Adventist Health Lodi Memorial

2018 Community Plan Update/Annual Report
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Adventist Health Overview

Adventist Health Lodi Memorial is an affiliate of Adventist Health, a faith-based, nonprofit integrated health system serving more than 80 communities on the West Coast and Hawaii.

OUR MISSION:
Living God’s love by inspiring health, wholeness and hope.

OUR VISION:
We will transform the health experience of our communities by improving health, enhancing interactions and making care more accessible.

Adventist Health entities include:

- 20 hospitals with more than 3,200 beds
- More than 280 clinics (hospital-based, rural health and physician clinics)
- 13 home care agencies and seven hospice agencies
- Four joint-venture retirement centers
- Compassionate and talented team of 35,000 includes associates, medical staff physicians, allied health professionals and volunteers

We owe much of our heritage and organizational success to the Seventh-day Adventist Church, which has long been a promoter of prevention and whole person care. Inspired by our belief in the loving and healing power of Jesus Christ, we aim to bring physical, mental and spiritual health and healing to our neighbors of all faiths. Every individual, regardless of his/her personal beliefs, is welcome in our facilities. We are also eager to partner with members of other faiths to enhance the health of the communities we serve.

Our commitment to quality health care stems from our heritage, which dates back to 1866 when the first Seventh-day Adventist health care facility opened in Battle Creek, Michigan. There, dedicated pioneers promoted the “radical” concepts of proper nutrition, exercise and sanitation. Early on, the facility was devoted to prevention as well as healing. They called it a sanitarium, a place where patients—and their families—could learn to be well.

More than a century later, the health care system sponsored by the Seventh-day Adventist Church circles the globe with more than 170 hospitals and more than 500 clinics, nursing homes and dispensaries worldwide. And the same vision to treat the whole person—mind, body and spirit—continues to provide the foundation for our progressive approach to health care.
I am pleased to provide this update to our progress on the action areas identified in the 2016 Community Health Needs Assessment. Each year we will report an update on the tactics we are employing to reverse the challenges our community is facing.

Our workgroup identified primary focus areas, set performance measures and created an outline that are driving this informed plan over the next three years in the quest for improved community health and well-being. Several of the identified focus areas are not unique to Lodi, but the sign of a growing national epidemic. To that end, we are not alone in our resolve to reverse chronic disease trends and impacts on our community members today and in the future.

With the continued energy around our community health plan, it is our hope that the health of Lodi and surrounding area residents will be improved, and residents will experience a higher-level quality of care. We are collaborating heavily with community partners, external stakeholders as well as community representatives to make our actions a reality. In addition, our staff is working hard each day to help accomplish these goals, organizational funds are being allocated and lives in the area are being touched.

In an effort to further extend our outreach to our community, we have hired Katherine (Kat) Gonzales as our Community Integration Manager. Kat will also collaborate with local, regional and system leadership to implement strategies that align our community involvement and relationships with our Mission, working across all functional areas within the Adventist Health delivery network as well as working with community partners to coordinate and improve health for low income and vulnerable communities. She will also be responsible for coordinating the Community Health Needs Assessment and the Community Health Plan process.

The community advisory board extends its gratitude to those community members who provided valuable input and feedback by participating in the focus groups and surveys. The involvement of the community is critical to our success. Thank you for taking time to read this update to our original plan, and for your interest in improving the health of our greater Lodi community.

Sincerely,

Daniel Wolcott
President/CEO
Lodi Memorial Hospital
Hospital Identifying Information

**FACILITY CONTACT INFO AND BASIC STATS**

**Number of Beds:** 190 inpatient beds and 4 NICU beds

**Mailing Address:** 975 S. Fairmont Ave., Lodi CA 95240

**Contact Information:** 209.334.3411

**Existing healthcare facilities that can respond to the health needs of the community:**

Lodi Memorial Hospital works with a broad range of primary care and specialty physicians through Lodi Memorial Hospital Physician Services and offers 21 convenient multi-specialty clinics located in Lodi, Stockton, Galt and Ione. Below is a list of our healthcare facilities...

