2019

Community Benefit Plan
(Submitted to OSHPD in February 2019 for fiscal year 2018)

Prepared in Compliance with
California’s Community Benefit Law S697
By
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REDLANDS COMMUNITY HOSPITAL
350 Terracina Blvd. Redlands, CA 92373 * (909) 335-5500 * www.redlandshospital.org
# TABLE OF CONTENTS

## I. Community Benefit Plan Calendar Year 2018 Update

- Executive Summary .......................................................................................................................... 3
- Background and Identifying Information ......................................................................................... 3
- Mission Statement ............................................................................................................................ 3
- Community Benefit Plan Update ..................................................................................................... 7
- Community Benefits and Economic Value ....................................................................................... 37
- Non-quantifiable Benefits ................................................................................................................ 37

## II. Community Needs Assessment (Submitted February 2017) ............................................... 38

- Introduction .................................................................................................................................... 38
  - Scope of Community Healthcare Needs Assessment
  - Primary Goals of the Process
  - Hospital Mission, Vision, and Values Statement
- Community ......................................................................................................................................... 39
  - Background
  - Communities Served and Geographic Location
  - Demographic Data Resources
  - Demographic Characteristics Within the Service Area
  - Demographic Analysis
- Needs Assessment Process ............................................................................................................. 46
  - Methodology
  - Executive Summary
  - Purpose
- Health Needs Reviewed ..................................................................................................................... 47
  - Voices from the Community
  - Top Health Challenges
  - Redlands Community Hospital’s Prioritized Health Needs
- Analysis of Data ............................................................................................................................... 51
- Financial Commitment to Community Benefits ............................................................................. 118
- Redlands Community Hospital Charity Care Policy 2016 ............................................................... 119
I. COMMUNITY BENEFIT PLAN UPDATE EXECUTIVE SUMMARY

California’s Community Benefit Law (Senate Bill 697), sponsored by California Association of Hospitals and Health Systems (CAHHS) and the California Association of Catholic Hospitals (CACH), passed in 1994. It required all private, not-for-profit hospitals in California to conduct a community needs assessment every three years and develop community benefit plans that are reported annually to the California Office of Statewide Health Planning and Development (OSHPD).

Redlands Community Hospital has completed and submitted the following SB697 requirements:

- December 1995: Community Healthcare Needs Assessment
- April 1996: Adopted a Community Benefit Plan
- June 1997: Community Benefit Plan, Self assessment
- December 1998: Community Healthcare Needs Assessment
- February 1999: Community Benefit Plan Update
- February 2000: Community Benefit Plan Update
- February 2001: Community Benefit Plan Update
- February 2002: Community Healthcare Needs Assessment & Benefit Plan Update
- February 2003: Community Benefit Plan Update
- February 2004: Community Benefit Plan Update
- February 2005: Community Healthcare Needs Assessment & Benefit Plan Update
- February 2006: Community Benefit Plan Update
- February 2007: Community Benefit Plan Update
- February 2008: Community Healthcare Needs Assessment & Benefit Plan Update
- February 2009: Community Benefit Plan Update
- February 2010: Community Benefit Plan Update
- February 2011: Community Healthcare Needs Assessment & Benefit Plan Update
- February 2012: Community Benefit Plan Update
- February 2013: Community Benefit Plan Update
- February 2014: Community Healthcare Needs Assessment & Benefit Plan Update
- February 2015: Community Benefit Plan Update
- February 2016: Community Benefit Plan Update
- February 2017: Community Healthcare Needs Assessment & Benefit Plan Update
- February 2018: Community Benefit Plan Update
- February 2019: Community Benefit Plan Update

The next step required by SB 697 is that Redlands Community Hospital submit this February 2019 Community Benefit Plan Update, which includes the 2017 Community Healthcare Needs Assessment (covering assessment year 2016), to the State of California OSHPD.

Mission Statement

The hospital’s Mission, Vision and Value statements are integrated into the hospital’s policy and planning processes including the Community Health Needs Assessment and Community Benefit Plan. A part of this planning process was to incorporate community benefits in the hospital’s strategic plans.

Our mission is to promote an environment where members of our community can receive high quality care and service so they can be restored to good health by working in concert with patients, physicians, RCH staff, associates and the community.
Vision

Our vision is to be recognized for the quality of service we provide and our attention to patient care. We want to remain an independent not-for-profit, full-service community hospital and to continue to be the major health care provider in our primary area of East San Bernardino Valley as well as the hospital of choice for our medical staff. We recognize the importance of remaining a financially strong organization and will take the necessary actions to ensure that we can fulfill this vision.

Values

- We are Committed to Serving Our Community
- Our Community Deserves the Best We Can Offer
- Our Organization Will Be A Good Place to Work
- Our Organization Will Be Financially Strong

Community Needs Assessment 2016


Redlands community hospital, in collaboration with the Hospital Association of Southern California and seven hospital systems, performed a coordinated regional, Riverside and San Bernardino County, Community Health Needs Assessment in 2016. The regional needs assessment concept had been discussed and planned over the past few years. Having a regional assessment and continued collaboration amongst the health systems will allow a coordinated effort to address the regions health and social determinants of health issues.

The goal of Redlands Community Hospital was to collect information which could enable the hospital to identify:

- Unmet health needs and problems
- Social determinants of health issues
- Vulnerable and at-risk populations
- Resources and services available
- Barriers to service and unmet needs
- Possible solutions to the identified needs and challenges

Geographic Service Area

Analyzing historical patient origin data derived from the hospital’s statistical information identified the geographic service area of Redlands Community Hospital. Located in the most densely populated area of San Bernardino County, communities identified as being in the primary service area of the hospital are Banning, Beaumont, Cabazon, Colton, Calimesa, Forest Falls, Highland, Mentone, Redlands and Yucaipa. The secondary service area is comprised of the cities of Bloomington, Bryn Mawr, Crestline, Fontana, Grand Terrace, Hemet, Loma Linda, Patton, Rialto, San Bernardino, and several mountain communities (service area map on next page).
COMMUNITY BUILDING ACTIVITIES

Redlands Community Hospital (RCH) is engaged in many community building activities and is committed to remaining a key partner throughout the broader community. Leadership, management and staff alike participate in many community-wide events and activities that aim to improve the health and safety of the communities served by RCH. As a matter of practice, hospital leadership both encourages and supports community outreach activities.

