

Emanuel Medical Center

Community Benefit Report for the Fiscal Year Ending January 31, 2011 (FY 2011)

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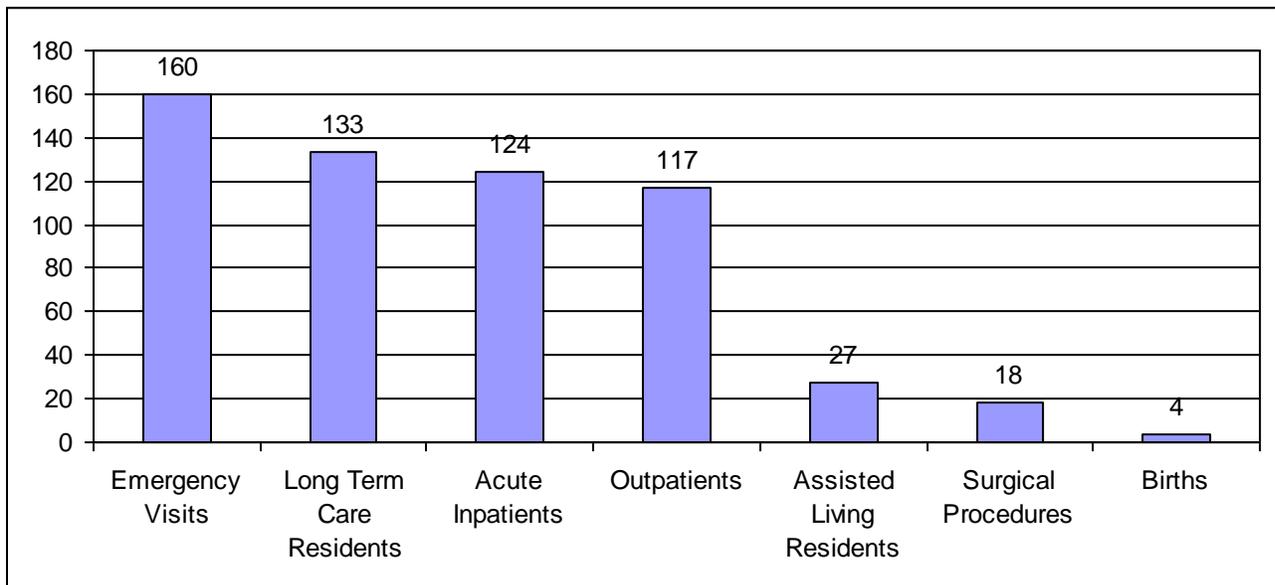
Emanuel Medical Center
Community Benefit Report
for the
Fiscal Year Ending January 31, 2011

General Information

Emanuel Medical Center operates a not-for-profit community facility licensed for 209 acute care beds, 145 distinct part long term care beds and 49 residential care beds. Emanuel is the only hospital in its primary service area and during the 12 months ending January 31, 2011, we:

- Provided 45,395 days of acute care
- Served residents with 48,659 days of long term care
- Supported residents with 9,863 days of assisted living
- Treated 58,502 patients in our Emergency Room
- Performed 6,539 surgical procedures
- Delivered 1,369 babies

**Number of Patients Served On an Average Day
at Emanuel Medical Center
FY 2011**



Emanuel Medical Center gives safe, quality and necessary health services to all patients without regard to race, color, creed, gender, residency status or ability to pay. This result in access to care is essential to many people in our community, including the granting of \$154,000 per day or approximately \$56.4 million in free care to patients who are uninsured and underinsured during FY 2011.