**Cardiology & Pulmonology**
845 S. Fairmont Avenue, Suite 8
Lodi, California 95240

**Galt Multispecialty Care** (Rural Health)
Galt Prenatal Care
387 Civic Drive
Galt, California 95632
Ione Family Medicine
305 Preston Ave.
Ione, California 95640

Urgent Care
1235 W. Vine Street, Suite 20
Lodi, California 95240

Family Medicine
2415 W. Vine Street, Suite 105
Lodi, California 95242

Occupational Medicine (Worker’s Comp Only)
800 S. Lower Sacramento Rd.
Lodi, California 95242

Pediatric Care
2415 W. Vine Street, Suite 100
Lodi, Ca 95242

Prenatal Care
2415 W. Vine Street, Suite 103
Lodi, California 95242

Wound & Hyperbaric Center
2415 W. Vine Street, #106
Lodi, California 95242

Millsbridge Family Medicine
1901 W. Kettleman Lane, Suite 200
Lodi, California 95242

Trinity Multispecialty Care
10200 Trinity Parkway, Suite 102
Stockton, California 95219

Orthopedics/Sports Medicine
1235 W. Vine Street, Suite 22
Lodi, California 95240

Walter E. Reiss Outreach Clinic
300 W. Oak Street
Lodi, California 95240

Adventist Health Physicians Network Medical Office:
Orthopedics
815 S. Fairmont Avenue
Lodi, California 95240

Neurology & Endocrinology
515 S. Fairmont Avenue
Lodi, California 95240

Gastroenterology
999 S. Fairmont Avenue, Suite 125
Lodi, California 95240

Surgery
999 S. Fairmont Avenue, Suite 100
Lodi, California 95240

Sacramento Orthopedics
8120 Timberlake Way, Suite 112
Sacramento, CA 95823

Lodi Urology
830 S. Ham Ln, Suite 26
Lodi, California 95240

Lodi Regional Health Services
999 S. Fairmont Avenue, Suite 135
Lodi, California 95242

Lodi Regional Health Services
1930 Tienda Dr. Suite 204
Lodi, California 95242
Community Health Development Team

Daniel Wolcott
President/CEO
Lodi Memorial Hospital

Jason Whitney
Vice President, Operations
Lodi Memorial Hospital

Katherine Gonzales
Manager, Community Integration
Lodi Memorial Hospital

CHNA/CHP contact:
Katherine Gonzales
Manager of Community Integration
975 S. Fairmont Ave. – Lodi, CA 95420
209.339.7590   Email: Gonzalk02@ah.org

Request a paper copy from Administration/President’s office. To provide comments or view electronic copies of current and previous community health needs assessments go to:
https://www.adventisthealth.org/about-us/community-benefit/
Invitation to a Healthier Community

Fulfilling the Adventist Health Mission

Where and how we live is vital to our health. We recognize that health status is a product of multiple factors. To comprehensively address the needs of our community, we must consider health behaviors and risks, the physical environment, the health system, and social determinant of health. Each component influences the next and through strategic and collective action improved health can be achieved.

The Community Health Plan (Implementation Strategy) marks the second phase in a collaborative effort to systematically investigate and identify our community’s most pressing needs. After reviewing the health status of our community through the Community Health Needs Assessment (CHNA), we identified areas that we could address using our resources, expertise, and community partners. Through these actions and relationships, we aim to empower our community and fulfill our mission, “Living God’s love by inspiring health, wholeness and hope.”

Identified Community Needs

The results of the CHNA guided the creation of this document and aided us in how we could best provide for our community and the most vulnerable among us. Thus, Lodi Memorial Hospital has adopted the following priority areas for our community health investments for 2017-2019:

- **Wellness (Diabetes and Obesity Prevention)**
- **Access to Care (Including Mental Health)**
- **Youth Development**

Additionally, as we engage in a process of continuous quality improvement, we ask the following questions for each priority area:

- Are our interventions making a difference in improving health outcomes?
- Are we providing the appropriate resources in the appropriate locations?
- What changes or collaborations within our system need to be made?
- How are we using technology to track our health improvements and provide relevant feedback at the local level?
- Do we have the resources as a region to elevate the population’s health status?