Community Support

Serving the community is one of the core values of RCH and many activities are carried throughout the region. Specifically, to support senior citizen activities, the hospital provides funding for newsletters, sponsors events and informational bulletin boards, provides health promotion education, and provides health screenings.

Coalition Building and Community Health Improvement

Redlands Community Hospital recognizes the importance of collaboration and active participation with other entities and agencies. Involvement with multiple individuals and organizations allows for a stronger voice for advocacy and community wide policy development to address health and safety issues. To enhance community wellness, leadership, management, and staff actively participate in many coalitions and boards.

Workforce Development

Health professions education continues to grow at RCH and is achieved with the collaboration between hospital staff, multiple medical staff groups, universities and colleges, and the multiple students and fellows served by the various programs. The hospital participates in advanced training and education for health care professionals which include physicians, nurse practitioners, physician assistants, physical therapists, and respiratory therapists. Additionally, hospital staff actively participate with local high schools for the provision of future health careers education and training. The training of future health care providers, as well as medical and nursing program specific education and training, is needed so that access to healthcare in the region may be maintained and expanded, and to ensure the highest quality of care is provided at RCH.
COMMUNITY BENEFIT PROGRAMS

The following programs and the problems they address are included in the Community Benefit Plan Update 2018:

1) Redlands Community Hospital Family Clinics provides health care services for at-risk and underinsured, underserved children and adults;

2) Perinatal Service Program provides early prenatal care for low-income, uninsured women and teens and provides lactation education and mother/infant bonding support, as well as education for pregnant mothers with diabetes;

3) Community Case Management Program addresses the needs for at-risk, underinsured and complex healthcare issues as well as education on disease management and community resources;

4) Pastoral Care Program assists concerned and grieving family members and patients;

5) Behavioral Health Program focuses on treating each patient as a whole person, not just his or her mental illness, with absolute regard for human dignity and respect for all patient rights;

6) The Homeless Patient Discharge Planning Initiative addresses the health needs of homeless patients in compliance with California Senate Bill (SB) 1152;

7) Miscellaneous community benefit activities and programs of the hospital during calendar year 2018; and

8) Community Resources that addresses the problem of low-income and uninsured individuals’ inability to access health resources through a variety of agencies.

Community Benefits and Economic Value

Summary information identified community benefit programs and contributions for fiscal year ending September 2018 at $33,122,143.

The total of costs unreimbursed medical care services for Medi-Cal, county indigent and other services for 2018 audited was $30,596,164.

Non-quantifiable benefits

The non-quantifiable benefits are the costs of bringing benefits to the at-risk and vulnerable populations in the community that are not listed above and are estimated at $265,800 annually. This represents expenses incurred by hospital staff providing leadership skills and bringing facilitator, convener and capacity consultation to various community collaboration efforts. These skills are an important component to enable the hospital to meet their mission, vision and value statements and Community Benefit Plan.
COMMUNITY BENEFIT PLAN UPDATE

Background and Identifying Information

As outlined in the proceeding Executive Summary, Redlands Community Hospital has completed all of the SB697 requirements dating back to California’s Community Benefit Law (Senate Bill 697), sponsored by California Association of Hospitals and Health Systems (CAHHS) and the California Association of Catholic Hospitals (CACH), that was passed in 1994. The next step required by SB 697 is that Redlands Community Hospital submit this February 2019 Community Benefit Plan Update, covering programs and activities during fiscal year 2018, along with the 2016 Community Healthcare Needs Assessment submitted in February 2017 covering fiscal year 2016, to the State of California OSHPD.

Redlands Community Hospital
350 Terracina Boulevard
Redlands, CA 92373
Telephone: 909-335-5500
Fax: 909-335-6497

Redlands Community Hospital is a not-for-profit, stand-alone community hospital that began serving the Redlands area and neighboring communities in 1903, and built the first official hospital in 1904 on Nordina Street. In 1929, a new hospital building was completed at 350 Terracina Boulevard, where it has remained and expanded numerous times ever since.

Chairman of the Board of Directors
Kate Salvesen, 909-335-5505

President and Chief Executive Officer
James R. Holmes, 909-335-5515

Vice President Business Development & Marketing
Kathi Spetnagel, 909-335-5593

Mission Statement

Our mission is to promote an environment where members of our community can receive high quality care and services so they can maintain and be restored to good health.

The Mission is accomplished by interacting with patients, physicians, employees, associates, and community. The hospital will be knowledgeable and responsible to the observations, traditions, philosophies, and customs of patients and their families, employees, and medical staff as the hospital delivers patient care, schedules appointments and displays or promotes healthcare services. The hospital has adopted the philosophy of “Patients First” whereby we see serving our patients our primary focus. As a result, RCH has made “Patients First” part of its core culture.

These Mission, Vision and Values are integrated into the hospital’s policy and planning processes including the community benefits plan. A part of this planning process sets benchmarks to measure performance of the community benefits plan. Setting measurable objectives and time frames for programs and/or services for the community is the goal.
Employee benefits and the hospital’s work environment also encourage employees to care for the members of the community. These statements encourage advocacy and collaboration within the hospital and community, as well as with community-based organizations and other not-for-profit entities.