As one of our area's largest employers we have more than 1,400 staff members. Our President and Chief Executive Officer is John Sigsbury and our Board Chair is Jennifer Larson. The contact person for this Community Benefit Report is:

Pennie C. Rorex, Assistant Vice President
Corporate Communication & Marketing
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Organizational Structure

Emanuel Medical Center, Inc. is a California not-for-profit public benefit corporation located in Turlock, California. The corporation is religiously affiliated and one of two Covenant Ministries of Benevolence (CMB) wholly owned acute care hospitals. We have a 16-member community board. Our board members are:

Emanuel Medical Center, Inc. Board of Directors 2011-2012

Jim Ahlem – Business Owner
Hilmar, CA

Jennifer Larson – Business Co-Owner
Turlock, CA

Larry Anderson – Exec. Vice President, Finance/CFO
Covenant Ministries of Benevolence
Chicago, IL

Jim Pallios – Business Owner
Turlock, CA

Art De Rooy – Business Owner
Turlock, CA

John R. Sigsbury – President/CEO EMC
Turlock, CA

Isaac Faraji, M.D. – Physician
Turlock, CA

Marlene Stante – Banking
Turlock, CA

Bob Field –Community Leader
Turlock, CA

Reza Vafadouste, M.D., Physician
Turlock, CA

Wade Fullmer – Pharmacist
Turlock, CA

Arlon Waterson – Business Owner
Hilmar, CA

Karl N. Klockars – Legal Counsel
Covenant Ministries of Benevolence
Chicago, IL

Tom Wilson, M.D. – Physician
Turlock, CA

Mission Statement

Below you will find Emanuel Medical Center's Vision and Mission Statements.



VISION

**The Hospital of Choice for Turlock
and Nearby Communities**

MISSION STATEMENT

To Create a Healthier Community through

- Operating on the foundation of Christian values
- Focusing on health promotion and prevention of disease
- Providing safe, high quality and comprehensive health services for our patients and their families
- Maintaining fiscal responsibility to allow for maintenance, growth and development
- Creating a collaborative partnership among community health resources

Community Needs Assessment

Emanuel Medical Center’s primary service area is greater Turlock which encompasses southern Stanislaus County and northern Merced County. Included in this service area are the towns of Ceres, Delhi, Denair, Hilmar, Livingston and Turlock. In 2006, the total population of these communities was 157,437. Other relevant demographic data is:

Primary Service Area (PSA) 2011 Forecasts

| | PSA | State of CA |
|-------------------------|----------------|--------------------|
| <i>Total Population</i> | <i>174,121</i> | <i>37,253,956</i> |
| Projected Growth Rate | | |
| Five Years | 10.68% | 6.3% |
| Annual | 2.1% | 1.3% |

Stanislaus County Demographics and Health Data Summary - Selected Statistics

Sources: U.S. Census Bureau 2010; Stanislaus County Public Health Report 2008

| | | |
|---|-------------------------------|----------|
| 2010 Population | | 514,453 |
| Median Household Income (2009) | | \$48,550 |
| % of Population Below the Poverty Level | | 17% |
| % Under Age of 18 | | 29.2% |
| % 65 Years or Older | | 10.5% |
| Persons of Hispanic or Latino Origin | | 41.9% |
| 2010 Unemployment Rate | | 18.5% |
| Leading Causes of Death (2008) | Heart Disease, Cancer, Stroke | |
| Overall Health Status – County Ranking | | 48 of 58 |
| All Cancers – County Ranking | | 39 of 58 |
| Female Breast Cancer – County Ranking | | 47 of 58 |
| Coronary Heart Disease – County Ranking | | 55 of 58 |
| Low Birth Rate County Ranking | | 36 of 58 |

Merced County Demographics and Health Data Summary – Selected Statistics

Sources: U.S. Census Bureau 2010; Stanislaus County Health Report 2008

| | | |
|---|--|----------|
| 2010 Population | | 255,793 |
| Median Household Income (2009) | | \$39,922 |
| % of Population Below the Poverty Level | | 24.6% |
| % Under Age of 18 | | 32.0% |
| % 65 Years or Older | | 9.9% |
| Persons of Hispanic or Latino Origin | | 54.9% |

| | |
|---|-------------------------------|
| 2010 Unemployment Rate | 21.0% |
| Leading Causes of Death (2008) | Heart Disease, Cancer, Stroke |
| Overall Health Status – County Ranking | 37 of 58 |
| All Cancers – County Ranking | 25 of 58 |
| Female Breast Cancer – County Ranking | 39 of 58 |
| Coronary Heart Disease – County Ranking | 51 of 58 |
| Low Birth Weight Rate County Ranking | 22 of 58 |