Building a healthy community requires multiple stakeholders working together with a common purpose. We invite you to explore how we intend to address health challenges in our community and partner to achieve change. More importantly though, we hope you imagine a healthier region and work with us to find solutions across a broad range of sectors to create communities we all want for ourselves and our families.
2018 Community Benefit Update

In 2016, Adventist Health Lodi Memorial, conducted a community health needs assessment and was followed by a 2017 Community Health Plan (Implementation Strategy) that identified the priority needs listed below. The prioritized needs were chosen based on community health data and the voices of our community. Working together with our community is key to achieving the necessary health improvements to create the communities that allow each member to have safe and healthy places to live, learn, work, play, and pray. Below you will find an inventory of additional interventions supporting the health of our communities.

Priority Need - Wellness (Diabetes and Obesity Prevention, Nutrition Education)

Intervention: Diabetes Among Friends is a five-week series of diabetes education to prevent prediabetes progression to type 2 and to improve management in those with type 1 and type 2 diabetes. The program is designed to take important nutrition and activity education out to the most critical areas in the community. Many community members have access issues to programs offered at the hospital, and so the team has partnered with the Lodi Library and Lodi Spanish Seventh-day Adventist Church, located in a primarily Hispanic community. The initial programs will be provided by the wellness staff at Lodi Memorial, but are designed to grow participant leaders so that more groups can be established in the future. The lessons included “Getting to know Diabetes,” “Healthy Eating,” “Healthy Coping & Physical Activity,” “Diabetes Medications,” and Staying Healthy with Diabetes.”

- Number of Community Members Served: 48

Intervention: Diabetes Awareness Day – Blood glucose screenings were conducted at the hospital. Participants received written information about diabetes and information about diabetes classes held at the hospital. The hospital’s exercise physiologist also talked about health-related information about wellness and diabetes.

- Number of Community Members Served: 175

Intervention: Life Impact Program (FLIP) took place in four schools, twice per week during the spring and fall terms. The program featured nutritional education, kid-friendly cooking classes and fun fitness activities taught by professional fitness coaches. An additional element of the programming introduced children to career opportunities available to them if they remain in school.

- Number of Community Members Served: 160

Intervention: School Based Health Education Program - Adventist Health Lodi Memorial’s exercise physiologist attended the Clairmont Elementary School Exercise Education event. He provided interactive presentation questioning and guiding topics related to physical activity and health. I.e. asking recommended exercise minutes for children, why should we exercise, what is exercise, what exercises do you enjoy. Students then performed a team relay applying cardio, strength, and mobility.

- Number of Community Members Served: 1,000
Intervention: Adventist Health Lodi Memorial offered ongoing and consistent opportunities for the community to increase nutritional knowledge. Those programs included a range of learning environments, from small groups to community health expos and fairs. Staff time and organizational financial resources were utilized to accomplish this objective. The list of those outreach initiatives includes:

- Diabetes preventions talk at California Human Development, 1st Baptist Church, Lodi Ministerial, and El Concilio.
- Health Fairs were held in various locations and times, including Pacific Coast Producer’s Distribution Center, Michael David Winery, Walk for the Health of It and Love Lodi.
- Cooking classes for youth were held at WOW Science Museum and nutrition classes were also held at Lodi Middle School and Millswood Middle School.
- Nutrition and diabetes prevention talk was also done for parents at Heritage Elementary School, and a monthly support group with healthy cooking demos and physician and dietician lectures were held at our West Campus.
  
  - Number of Community Members Served: 1,234

**Partners**

- Lodi Public Library
- Pacific Coast Producers
- Michael David Winery
- WOW Science Museum
- El Concilio
- California Human Development
- 1st Baptist Church
- Lodi Ministerial Association
- Lodi Unified School District
- G.O.T Kids Foundation
- Lodi Memorial Hospital Foundation
## Short Term Evaluation Metrics