**Organizational Structure**

A 19-member Board of Directors made up of volunteers from the community governs Redlands Community Hospital. Redlands Community Hospital Foundation has 18 members representing the community and is the fund-raising component of the not-for-profit hospital.

Redlands Community Hospital promotes an environment for a healthy community and community collaborations within the hospital’s service area, by interacting with patients, physicians, employees, volunteers, associates and members of the community. Senior members of the hospital participate with the city of Redlands on the Healthy Redlands initiative and have staff serving on various sub-committees.

Redlands Community Hospital is a member of the Inland Empire Community Health Needs Assessment Taskforce, a group that includes approximately 25 non-profit hospitals, healthcare providers and agencies that meet regularly to share information about their various community programs that benefit the health and quality of life of all people in this area.

Redlands Community Hospital is an active participant in the Hospital Association of Southern California Community Benefits Stakeholders meetings, as well as the County of San Bernardino “Vision” Committee.

**Community Benefit Plan Update**

The Community Benefit Plan Update submitted February 2019 for Redlands Community Hospital represents outcomes for 2018 reporting year and includes the programs featured on the following pages. The programs described in this section include the problems to be addressed, community partners, and unreimbursed costs of the programs. The descriptions also include measurable objectives and time frames for each community benefit.
REDLANDS FAMILY CLINIC

US Census Bureau (2016) reports that 8.8% of the population nationwide is without health insurance, and for children as a category, 5.4% are without health insurance (https://www.census.gov/content/dam/Census/library/publications/2017/demo/p60-260.pdf, January 7, 2019). However, the number of uninsured for the first time in 2017 has increased to over half a million since the implementation of the American Affordable Care Act https://www.kff.org/uninsured/fact-sheet/key-facts-about-the-uninsured-population/. For covered individuals, Medicaid accounts for 19.4% and Medicare 16.7%. Barriers to health care such as culture and low socioeconomic status continue to be a serious issue. Redlands Community Hospital addresses this issue by providing patient-centered primary health care services for individuals and families.

Purpose

An on-going goal of the Redlands Family Clinic is to provide high-quality, low-cost health care services to people who do not otherwise have access which may be due to financial, cultural, lifestyle, or psychological barriers. An equally important goal is to provide disease specific patient/family education, with emphasis on promoting health and wellness, and the support necessary to promote individualized health care decision making. Our ongoing objectives are to: 1) Provide an opportunity for low-income, the uninsured and underinsured to receive primary and preventive care, early medical problem identification and treatment and access to health care resources; 2) Reduce disparity in health care services within the community; 3) Develop health related programs and enhance the quality of services provided; 4) Provide health care for all ages, children to the elderly; 5) Assist with the application process and obtaining eligibility for public assistance programs; 6) Provide and promote community resources, and 7) Provide and facilitate community health services such as flu shots and other health care screenings.

Unique and Innovative Methods

We view our program to be unique and innovative based on the following characteristics:

1. The services are provided by a not-for-profit Community Hospital based clinic utilizing skilled family practice nurse practitioners and support staff
2. The services are managed by Redlands Community Hospital’s Board of Directors not associated with other organizations
3. Primarily funded, operated and managed by the hospital
4. Collaborative relationships with community organizations providing a variety of services
5. A largely Hispanic population including recent migrants to the area
6. Bilingual clinical staff
7. Patients are uninsured or underinsured
8. Provides access to other health care services offered by the hospital

Our Partners and Providers

1. Community Health Association Inland Southern Region
2. Family Services Association of Redlands: A not-for-profit organization serving low-income and homeless families utilizing a management-based case management approach and personal contact. Their mission is to alleviate poverty, encourage self-sufficiency and promote the dignity of all people. Services provided include transitional housing, clothing, and food.
3. Inland Empire Health Plan
4. Lab Corp
5. Local Pharmacies
6. Quest Medical Laboratories: provides clinical laboratory services
Goals and Milestones Accomplished in 2018

1. Continued to provide primary care services.
2. Provided no-cost seasonal flu vaccinations to the community at large
3. Expanded awareness of the services provided by the Redlands Family Clinic
4. Supported Redlands Unified School District by providing employee TB screening
5. Worked with Inland Empire Health Plan (IEHP) to promote preventative services through their Pay four Performance (P4P) program for their patients

Top 10 medical diagnoses treated in clinic (highest to lowest)

Hypertension
Type 2 Diabetes
Anxiety
Low Back Pain
Abdominal Pain
Dorsalgia
Hypothyroidism
Obesity
Headache
Hyperlipidemia

Redlands Family Clinic

Serving communities of Redlands, Loma Linda, Colton, San Bernardino, Highland, Yucaipa and Mentone.
Scope of Services

<table>
<thead>
<tr>
<th>Hours of Operation</th>
<th>8:00-4:30 Monday through Friday</th>
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<tbody>
<tr>
<td>Personnel</td>
<td>Physician</td>
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<td>Pediatrics (CHDP)</td>
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<td>Well Female Exams (FPACT and CDP)</td>
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<td>Young adult – school exams and primary care</td>
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<td>Acute and chronic primary medical care – all ages</td>
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<td>Other Services onsite</td>
<td>Laboratory</td>
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<td>Radiology</td>
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<td>Cardio pulmonary</td>
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<td>Emergency room</td>
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<td>Inpatient Services</td>
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<td>Special procedures</td>
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<td>Neurology</td>
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<td>Referred Services</td>
<td>ARMC: outpatient, acute and specialty care</td>
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<td>Specialty care providers within the community</td>
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<td>Community resource agencies</td>
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<td>Loma Linda University Medical Center</td>
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Total Visits:  Historical 2015 to 2018

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<thead>
<tr>
<th>Redlands Family Clinic</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
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<tr>
<td></td>
<td>5,073</td>
<td>5,195</td>
<td>6,580</td>
<td>6,884</td>
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In 2018, patient visits increased by 4%. The total number of new patients seeking services at the Redlands Family Clinic continues to grow. The Redlands Family Clinic provides accessible and low-cost healthcare services.