Several years ago, Phase One of the Stanislaus County Community Health Assessment determined it was important to improve local access to care, improve access to prenatal care and improve the treatment of coronary heart disease and cancer. Since then Stanislaus County providers have made strides towards increasing the amount of prenatal care provided. In 2004, as part of enhancing the Phase One assessment, Emanuel Medical Center arranged for an independent physician-need study. The results of this study were significant. Locally, numerous designated physician shortage areas were identified. Using the low community benchmark for required physicians, it was determined our primary service area lacked 62 physicians. By 2009, this unmet need was forecasted to grow to 86 doctors. Based on all of the above, the greater Turlock community has had less than optimal health status rankings that must continue to be addressed. And, to do this, the two-county area we serve must see a large increase in the number of available physicians.

In FY 2011, Emanuel began a medical education program specifically designed to increase the number of physicians in the community. In this first year of the program, 16 students from two medical schools – Midwestern University’s Arizona College of Osteopathic Medicine in Glendale, and Touro University California’s College of Osteopathic Medicine in Vallejo –began their year-long clinical rotation studies under the direction of Emanuel medical staff.

In calendar year 2005, Phase Two of Stanislaus County’s Community Health Assessment was completed. This study was again updated in 2008. Below is a list of the Top 10 Community Health Concerns identified in the surveys that were part of the 2008 Assessment.

**Stanislaus County
2008 Community Health Assessment
Top 10 Health Concerns**

| Rank | Description |
|-------------|-----------------------------|
| 1 | Alcohol and Substance Abuse |
| 2 | Obesity/Nutrition |
| 3 | Diabetes |
| 4 | Stress |
| 5 | Cancer |
| 6 | Depression |
| 7 | Violence |
| 8 | Asthma |
| 9 | High Cholesterol |
| 10 | Coronary Heart Disease |

Another area of focus in the 2008 Stanislaus County Community Health Assessment was a study of the Healthy People 2010 Objectives. These objectives are a set of health goals for our nation to achieve over the first decade of the twenty-first century. As demonstrated below, residents of Stanislaus County (as well as Merced County) need better access to care in order to meet many of the Healthy People 2010 targets.

| Item | Stanislaus County 2008 | Merced County 2008 | Healthy People 2010 Target | Target Stated as |
|------------------------------------|---------------------------------------|-----------------------------------|---------------------------------------|---------------------------------|
| Deaths due to: | | | | |
| All cancer | 179.2 | 163.4 | 158.6 | per 100,000 |
| Coronary Heart Disease | 206.6 | 176.7 | 162.0 | per 100,000 |
| Stroke | 50.7 | 67.8 | 50.0 | per 100,000 |
| Infant Mortality Rate | 6.7 | 6.2 | 4.5 | per 1,000 |
| Low birth weight | 6.5 | 6.1 | 5.0 | percentage |
| Adequate prenatal care | 70.2 | 54.2 | 90.0 | percentage |
| People with insurance ¹ | 83 | 78 | 100 | percentage |

¹includes entitlement programs

In conclusion, given our service area's demographics, generally low health outcomes (please see Exhibit D), physician shortages, significant range of health concerns and lack of employment Emanuel Medical Center and the community benefits we provide are clearly essential.

Progress Report

Access to quality health care is the single greatest community benefit offered by Emanuel Medical Center. Our hospital assures the availability of care to all. Emanuel is a very important safety net to those who are uninsured, underinsured, unemployed and/or unentitled. Highlights of our Fiscal Year 2011 accomplishments follow.

