught, in an effort to help people live productive, healthier lives. At LLUH, our commitment to wholeness goes beyond our jobs; it shows how we “Live it”.

New Adult Hospital

- 989,167 square feet
- 16 stories + 1 basement + heliport
- Individual nursing stations located outside patient rooms for total care
- New International Heart Institute

New Children's Hospital

- Neonatal Intensive Care Unit (NICU) expansion project
- Total Care birthing center
- Dedicated Children's emergency department

2. Collaborations and New Facilities

Loma Linda University Health – Beaumont-Banning

The Highland Springs Medical Plaza was renamed Loma Linda University Health – Beaumont-Banning on October 1, 2017. Loma Linda University Health has been offering primary and specialty care at the Highland Springs facility since 2009 to significantly expand primary care services.

The expanded primary care services include advanced imaging, an outpatient surgery center, and an infusion center. Primary care physicians will also help patients gain access to the entire Loma Linda University Health system. The center also features an urgent care center, offering walk-in care to community residents 365 days per year.



Loma Linda University Children's Hospital Indio Outpatient Pavilion

The Coachella Valley community is the new home to Loma Linda University Children's Health – Indio, Jill and Barry Golden Pavilion, the largest pediatric clinic in the area. The grand opening was celebrated March 11, 2018 with a ribbon-cutting ceremony and the "All About Kids" Health Expo. LUCH is the provider of choice for children of the Coachella Valley. As the health needs of children continue to grow and evolve, so must our treatment methods and service locations. At this new location we will team up with our partner SAC Health System to offer all family members comprehensive primary care. Children will also be able to receive specialized pediatric outpatient care. This clinic significantly enhances access for some of the most vulnerable children in the Coachella Valley as children's services are severely lacking in



this region. LLUH is committed to bringing hope through healing to kids and their families through these exciting new offerings of much needed services. In 2019, LLUH is investing in an administrative community liaison who will work with ICP and the East Coachella Valley community, a historically disenfranchised and impoverished community, to improve community investment, partnerships, and support of this deeply under-served area.

Community Benefit FY 2019

LLUH through the Institute for Community Partnerships and the office of Community Health Development will continue to strive to enhance population health by addressing the social determinants of health, health education, improved access to care and reduced burden on the health care systems, and to commit to reporting on the outcomes of our three-year community health implementation strategy based on the 2016 assessment.

LLUH's Community Health Investments Priority Areas 2018-2019:

- Workforce Development
- Education
- Health and Wellness
 - Mental Health
 - Diabetes and Pre-diabetes
 - Obesity

Integration of Community Health Workers (CHWs) in LLUH system

CHWs play a key role in increasing community access to health care system as they connect members to a medical home, promote increased access to preventive care, remove barriers interfering with community member's abilities to access primary care and most importantly, help patients overcome barriers in the system due to the social determinants of health. CHWs provide peer support through mentoring patients on how to access systems of care, increase their access to community and government support services, and improve patient's sense of self efficacy and knowledge in how to navigate.

In FY 2019, our Community Benefit program will support programs designed to integrate CHWs into health care systems, school districts, and community-based organizations. LLUH is conducting a pilot program to integrate three CHWs will be integrated and placed in areas where patients face a high social determinant burden that intervenes with their health improvement. Through community-based interventions, the CHWs provide free outreach and support to patients and community members. The integration of CHWs will be studied and the successes of this strategy will be comprehensively evaluated to see how LLUH can teach and provide technical assistance to other health systems on integrating this vital workforce to increase health equity. Through ICP, LLUH is working on the integration of CHWs in school districts to overcome chronic absenteeism, address mental health in children, youth, and families, and in an innovative pilot project with a mobile food pantry.

Community Health Assessment Cycle 2019-2022

In 2019, LLUH's four licensed hospitals are conducting a community health needs assessment in collaboration with SAC Health Systems in fiscal year 2019 to update our existing strategy and review the institutional priorities for community health investment that will guide the next phase of community investments. One of the relationships LLUH & SACHS are studying more closely is the how an increased burden of social determinants impacts the highest utilizers of care at LLUH, what contributes to a lack of access to care in our region, and what shared health priorities can be identified in the care of vulnerable populations. This collaborative assessment will attempt to identify the top social determinant barriers in our service region and the priority areas for population health interventions community members who seek care between our systems.

What is unique to LLUH & SAC Community Health Needs Assessment?

The Voice of the Community: This collaborative assessment will feature not only a robust primary data and expert review, but will involve an extensive qualitative assessment to capture the voice of a diverse range of community members. This assessment will feature one of the largest community conversations and focus group discussions in our region, representative of the diversity and life experience of many people living in the Inland Empire. The community will help LLUH determine what top priorities will help improve the health of the community.

A Regional Conversation on Priorities: The LLUH & SACHS joint community health needs assessment will conduct a secondary data analysis of the major infrastructural partners in the region in order to identify where major areas of focus are concentrated. By trending major areas of focus of regional influencers, such as the counties, other hospitals and health systems, school districts, and community-based service providers and organizations, LLUH will identify areas of concentration to support a regional discussion on where there is already consensus on community needs and strengths. Hosting a multi-sector, regional conversation with community leaders is a unique aspect of our assessment this year as LLUH & SAC work together to obtain guidance on our health investment priorities and how those priorities align to regional at the macro level and is part of the ongoing community dialogues ICP has with the community to listen, respect, and act according to the communities' priorities.