Financial Summaries Redlands Family Clinic, 2018

The following graph shows the financial distribution and un-reimbursed cost. The Redlands Community Hospital contribution (un-reimbursed cost) for this program in 2018 was $44,905.
Expenses $863,777
Net Patient Revenue $818,872
Patient Revenue $750,547
Other Revenue $68,325
Hospital Contribution $44,905

Financial Summary Comparison 2015, 2016, 2017 and 2018

<table>
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<th>Year</th>
<th>Revenue</th>
<th>Expenses</th>
<th>Hospital Contribution</th>
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<td>2015</td>
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<td>2016</td>
<td>$470,943</td>
<td>$610,719</td>
<td>$139,776</td>
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<td>2017</td>
<td>$682,023</td>
<td>$788,974</td>
<td>$106,951</td>
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<tr>
<td>2018</td>
<td>$818,872</td>
<td>$863,777</td>
<td>$44,905</td>
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**Goals and Objectives for 2019**

1. Continue to provide primary care services for low-income and underserved individuals
2. Continue to support community-based programs and organizations
3. Continue to provide no-cost seasonal flu vaccinations to the community-at-large
4. Expand awareness of the services provided by the Redlands Family Clinic
5. Maintain support for the Redlands Unified School District by providing employee TB screening
6. Continue to work with Inland Empire Health Plan (IEHP) to promote preventative services through their Pay for Performance (P4P) program for their patients

**Summary**

During a time when healthcare dollars continue to shrink and increased financial risk is going to community hospitals, Redlands Community Hospital continues to demonstrate that healthcare resources can be made available to everyone. We at Redlands Community Hospital have not only proven it can be done, but witnessed the continuation and growth of services to the under-served population. We have addressed critical elements needed for early intervention by providing primary care services, controlled and reduced co-morbidities and made every attempt to prevent use of the Emergency Room as a source of primary health care services. Most importantly, we have demonstrated successfully how to help patients take control of their health care by providing patient-centered services and assisting with the transition to public assistance programs, whenever they qualify. If patients do not qualify for public assistance, we will continue to provide them with the healthcare they require.

We are encouraged by the positive recognition staff received from the patients and families served. During 2018, patients indicated 93% overall patient satisfaction. We will continue to network with the community to share our challenges and successes.

Our vision for the future is to continue to provide community based high-quality, low-cost health care services to low-income, uninsured and underinsured individuals and families.
YUCAIPA FAMILY CLINIC

The Yucaipa Family Clinic, a sister clinic to the Redlands Family Clinic, continues to address the communities need for access to high-quality primary care services in the east end of San Bernardino county.

Purpose

A goal of the Yucaipa Family Clinic is to provide high-quality, low-cost health care services to people who do not otherwise have access which may be due to financial, cultural, lifestyle, or psychological barriers. An equally important goal is to provide disease specific patient/family education, with emphasis on promoting health and wellness, and the support necessary to promote individualized health care decision making. Our ongoing objectives are to: 1) Provide an opportunity for low-income, the uninsured and underinsured to receive primary and preventive care, early medical problem identification and treatment and access to health care resources; 2) Reduce disparity in health care services within the community; 3) Develop health related programs and enhance the quality of services provided; 4) Provide health care for all ages, children to the elderly; 5) Assist with the application process and obtaining eligibility for public assistance programs; 6) Provide and promote community resources, and 7) Provide and facilitate community health services such as flu shots and other health care screenings.

Unique and Innovative Methods

We view our program to be unique and innovative based on the following characteristics:

1. The services are provided by a not-for-profit Community Hospital based clinic utilizing skilled family practice nurse practitioners and support staff
2. The services are managed by Redlands Community Hospital’s Board of Directors not associated with other organizations
3. Primarily funded, operated and managed by the hospital
4. Collaborative relationships with community organizations providing a variety of services
5. A largely Hispanic population including recent migrants to the area
6. Bilingual clinical staff
7. Patients are uninsured or underinsured
8. Provides access to other health care services offered by the hospital

Our Partners and Providers

1. Community Health Association Inland Southern Region
2. Family Services Association of Redlands: A not-for-profit organization serving low-income and homeless families utilizing a management-based case management approach and personal contact. Their mission is to alleviate poverty, encourage self-sufficiency and promote the dignity of all people. Services provided include transitional housing, clothing, and food.
3. Inland Empire Health Plan
4. Lab Corp
5. Local Pharmacies
6. Quest Medical Laboratories: provides clinical laboratory services
Goals and Milestones Accomplished in 2018

1. Expanded primary care services and access for community members with IEHP
2. Provided no-cost seasonal flu vaccinations to the community-at-large
3. Expanded awareness of the services provided by the Yucaipa Family Clinic
4. Maintained support for the Yucaipa Unified School District by providing employee TB screening
5. Worked with Inland Empire Health Plan (IEHP) to promote preventative services through their Pay four Performance (P4P) program for their patients

Top 10 medical diagnoses treated in clinic (highest to lowest)

Hypertension  
Type 2 Diabetes  
Anxiety  
Obesity  
Dorsalgia  
Headache  
Hypothyroidism  
Hyperlipidema  
Low back pain  
Major Depression

Yucaipa Family Clinic

Serving communities of Redlands, Loma Linda, San Bernardino, Highland, Yucaipa and Mentone.
Scope of Services

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Total Visits: Historical 2015 - 2018

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<th>2015</th>
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<tr>
<td>Yucaipa Family Clinic</td>
<td>1,863</td>
<td>2,700</td>
<td>3,303</td>
<td>3,975</td>
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Patient visits increased by 20% during 2018. The Yucaipa Family Clinic provides accessible and low-cost healthcare services and continues to grow.