Emanuel Medical Center's Community Benefit Actions FY 2011

| Community Benefit | Action Taken | Addressed Community Health Concerns | Supported Healthy People 2010 Objectives |
|---------------------------|--|--|---|
| Increased Access to Care | Due to hospital's recruiting and support efforts five (5) physicians opened new local practices | Yes | Yes |
| Increased Access to Care | Began Medical Education Program for third-year medical students; 16 students began one-year clinical rotations | Yes | Yes |
| Increased Access to Care | Launched Cardiovascular Services and opened Cardiac Cath and Interventional Lab | Yes | Yes |
| Increased Access to Care | Established Internal Review Board and began enrolling cancer patients in national clinical trials | Yes | Yes |
| Increased Access to Care | Began monthly support group for young adults with cancer | Yes | Yes |
| Increased Access to Care | Hired a Breast Health Navigator to assist female cancer patients | Yes | Yes |
| Assured Access to Care | Provided \$56,391,000 in free care to underinsured, uninsured and patients who did not pay for their services ⁽¹⁾ | Yes | Yes |
| Assured Access to Care | Incurred \$32,003,000 shortfall ⁽²⁾ while providing care to Medicare and MediCal beneficiaries | Yes | Yes |
| Assured Access to Care | Supported Adult and Pediatric Hospitalist services | Yes | Yes |
| Assured Access to Care | Incurred Specialty Physician expense to ensure ED coverage | Yes | Yes |
| Assured Access to Care | Incurred Anesthesiologist expense to ensure OB care/pain management | Yes | Yes |
| Maintained Access to Care | Continued to provide dedicated breast MRI services for women (only one in Northern California) | Yes | Yes |

| | | | |
|---------------------------|--|-----|-----|
| Maintained Access to Care | Operated two Emanuel Family Practice clinics in Turlock | Yes | Yes |
| Maintained Access to Care | Continued to provide “Monkey Business” support group for children of parents diagnosed with cancer | Yes | Yes |
| Maintained Access to Care | Continued to provide Prostate Cancer Support Group | Yes | Yes |
| Maintained Access to Care | Continued to offer Perinatal/Sweet Success diabetes education program | Yes | Yes |
| Maintained Access to Care | Continued to provide Childbirth Education classes in English and Spanish | Yes | Yes |
| Maintained Access to Care | Continued to provide Life Support Classes for medical professionals | Yes | Yes |
| Maintained Access to Care | Continued to participate in MediCal CMAC Program | Yes | Yes |
| Maintained Access to Care | Continued to participate in local HMO/PPO networks | Yes | Yes |
| In Progress | Continued planning for Graduate Medical Education Physician Residency programs | Yes | Yes |
| In Progress | Developing new Emanuel Family Practice Clinic in the underserved community of Patterson in the west side of the county | Yes | Yes |

⁽¹⁾Based on charges – cost of uncompensated care was \$12,305,000 (used CTCR to calculate)

⁽²⁾Unreimbursed cost of providing treatment

Community Benefit Plan

Emanuel Medical Center continues to support our community as outlined in the preceding Progress Report. Over the past 12 months, Emanuel Medical Center focused its community service in three vital areas:

Basic Access to Care: Without Emanuel Medical Center, during the year ending January 31, 2011:

- Residents or their visitors would have had to leave the community 58,500 times for emergency treatment
- Nearly 1,400 babies would not have been born at a local hospital
- 500 people would have had to arrange for nursing home services outside of their community and away from their family.

As outlined in the 2010 Community Benefit Report, residents of the Central Valley continued to struggle financially during the year ending January 31, 2011. As in prior years, many residents of our community could not afford to provide themselves with basic needs, including health care. Emanuel continued to serve as the only health care safety net for many residents.

Increased Physician Availability: Emanuel Medical Center is addressing our service area's severe physician shortage. During the year ending January 31, 2011, five (5) new physicians were recruited by the medical center to start medical practices, including:

- Two family practice physicians who will provide primary care services to valley residents.
- Turlock's first Rheumatologist
- A Pediatric Hospitalist and Nephrologist started practices at Emanuel.
- As noted above, in FY 2011, Emanuel began a medical education program by bring sixteen third-year medical students to Turlock for their clinical rotation studies, with plans to further develop this medical education program into a full residency program that increases the number of physicians entering practice in Stanislaus and Merced counties.

Community Health Education: Community health education is provided by the Emanuel Cancer Center, Emanuel's Education Department, and its newly formed Community Health Education Team.