<table>
<thead>
<tr>
<th>Objective</th>
<th>Baseline Measurement</th>
<th>Performance Target</th>
<th>Indicator</th>
<th>Data Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase community nutritional knowledge through hospital service line strategic plans</td>
<td>Continue free and fee-based programs</td>
<td>Per each service line</td>
<td>23 events, 884 attendees</td>
<td>Hospital Data: Care Management/ Community Health Education</td>
</tr>
<tr>
<td>Conduct educational events “to-go” in at-risk communities with community partners</td>
<td># of lectures, # of attendees</td>
<td>N/A</td>
<td>15 events, 483 attendees</td>
<td>Hospital Data: Care Management/ Community Health Education</td>
</tr>
<tr>
<td>Promote and offer reduced pricing to Lodi Memorial Hospital Fitness Center</td>
<td># enrolled in the fitness center</td>
<td>Addition of 400 new members each year and have a retention rate of 66%</td>
<td>407 new enrollees in 2018</td>
<td>Hospital Data: Wellness Supervisor</td>
</tr>
<tr>
<td>Partner with area organizations to promote and offer active lifestyle opportunities</td>
<td># of current hospital programs</td>
<td>N/A</td>
<td>1,160 people impacted</td>
<td>Partner Organizational Data</td>
</tr>
<tr>
<td>Create broader awareness of need for active lifestyle</td>
<td>Prior sponsorship</td>
<td>N/A</td>
<td>N/A</td>
<td>American Heart Association, Lodi Memorial Foundation</td>
</tr>
</tbody>
</table>
Program highlight

Reversing Chronic Disease in the Hispanic Community

It’s a well-documented fact that the Hispanic community holds a higher risk of Diabetes incidence, with men at 16% and females 17% than counterparts. In 2017, the team at Adventist Health Lodi Memorial embarked on a journey to create opportunities designed specifically for this community, focused on the levers that can reverse the disease...nutrition and activity. Jill Borth, RN and nurse manager for care management at Lodi Memorial, began an intentional outreach effort to address this segment including:

Diabetes Among Friends

In 2017, Adventist Health Lodi Memorial started a new program called Diabetes Among Friends – offered in both English and Spanish. And in addition to holding classes at the hospital, the programs are held at the Lodi Seventh-day Adventist Spanish Church and at the Lodi Library, meeting people closer to where they live and work. The program covers diabetes education including medications, nutrition and activity and includes a train-the-trainer program, which is designed to train students to become teachers. The program runs for 4-5 weeks at a time and is offered monthly. In 2018, 48 people participated in Diabetes Among Friends.

Priority Need - Access to Care (Including Mental Health)

Intervention: Enrollment Assistance/Public Medical Programs - The admissions office at Adventist Health Lodi Memorial screens for insurance coverage and assists in enrollment. The majority of the patients enrolled, are enrolled in Medi-Cal when they are eligible. The admissions office also helps to enroll eligible COBRA patients if they’ve lost their jobs within the past three months. Eligible patients are also enrolled in Medicare if they have a disability. Adventist Health Lodi Memorial uses a service called MARTTI (Language Access Network), which offers over-the-phone interpreter services. This service has over 250 available languages. This service can be used to assist patients who do not speak English to enroll in medical coverage.

- Number of Community Members Served: 176

Intervention: Enrollment Assistance/Public Medical Programs - Provided free services through the WEROC Clinic for those that did not qualify for insurance.
- Number of Community Members Served: 842

Intervention: Recruited primary care providers to meet access to care demand.
- 16 physicians were recruited in 2018. Five of them are advanced practice providers, 2 primary care and 9 specialists.

Intervention: Adventist Health Lodi Memorial continues to provide mental health resources online under the Patients and Visitors Tab.

**Evaluation Metrics**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Baseline Measurement</th>
<th>Performance Target</th>
<th>Indicator</th>
<th>Data Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruit new primary care physicians and mid-level providers into the service area.</td>
<td>Medical provider per 100,000 population</td>
<td>10 new primary care and specialty providers</td>
<td>16 recruited in 2018</td>
<td>Hospital Data: Physician Recruiter</td>
</tr>
<tr>
<td>Provide free services through the WEROC Clinic for those that don’t quality for insurance</td>
<td>889 seen in 2017</td>
<td>Maintain or below prior year actual</td>
<td>842 seen in 2018</td>
<td>Hospital Data: Ambulatory and Physician Services</td>
</tr>
<tr>
<td>Provide education on care access points for at-risk communities, including those with language barriers.</td>
<td>Current collaterals</td>
<td>New materials created and distributed</td>
<td>N/A</td>
<td>Partner organizations Data</td>
</tr>
<tr>
<td>Continue promotion of enrollment into appropriate government programs.</td>
<td># of uninsured seen at Lodi Memorial Hospital and affiliated access points in 2017.</td>
<td>Decrease volume of uninsured patients from prior year.</td>
<td>176 enrolled into insurances in 2018.</td>
<td>Hospital Data: Patient Access</td>
</tr>
<tr>
<td>Create asset inventory resource</td>
<td>Create collateral</td>
<td>Provide collateral in key access</td>
<td>Creation and distribution of</td>
<td>Hospital Data</td>
</tr>
</tbody>
</table>
OUR MISSION:
Living God’s love by inspiring health, wholeness and hope.