Financial Summaries Yucaipa Family Clinic, 2018

The following graph shows the financial distribution and un-reimbursed cost. The Redlands Community Hospital contribution (un-reimbursed cost) for this program in 2018 was $170,916.
Expenses $675,456
Net Patient Revenue $504,540
Patient Revenue $493,773
Other Revenue $10,767
Hospital Contribution $170,916

Financial Summary Comparison, 2015, 2016, 2017 and 2018

<table>
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<th>Expenses</th>
<th>Hospital Contribution</th>
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<tbody>
<tr>
<td>2015</td>
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<td>$552,722</td>
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<td>$504,540</td>
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<td>$170,916</td>
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</table>
Goals and Objectives for 2019

1. Expand primary care services for low-income and underserved individuals
2. Continue to support community-based programs and organizations
3. Continue to provide no-cost seasonal flu vaccinations to the community-at-large
4. Expand awareness of the services provided by the Yucaipa Family Clinic
5. Maintain support for the Yucaipa Unified School District by providing employee TB screening
6. Continue to work with Inland Empire Health Plan (IEHP) to promote preventative services through their Pay for Performance (P4P) program for their patients

Summary

Redlands Community Hospital is committed to serving the community and providing high-quality and affordable healthcare. For 2018, the Yucaipa Family Clinic’s overall patient satisfaction rating was 93%. Our vision for the future is to continue to provide community based high-quality, low-cost health care services to low-income, uninsured and underinsured individuals and families.
PERINATAL SERVICES (MATERNAL/INFANT HEALTH)

The community based Perinatal Services Program offers several outpatient specialty education programs, Comprehensive Perinatal Services Program (CPSP), diabetes and pregnancy education, breastfeeding education, and childbirth education.

Problem

Real and perceived barriers (access, financial, transportation, etc.) to pre- and post-natal care for low-income, uninsured or underinsured women and teens.

Program Description

The Comprehensive Perinatal Services Program (CPSP) provides a variety of services and education to women prior to delivery and up to sixty days after delivery. Goals of the program are to decrease the incidence of low birth weight in infants, to improve the outcome of every pregnancy, to give every baby a healthy start in life and to lower health care cost by preventing catastrophic and chronic illness in infants and children. The Comprehensive Perinatal Services Program is a Medi-Cal sponsored program for women who are pregnant and are enrolled in straight Medi-Cal or Medi-Cal Managed Care Plan.

The Diabetes and Pregnancy Education program provides education, evaluation and intervention for pregnant women with diabetes or for women with diabetes planning to become pregnant. The goal of the program is to improve pregnancy outcomes for women and to reduce fetal deaths and neonatal and maternal complications. Services include an initial evaluation and follow-up by a registered nurse, certified diabetes educator, and dietician.

A resource for Redlands Community Hospital is the Breastfeeding program which provides breastfeeding education and support for groups, and individual on-on-one education. Services are provided by an International Board Certified Lactation Consultant.

The Childbirth preparation courses prepare the pregnant women and family for childbirth. Classes are designed to provide practical and useful tools in preparation of childbirth.

Partnerships

1. California Diabetes and Pregnancy Program Sweet Success
2. County of San Bernardino (Public Health/CPSP)
3. Inland Empire Health Plan
4. Inland Women’s Care, Dr. Hage
5. Loma Linda University Medical Center
6. Molina
7. Participating CPSP medical groups and community physician offices

Goals and Outcomes Accomplished in 2018

1. Provided access to services at the Redlands perinatal services office
2. Expanded awareness of the education services provided by Perinatal Services to the local community and OB physicians
3. Achieved 99% patient satisfaction rating
Goals and Outcomes set for 2019

1. Meet or exceed patient expectations
2. Emphasize the benefit of the various education programs to our patients and the community-at-large
3. Promote breastfeeding initiatives
4. Provide patient education through an app called Yo Mingo 24/7

Total Visits: Historical 2015 – 2018

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<th>Year</th>
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Financial Summaries Perinatal Services, 2018

The following graph shows the financial distribution and un-reimbursed cost. The Redlands Community Hospital contribution (un-reimbursed cost) for this program in 2018 was $341,929.

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<td>Hospital Contribution</td>
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<td>Other Revenue</td>
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COMMUNITY CASE MANAGEMENT PROGRAM

The Community Case Management Program at Redlands Community Hospital is dedicated to our patients and community. The program exemplifies a unique extension of our mission statement: “Patients First.” The focus of the program is on “real life” issues and concerns that patients may unfortunately be confronted with. Through the program, positive interventions are implemented on a patient population that would have otherwise been overlooked. The ultimate goal is to improve the health care of the population served as well as to improve their relationships with their individual health care providers.

Problem

Real and perceived barriers (not limited to financial, medical access, social, transportation) for the underinsured, those identified as non-compliant and those with complex and/or life threatening diagnoses.

Program Description

The purpose of the community case management program is to provide high quality service to a population who is unfamiliar as to how to navigate our healthcare system due to financial, cultural, psychological or lifestyle barriers. The process begins with a thorough assessment which includes assessing family dynamics and social resources which may be a lacking and hindering factor in the patient’s overall wellness. The goals of the program are to decrease the incidence of emergency room visits and hospital re-admissions, to educate regarding disease specific processes and management, to provide community resources, to facilitate the relationship between the patient and his/her health care providers and to improve patient outcomes. Interventions are unique to individual patient needs with the common goal being that the patient will achieve an optimum level of function and will be able to identify and utilize available resources to promote positive health maintenance.