Community Health Education Team

This volunteer team was developed in May 2010 to share Emanuel's service lines, one-on-one, with prospective patients and their family members; assist those who need help finding a physician of choice, when they do not have a doctor of record; provide complimentary health screenings to our community; and educate people about the importance of living a heart-healthy lifestyle. In FY 2011, the team:

- Represented Emanuel at 15 one-day events, two county fairs, and one three-day fiesta
- Performed 329 blood pressure checks
- Educated 19,225 people about heart-healthy living as they toured our walk-through heart
- Contributed 1,992 hours of service in 8 months

Emanuel Cancer Center

During FY 2011, Emanuel Cancer Center provided regular educational opportunities and support groups which were free to the community.

Cancer Education

Nutrition Classes: This educational program focused on proper nutrition for those who have been diagnosed with cancer. Each class featured a cooking demonstration and tasting for all in attendance.

Survivorship Series: This is an educational podcast facilitated by Emanuel Cancer Center staff for cancer patients and survivors, covering medical and emotional issues.

Women's Cancer Awareness Education: In October 2010, distributed 5,000 bookmarks and pink/teal awareness bracelets to educate women in the community about the risks and symptoms of breast, ovarian, endometrial, and cervical cancer. Bookmarks were distributed to all women registering at our admitting department, all women in our clinics, all women at the women's diagnostic center, to women who paid their utility bills at the City of Turlock pay station, and to community groups.

Also in October, Emanuel hosted its 13th annual Women's Cancer Awareness Event (free to the community). 820 women attended and received a complimentary DVD "A Gift of Life" which encouraged them to schedule a free cancer risk assessment with our Breast Health Navigator, and/or to take the free risk assessment online on Emanuel's website. (emanulmedicalcenter.org/cancer).

Women's Cancer Online Risk Assessment: On Oct. 12, 2010, Emanuel's website added a women's cancer risk assessment tool. During the month of October this page had 630 views. Participants' test results automatically generated an email to Emanuel's Breast Health Navigator, who follows up with women who score in the high risk category. Between October 12 and 26, the navigator had seven consultations with women who scored high risk in the online assessment.

Lung Cancer Awareness: This was a direct-mail campaign to 10,209 households in blocks that have a propensity to purchase cigarettes. Recipients were invited to pledge to quit and/or pledge to never start smoking. Those who pledged to quit were invited to attend a smoking cessation program.

A new "Live a Smoke Free Life" webpage was created for the Emanuel website on which visitors could pledge to quit smoking and/or pledge to never start smoking. Names of those who pledge appear on the smoke-free lifestyle online wall. The results:

- 24 people pledged to quit smoking (and 8 enrolled in our free seven-week, smoking cessation program at Emanuel Cancer Center)
- 72 people pledged to never start smoking
- 4 people pledged to never start smoking again

Support Groups

Monkey Business: This support group was specifically designed to help children who have a loved one with cancer cope with the emotional aspects of what they are experiencing. Both the children and their loved ones are invited to the group, which meets weekly for eight weeks.

Prostate Cancer Support Group: This support group is open to both the prostate cancer patient as well as their spouse or support person. The group is hosted and organized by our social worker who arranges for a guest speaker at each group.

Young Adults with Cancer: This support group began in August 2010 to help cancer survivors in their 20s and 30s deal with the unique issues they face.

Senior Day at the Stanislaus County Fair: In July 2010, Emanuel Cancer Center hosted a day at the Stanislaus County Fair where cancer survivors received a \$2 discount off the admission price and senior citizens were admitted free of charge. Inside the fair, we had an educational booth for people to learn about cancer risks, symptoms and prevention. The cost of this sponsorship was \$5,500 to Emanuel Cancer Center, plus \$1,500 for gifts for the first 1,000 guests through the gates, plus many hours of time volunteered by several employees.

Education Department

The Emanuel Medical Center Education Department provided or coordinated free educational services to the community throughout FY 2011.

Life support classes were offered free of charge to area physicians, physicians assistants, EMTs, paramedics, medical students and Emanuel volunteers. These classes include basic, advanced, neonatal, and pediatric life support. Approximately 40 individuals received free classes this fiscal year, which would have generated approximately \$2,500 of class fees if they were to have been charged.