How is LLUH & SAC Health System Capturing the Needs & Strengths?

To begin to better understand the needs of the community, LLUH has made significant investments in not only our electronic health system, but as a major health care provider, we have invested in bringing health providers like health clinics onto our platform. As part of the EPIC system, LLUH and partner organizations are able to assess population health trends and for the next CHNA cycle, LLUH and SAC are testing the implementation of social determinant screening tool in both the inpatient and outpatient care settings. Additionally, LLUH is utilizing the ESRI ArcGIS data mapping and visualization platforms. Over this next CHNA cycle, the combined leanings from this standardized screening tool will not only support our providers in the care of our patients, it will also allow the two systems to correlate the social determinant burdens with population health trends in real-time. The long-term goal is to create the tools that allow LLUH to perform continuous assessment and asset mapping of the strengths and resources that in our region.

Our Community Benefit in 2019 & Beyond



This is an exciting time for community-based, population health. The four hospitals in the LLUH system have expanded their outreach and partnerships with organizations that serve some of the most vulnerable or underserved populations in our region. 2019 is an exciting third chapter in the community health implementation strategy we began in 2016 as we make strategic investments in community partners who address our priority areas. In 2019, we are working with partners who double-the-impact of every dollar we invest in the community.

It is difficult to gain and maintain health without access to income, housing, and nutritious food. Education and employment are incredibly strong determinants of health as more and more studies correlate the lifespan and quality of life of a person to their zip code. As jobs and unemployment growth has been slow in our region since the recession of 2008, LLUH is one of only a few health systems to focus on key social determinants for health investment: workforce development and education. LLUH lives the mission of education for the medical professions, but many high school students in our region never dream of, nor get to the point where they can access higher education and the health professions. Our pipeline programs are aimed at increasing educational attainment for students of all ages and we are investing in community partners who give access to education or career development services through unique programs that provide supportive service to people as they increase their education or apply for jobs.

To meet our priority areas obesity, diabetes and mental health, LLUH is investing in the workforce development of community health workers in the health care system, school districts, and community-based organizations as of our double-impact strategy. When community health workers can build trust and work with vulnerable populations who lack access to care and services, incredible change can happen in health outcomes of people and families. CHWs build the self-efficacy of individuals and teach them the vital skills of how to navigate the resources available to them in order to improve health and well-being. For this last year of the current CHNA cycle, LLUH is partnering with community organizations who are hiring community health workers to achieve a greater impact in linking vulnerable, under-served, and under-resourced members of our region to the services and care they need that we look forward to reporting on in the 2019 Annual Report.

LLUH is targeting new community investments in order to reach some of the most under-served communities. Most importantly, we are dedicated through a strengths-based approach, to build hope in some of the most under-estimated communities in our region.

A handwritten signature in black ink that reads "J. Belliard".

Dr. Juan Carlos Belliard, PhD, MPH
Assistant Vice President, Institute for Community Partners

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LLUH COMMUNITY PARTNERS

- Air Quality Management District (AQMD)
- American Cancer Society
- American College of Cardiology
- American Heart Association
- American Lung Association
- American Red Cross
- AmeriCorps
- Bing Wong Elementary School
- Boys and Girls Club
- C.E.R.T. - Community ER Response Team
- California Association of Marriage & Family Therapists
- California Bicycle Coalition
- California Safe Program
- California Thoracic Society
- Catholic Diocese of San Bernardino
- Central City Lutheran Mission
- CEO San Bernardino
- Chamber of Commerce – Inland Empire
- Childhood Cancer Foundation of Southern California, Inc.
- Community Clinic Association of San Bernardino County
- Community Health Systems, Inc.
- CVEP Career Pathways Initiative
- El Sol
- First 5 of San Bernardino and Riverside
- Faith Based Communities
- Inland Coalition for Health Professions
- Inland Empire Children’s Health Initiative
- Inland Empire United Way
- Inland Empire Women Fighting Cancer
- Latino Health Collaborative
- Jefferson Transitional Program
- NAMI Alliance on Mental Illness
- Nu Voice Society Inland Empire
- Omni Trans
- Path Live Ministries
- Partners for Better Health
- Reach Out
- Restarundo Vidas
- Riverside County Emergency Medical Services (RCEMS)
- Riverside County Department of Public Health
- Ronald McDonald House
- Riverside County Department of Public Health
- SAC Health System
- Safe Kids Inland Empire Coalition
- San Bernardino Associated Governments (SANBAG)
- San Bernardino City Schools Wellness Committee
- San Bernardino County Healthy Communities 2020
- San Bernardino County Medical Society
- San Bernardino County Department of Public Health
- San Bernardino Mexican Consulate
- San Manuel Gateway College
- San Manuel Band of Mission Indians
- Think Together
- Voice in the Desert
- Youth Hope

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