<table>
<thead>
<tr>
<th>sheet for promotion</th>
<th>locations including Urgent Care, ER, Physician offices and throughout at-risk communities.</th>
</tr>
</thead>
</table>

**Add Mental Health Resources tab to the Lodi Memorial Hospital website**

<table>
<thead>
<tr>
<th>Create digital content</th>
<th>Create digital content</th>
<th>Post content</th>
<th>Hospital Data: Marketing</th>
</tr>
</thead>
</table>

**Priority Need – Youth Development**

Intervention: Camp Hutchins - Camp Hutchins is a professional child care and preschool for children 3 to 5 years of age. The program is designed specifically for children in preparation for kindergarten with creative and cultural experiences in music, art, literature, group and hands-on learning activities. Camp Hutchins has a year-round swimming pool, provides opportunity for outdoor play, and transportation from local schools to the program. Camp Hutchins also provides students lunch and snacks.

- Number of Community Members Served: 72

Intervention: Life Impact Program (FLIP) took place in four schools, twice per week during the spring and fall terms. The program featured nutritional education, kid-friendly cooking classes and fun fitness activities taught by professional fitness coaches. An additional element of the programming introduced children to career opportunities available to them if they remain in school.

Intervention: School Based Health Education Program - Adventist Health Lodi Memorial’s exercise physiologist attended the Clairmont Elementary School Exercise Education event. He provided interactive presentation questioning and guiding topics related to physical activity and health. I.e. asking recommended exercise minutes for children, why should we exercise, what is exercise, what exercises do you enjoy. Students then performed a team relay applying cardio, strength, and mobility.

**Partners**

- Lodi Unified School District
- G.O.T Kids Foundation
- Lodi Memorial Hospital Foundation
**Short-term evaluation metrics**

<table>
<thead>
<tr>
<th>Objective</th>
<th>Baseline Measurement</th>
<th>Performance Target</th>
<th>Indicator</th>
<th>Data Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continue Camp Hutchins program including discounted enrollment and scholarships for at-risk community.</td>
<td>Population served</td>
<td>N/A</td>
<td>10% of the students enrolled in 2018 received scholarships. Total # of students enrolled in Camp Hutchins in 2018 was 72.</td>
<td>Hospital Data: Child Care Program</td>
</tr>
<tr>
<td>Participate in Youth Programs</td>
<td>Current programs</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Program highlight**

![Program highlight image](image-url)
Students Participating in Fit Life Impact Program (FLIP)

In 2018 a program to generate healthy lifestyle choices, educate students about the benefits of exercise, diet, healthcare and education was developed for the After-School Program at Lodi Unified School District (LUSD). Lodi Memorial Hospital Foundation (LMHF) partnered with Lodi Unified School District, Adventist Health Lodi Memorial and GOT Kids Foundation in launching the Fit Life Impact Program (FLIP).

The pilot program was held at four elementary schools within Lodi School District involving 160 students during the school year. Students were trained in a variety of physical activities by professional trainers from the Pure Form Fit gym. LUSD nutritionists presented healthy food choices, AHLM Nurses covered health impacts resulting from poor lifestyle choices and AHLM staff hosted a career day to expose young students to employment opportunities available for high school graduates.