Participants of the program are identified through multiple points of entry either by the hospitalist and/or case manager or the inpatient side, or by the primary care physician and/or EPIC’s ambulatory case management team. Criteria include, but are not limited to, multiple hospitalizations, multiple co-morbidities, new life threatening diagnosis, non-compliant patterns, assistance with coordination of care and limited understanding of medical needs. Services include an in-home assessment of needs, development of a plan of care specifying goals with implementation and collaboration with team members and education of patient/family to enable successful management of care.

Goals and Outcomes Accomplished in 2018

1. Program productivity, as well as referrals have continued to increase due to the collaborative efforts between RCH and EPIC management jointly focusing on identifying at risk patients.
2. Met/exceeded patient expectations especially in the areas of facilitating referrals and securing appointments, in addition in assisting the patient/family to navigate through our health care system.
3. Inpatient days and/or emergency room visits have decreased by at least 50% for those patients with a history of frequent hospitalizations and/or emergency room visits.
4. Monitoring of our congestive heart failure patients for one month post discharge via weekly phone calls to provide support and education to ensure that the patient understands the plan of care with the goal being patient compliance thereby decreasing the risk for readmission.
5. Disease specific resource lists are available for participants.
Goals for 2019

1. Continue to increase referrals and productivity to the program.
2. Continue to meet or exceed patient expectations.
3. Continue to decrease inpatient days and/or emergency room visits.
4. Reinforce the benefits of the program to our physicians, patients, and community.
5. Expand our post hospitalization monitoring to include chronic obstructive pulmonary disease patients.

Financial Summary of the Community Case Management Program

The Redlands Community Hospital contribution (un-reimbursed cost) for this program in 2018 including nursing salary, taxes, benefits of 24%, and mileage reimbursement was $160,240.
PASTORAL CARE

Clinical Chaplain

Pastoral Services at Redlands Community Hospital has been busy about the care of the spirit in the lives of hundreds of patients over the past year. The clinical chaplain performs and supervises multiple services which contribute to the spiritual well-being of those within the hospital, addressing the spiritual concerns of our patients who request pastoral support. The chaplain additionally serves as a part of the ICU, Emergency and behavioral health departments clinical team, providing professional spiritual assessment and support for patients and families. Further, the chaplain is an active member of the advanced illness management program. The chaplain responds to referrals from health care professionals throughout the hospital to assist with addressing life threatening illnesses, religious rituals affecting care and recovery, end of life concerns and issues of spiritual distress. The clinical chaplain partners with spiritual care providers in the greater Redlands area to facilitate spiritual care. The clinical chaplain is often requested to participate as a representative of RCH through multiple community faith activities. Some activities include speaking at community events, membership in the Redlands Area Interfaith Council and participating in the community’s interfaith movement to provide spiritual care to those in need throughout the community.

Pastoral Care’s No One Dies Alone Program was initiated at the hospital about 6 years ago to provide a compassionate companion for those patients who had no family or friends to be with them at the very end of their life. Three years ago the program was expanded to include those patients whose family or friends were unable to be present for the entirety of the end of life vigil, allowing them to have long period breaks with the comfort of knowing someone would be with the patient during their absence so they would not be left alone to die. The program has more than doubled the number of patients seen from last year to this while continuing to provide a valuable patients’ first service; twenty-one patients who would have otherwise been alone while dying were comforted, and supported through this program over the past year.

Volunteer Pastoral Care Services

Our Volunteer Chaplains provide ongoing spiritual support for patients and families. Our pastoral care visitors and volunteer chaplains are encouraged to participate in their spiritual development by being exposed to spiritual practices from many faith traditions and are encouraged to explore the significance for their own ministry. In addition to patient visitation, Pastoral care volunteers participate in 8 hours of initial training, a monthly in service provided by the Chaplain and receive on-going evaluation by the Chaplain and peers. Participation in on going pastoral care training provides the framework for pastoral accountability and the development of skills which enhance the care of our patients. Pastoral care services provide opportunities to people of all faith traditions in becoming a pastoral care visitor and have grown more diverse in its offerings which now includes offering blessings to new babies in the maternal-child area.

Visiting Clergy/Lay Ministry

Faith community leaders who provide support to patients within their own faith community while they are hospitalized at RCH have been a valuable resource. These visitors receive a brief orientation on the visiting policies of Redlands Community Hospital provided by the Chaplain and once vetted; a visitor badge and parking pass are issued.
Grief Recovery

Follow-up grief care is an important service for families who have lost loved ones at Redlands Community Hospital. Included in a personalized letter to surviving family members is a list of several local grief support groups. In March, July and November 2018, the clinical chaplain provided grief workshops for those throughout our community who have experienced the loss of a loved one. In some cases, the Chaplain initiates grief support to families, thereafter providing an appropriate referral to local support groups.

Community Partners

1. Inter-faith communities in the Redlands and neighboring areas: Churches, mosques and temples who provide a spiritual support to those residing throughout the community.
2. Redlands Area Interfaith Council: helping to promote understanding and mutual respect of the diverse faith communities

Goals and Milestones Accomplished in 2018

1. Continued expansion of the No One Dies Alone Program collaborating with Redlands Hospice to provide a compassionate companion to allow families with minimal support to leave the bedside knowing their loved one is not alone
2. Held three, 8 week grief workshops for grieving families and community members
3. Provided on-going spiritual care that is purposeful in its inclusiveness of all faiths.
4. Continued to facilitate interest in hospital visitations throughout the local faith community by meeting with local clergy and other faith community leadership.
5. Hosted successful clergy appreciation luncheon in October to acknowledge the local faith community for their involvement.
6. Continued integral part of the ICU rounds and palliative care program
7. Provided ongoing pastoral care training to pastoral care volunteers to provide the framework for accountability and the development of skills which enhance the care of our patients.
8. Provided weekly spiritual rounds and support to patients in the locked behavioral health unit

Goals for 2019

1. Provide on-going spiritual care to RCH patients and families.
2. Support the Pastoral Care Visitor and Volunteer Chaplain in his/her personal ministry.
3. Facilitate interest in hospital visitations throughout the local Faith Community by meeting with local clergy and other faith community leadership.
4. Increase the pastoral care volunteer base to help continue facilitating our patients’ spiritual wellness.
5. Provide spiritual care to surgical patient’s at their request.