Emanuel also provided **childbirth education classes** to English and Spanish speaking attendees in our community. Classes were free for patients referred by Turlock and Livingston Medical Office. Seventy-five participants received free education, which would have generated approximately \$2,415 of class fees if they were to have been charged.

Emanuel Medical Center also provided the **opportunity for students in the health care fields** to learn in our facility free of charge. The Education Department coordinates clinical rotations and provides orientations for nursing students and high school Regional Occupational Program (ROP) students. Staff that work with these students provide one-on-one attention and teaching throughout the students' experience here. In the 2010 school year, a total of approximately 25 ROP high school students from Turlock and Hilmar were each provided 150-200 hours of experience in patient care or administrative areas. In the spring and fall semesters of 2009, approximately 140 total nursing students each completed an average of 100 hours of clinical rotations at our facility. Aside from the large amount of time that staff members spend with students, the education department itself provided approximately 185 hours of time devoted to coordination and orientation for these students.

Economic Valuation of all Community Benefits

Last year, Emanuel Medical Center provided citizens of the greater Turlock area and others with the following community benefits:

Medical Care: Per our audited financial report for the year ending January 31, 2011 (see Exhibit A) Emanuel Medical Center's charity and other uncompensated care patient charge amounts totaled \$56,391,000. In addition, we experienced a \$32,003,000 Medicare/MediCal shortfall.

Emergency Department Physician Specialty Access: To have the appropriate services available to patients presenting in our Emergency Room for the 12 months ended January 31, 2011, Emanuel incurred \$499,000 in specialty physician access fees.

Adult Hospitalist Program: We have a hospitalist program that provides primary physician services to our inpatients that cannot afford or find a doctor. The FY 2011 cost for our adult hospitalist program was \$659,000.

Pediatric Hospital Program: In FY 2011, support for our Pediatric Hospitalist Program totaled \$100,000.

OB Anesthesia Access: In order to assure access to quality care for our vulnerable obstetric and surgical patients, we incurred \$983,000 in anesthesia access fees.

Emanuel Family Practice & Specialty Care: The FY 2011 cost of providing physician access to those in need was \$1,893,000.

Physician Shortage Support: Emanuel incurred \$2,360,000 in FY 2011 expense in order to help address the critical lack of physicians in our community's physician shortage areas.

Continuing Medical Education (CME): Emanuel Medical Center hosts CME courses for its medical staff. 93 hours of CME were presented (including tumor boards, grand rounds and morbidity and mortality conferences) with a total cost of \$16,000.

Tuition Assistance: In FY 2011, Emanuel made employee tuition assistance grants totaling \$39,000.

Volunteer Support Program: In FY 2011, 791 volunteers donated 76,946 volunteer hours provided support services for patients and their families. Using a value of \$21.36 per volunteer hour (estimated by the Independent Sector), the value of these volunteer services was \$1,644,000.

Non Quantifiable Benefits: Emanuel Medical Center is one of our area's largest employers and we participate in or sponsor a vast array of community activities. A few examples of this participation include volunteer memberships to the Stanislaus County Westside Health Advisory Board and playing an active role in the MAPP Program responding to Stanislaus County's 2008 Community Health Assessment. The hospital hosts school tours and supplies free meeting space to community groups such as the Alzheimer's Support Group, the Parkinson's Support Group and the Loss of Spouse Support Group.

Total Quantifiable Benefits: Last year Emanuel Medical Center provided a \$96,587,000 quantifiable benefit to its community.

Financial Assistance

Emanuel Medical Center continues to enhance its Financial Assistance Program to better meet the needs of our uninsured and underinsured patients. Exhibit B to this report is a copy of our current Charity Care/AB774 Financial Assistance Policy and Procedure. Exhibit C contains English and Spanish samples of the first Charity Care/AB774 written communication we have with our patients. This notice is received at the time of service by every patient we treat.

Public Review

Emanuel Medical Center shares its annual Community Benefit Report with staff, the Emanuel Board of Directors, the Office of Statewide Health Planning and Development as well as any other interested party.