The pilot program was very successful and LUSD has agreed to continue the program for 2019 throughout the entire After-School Program in over 20 schools which will impact nearly 1,600 students. This is one of many efforts AHLM is engaging to improve health in the region and reduce obesity related disease onset. LMHF was delighted to be a partner in this process by acquiring a $50,000 grant from the Community Foundation of San Joaquin.
Connecting Strategy and Community Health

As hospitals move toward population health management, community health interventions are a key element in achieving the overall goals of reducing the overall cost of health care, improving the health of the population, and improving access to affordable health services for the community both in outpatient and community settings. The key factor in improving quality and efficiency of the care hospitals provide is to include the larger community they serve as a part of their overall strategy.

Health systems must now step outside of the traditional roles of hospitals to begin to address the social, economic, and environmental conditions that contribute to poor health in the communities we serve. Bold leadership is required from our administrators, healthcare providers, and governing boards to meet the pressing health challenges we face as a nation. These challenges include a paradigm shift in how hospitals and health systems are positioning themselves and their strategies for success in a new payment environment. This will impact everyone in a community and will require shared responsibility among all stakeholders.

Population health is not just the overall health of a population but also includes the distribution of health. Overall health could be quite high if much of the population is relatively healthy—even though a minority of the population is much less healthy. Ideally such differences would be eliminated or at least substantially reduced.

Community health can serve as a strategic platform to improve the health outcomes of a defined group of people, concentrating on three correlated stages:

1) The distribution of specific health statuses and outcomes within a population
2) Factors that cause the present outcomes distribution
3) Interventions that may modify the factors to improve health outcomes.

Improving population health requires effective initiatives to:

1) Increase the prevalence of evidence-based preventive health services and preventive health behaviors
2) Improve care quality and patient safety
3) Advance care coordination across the health care continuum

Our mission as a health system is Living God’s love by inspiring health, wholeness and hope, we believe the best way to re-imagine our future business model with a major emphasis of community health is by working together with our community.
Community Benefit & Economic Value for Prior Year

Our community benefit work is rooted deep within our mission, with a recent recommitment of deep community engagement within each of our ministries.

We have also incorporated our community benefit work to be an extension of our care continuum. Our strategic investments in our community are focused on a more planned, proactive approach to community health. The basic issue of good stewardship is making optimal use of limited charitable funds. Defaulting to charity care in our emergency rooms for the most vulnerable is not consistent with our mission. An upstream and more proactive and strategic allocation of resources enables us to help low-income populations avoid preventable pain and suffering; in turn allowing the reallocation of funds to serve an increasing number of people experiencing health disparities.

Valuation of Community Benefit

<table>
<thead>
<tr>
<th>Adventist Health Lodi</th>
<th>Year 2018</th>
<th>Community Benefit</th>
<th>% of Total Hospital Expense</th>
</tr>
</thead>
<tbody>
<tr>
<td>Traditional charity care</td>
<td>$1,781,374</td>
<td>0.76%</td>
<td></td>
</tr>
<tr>
<td>Public programs - Medicaid</td>
<td>$628,271</td>
<td>0.27%</td>
<td></td>
</tr>
<tr>
<td>Medicare</td>
<td>$17,999,611</td>
<td>7.69%</td>
<td></td>
</tr>
<tr>
<td>Other means-tested government programs (Indigent care)</td>
<td>$0</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Community health improvement services</td>
<td>$272,228</td>
<td>0.12%</td>
<td></td>
</tr>
<tr>
<td>Health professions education</td>
<td>$320,061</td>
<td>0.14%</td>
<td></td>
</tr>
<tr>
<td>Non-billed and subsidized health services</td>
<td>$8,057,994</td>
<td>3.44%</td>
<td></td>
</tr>
<tr>
<td>Generalizable Research</td>
<td>$0</td>
<td>0.00%</td>
<td></td>
</tr>
<tr>
<td>Cash and in-kind contributions for community benefit</td>
<td>$31,323</td>
<td>0.01%</td>
<td></td>
</tr>
<tr>
<td>Community building activities</td>
<td>$15,556</td>
<td>0.01%</td>
<td></td>
</tr>
<tr>
<td>TOTAL COMMUNITY BENEFITS</td>
<td>$29,106,418</td>
<td>12.44%</td>
<td></td>
</tr>
</tbody>
</table>