Financial Summary

Unreimbursed costs to Redlands Community Hospital for the Pastoral Care Programs during 2018 were $30,915.
BEHAVIORAL HEALTH PROGRAM

Mental illnesses are common in the United States. According to information provided by the National Institute of Mental Health (NIMH), 1 in 5 individuals nationwide are suffering from a form of mental illness (Statistics: Any Mental Illness (AMI) Among U.S. Adults, 2017). This is a highly stigmatized population where the symptoms are severe, recurrent, and frequently co-concurrent with the growing epidemic of substance abuse. The shortage of mental health professionals, facilities, and financial resources nationwide make behavioral health patient care a key societal stressor, as it not only affects the individual but also the family unit and the community at large. Inadequate resources to care for this patient population negatively affects local services: the police department, fire department, ambulance services, and emergency departments suffer strain and it compromises effective treatment and recovery for patients.

Purpose and Program Description

The purpose of the Redlands Community Hospital Behavioral Health Program is to focus on treating each patient as a whole person, not just his or her mental illness, with absolute regard for human dignity and respect for all patient rights. The Behavioral Health treatment team offers a continuum of care ranging from crisis intervention to extended treatment achieving long-term stability. Our goal is to provide those individuals struggling with mental illness the tools, education, and skills needed to cope with the internal struggles they face in their daily life by providing the highest quality psychiatric treatment through an interdisciplinary team approach.

Depending on the needs of the patient, there are three levels of care offered by the Behavioral Health Program.

- Our inpatient program services provide a therapeutic setting that allows the individual with acute symptoms to be immersed in the treatment environment while removing many of the triggers and stressors from the outside world, making it easier to focus exclusively on recovery. Inpatient treatment typically consists of medication management, a combination of individual and group counseling, support groups and alternative or complementary therapies.
- The Partial Hospitalization Day Program (PHP) is a daily structured program of personalized group therapy that can serve as an alternative to inpatient hospitalization or as a transition from the hospital to a community setting while the patient continues to live at home. This treatment option is designed for those without acute symptoms necessitating inpatient admission.
- The Intensive Outpatient (“IOP”) program provides a step-down to a part-time intensive schedule that includes individual and group therapy designed to accommodate individuals that who may wish to continue participating in personal and professional duties outside of the treatment environment, such as school, work, or family life. Groups are small and generally do not exceed 10 people, allowing for supportive treatment in a safe environment.

Unique Program Interventions

Our programs are unique for the following reasons:

1. Emphasis on the totality of mind-body-spirit as the philosophical premise for health and well-being.
2. Licensed Clinical Social Workers, Marriage –Family therapists (MFT’s) and Recreational therapists (RT’s) are on staff daily, providing group therapy focused on individualized needs of patients
3. “Teach Back” method is used for patient education in Community Meetings and Medication Groups to increase self-management of personal diagnosis and medications through self-knowledge and self-awareness.
4. A structured daily schedule is in place to provide quality services in a stable environment.
5. The BH program services target stress management, coping skills, life skills, and community reintegration.
6. Complementary therapies, including horticulture therapy and aromatherapy, have been integrated into the structured schedule to expose patients to a wide variety of stress management and coping skills.

**Top Diagnoses treated in Behavioral Health**

1. Schizoaffective Disorder
2. Schizophrenia
3. Bipolar Disorder
4. Major Depressive Disorder
5. Psychosis, not otherwise specified
6. Substance Abuse Disorder/Overdose

**Scope of Services**

| Hours of Operation | Inpatient: 24 hours, 7 days  
Outpatient: 8:00 a.m. – 4:30 p.m. Mon-Fri |
|-------------------|----------------------------------|
| Personnel         | Psychiatrist  
Psychologist  
Physicians  
Registered Nurses  
Licensed Vocational Nurses  
Licensed Pharmacy Technicians  
Marriage and Family Therapists  
Recreational Therapists  
Licensed Clinical Social Workers  
Social Workers  
Administrative Staff  
Mental Health Workers |
| Service Programs  | Inpatient Psychiatric Care  
Partial Hospitalization Day Program  
Intensive Outpatient Program Care |

**Financial Summary**

The un-reimbursed cost of the behavioral health program is accounted for in the medical care services costs, Community Benefits and Economic Value.
Goals/Outcomes Accomplished in 2018

- Increased collaboration with neighboring counties that have limited inpatient and outpatient mental health resources.
- Retained the status of a SAMHSA recognized facility.
- Implemented and updated discharge resources and aftercare education.
- Ranked better than the top 10% of hospitals in Mental Health readmission rates, and length of patient stay.
- Sought out and participated in outreach programs and community events (i.e. VIBE Festival, Movies in the Park, Mental Health Week) promoting mental wellness in the community.
- Increased interdepartmental collaboration, education, and awareness of mental health among hospital staff.
- Implemented a Professional Practice focus group dedicated to patient comfort and satisfaction.
- Advanced patient safety measures by increasing electronic surveillance systems.

Goals for 2019

- Expand program marketing to include neighboring counties that have limited inpatient and outpatient mental health resources, increasing the aggregated cliental of the Behavioral Medicine Department.
- Increase the number of Board certified BH nurses by 20% in 2019.
- Integrate Animal-Assisted Therapy into our treatment modalities at the out-patient level of care.
- Host a Mental Health Symposium to increase education, awareness, and familiarity of mental health treatment and skills among hospital staff to optimize the health and well-being of all patients receiving care at RCH.
- Host an Open House educating other facilities and community organizations to the benefits of both the RCH inpatient and outpatient programs.
- Re-designate with San Bernardino County as a Lanterman-Petris Short Act (LPS) hospital.
- Enhance aesthetic appeal of the inpatient Behavioral Medicine Unit and Outpatient Cottage to optimize patient comfort, stress relief efforts, and recovery.
HOMELESS PATIENT DISCHARGE PLANNING INITIATIVE

Redlands Community Hospital provides homeless patients discharge planning services to the patients seeking medical and psychiatric treatment. Redlands Community Hospital has provided services including medical examinations and screenings, meals, transportation, clothing and prescriptions free of cost to our homeless patients for years. The goal is to improve the health care of this population served and linking them with appropriate follow-up services within the community.

Problem

California’s homeless population showed a 14 percent increase in homeless population over the previous year. Following the 2018 Point-In-Time Count, the City of Redlands showed an increase in homeless persons by 13.5% with the total number of 2,118 homeless persons. The City of Redlands has the third largest homeless population in San Bernardino County. Patients experiencing homelessness often have complex medical, psychological and social needs. The California Legislature passed Senate Bill (SB) 1152 in September 2018, requiring all acute and psychiatric care hospitals comply with specific provisions for homeless patient discharge planning.

Goals and Outcomes Accomplished in 2018

1. Initiated homeless coordination meetings with community partners
2. Established a homeless discharge planning task force
3. Established a partnership with Redlands Community Hospital Foundation to assist with meeting non-reimbursable services such as weather-appropriate clothing, shelter and transportation

Goal for 2019

1. Meet all requirements of California’s SB 1152 including the following services:
   - Provide a medical examination and determination of stability for discharge
   - Provide a referral for medical follow-up care
   - Provide a referral for follow-up behavioral health care
   - Offer the patient a meal
   - Offer the patient weather-appropriate clothing if the patient’s clothing is not weather appropriate
   - Provide discharge prescriptions when the physician determines a need for medication
   - Provide discharge medication counseling
   - Offer infectious disease screening for infectious diseases common to the region
   - Offer vaccinations appropriate to their presenting medical condition
   - Offer transportation to a post-discharge destination within 30 miles or 30 minutes of the hospital
   - Provide health coverage screening and assist with enrollment for health insurance coverage for which the patient may be eligible
   - Implement a written plan for coordinating services and referrals for homeless patients with community partners.
Redlands Community Hospital utilizes a multidisciplinary approach to meeting the needs of our homeless patients including Physicians, Registered Nurses, Case managers, Social Workers, Dietary Services, Patient Registration as well as collaboration with community resources, the Redlands Police and Fire Departments. Redlands Community Hospital works closely with Redlands Community Hospital Foundation to assist with funding weather-appropriate clothing, occasional shelter needs as well as some transportation assistance as these services are not reimbursable.

Financial Summary
 Costs associated with this initiative in 2018 was not separately captured as the program was being newly implemented. The un-reimbursed cost associated with this program will be calculated starting in fiscal year 2019.
ADDITIONAL COMMUNITY BENEFIT ACTIVITIES, 2018

Redlands Community Hospital is continually involved in a variety of activities and programs that benefit the community.

Health Fairs and Health Screenings

Redlands Community Hospital participates in a wide variety of community events and provides health related services for the community at Senior Centers, churches, large employers, children events, emergency preparedness fairs, community events, high schools and the YMCA. An array of health education and health services are offered to the public.

Community Health Fairs

During 2018, the Hospital participated in 29 community health fairs providing education on the hospital’s programs and services:

- Highland Senior Center
- Mentone Health Fair
- Calimesa Street Fair
- Jocelyn Senior Center
- Redlands Senior Community Center
- Sun Lakes Senior Living Community
- Beaumont Senior Health and Fitness Expo
- City of Beaumont Meet Your Merchant Expo
- The San Bernardino Project Connect
- Ride Yourself Fit Kids Day Event
- Yucaipa Health Fair
- Health Redlands Health Fair- YMCA
- YMCA Kids Fair
- YMCA Family Health Fair
- Mission Commons Health Fair (Redlands Senior Housing Facility)
- Yucaipa Senior Center Health Fair
- City of Yucaipa Health Fair
- Behavioral Medicine Health Fair
- Yucaipa Emergency Preparedness Fair
- The Boys and Girls Club Kids Day
- Redlands Bike Classic
- Redlands Believe Walk
- Brookside Manor Health Fair
- The Lakes Assisted Living and Memory Care Health Fair
- City of Redlands Disaster Preparedness and Health Education Community Fair
- City of Redlands Community Holiday Block Party
- Kiwanis Club of Redlands
- The Spine and Joint Institute Community Lecture Series
- The Yucaipa Women’s Club
Free Immunization Programs

The Hospital provides free immunizations at various times during the year with the assistance from Marketing and Public Relations staff and the Family Clinics medical and nursing staff. Flu shots were administered in 2018 as follows:

- Free Flu Shots administered to the employees and patients at various community locations including the Rotary and Kiwanis Clubs.
- Flu shots and other immunizations were offered to underprivileged individuals at schools and churches.
- Free seasonal flu educational advertisements, flyers, posters and brochures were distributed to the public; educational information and flu shot locations were advertised in local newspapers and social media platforms (Facebook and Twitter).

Senior Citizen Activities

- RCH funded several senior citizen newsletters in conjunction with the Jocelyn Senior Center which were mailed to seniors in various communities.
- RCH sponsored an information bulletin board at three senior centers in the area containing health information.
- Marketing / Public Relations and other hospital departments presented health programs to senior groups which included education on heart disease, high blood pressure (hypertension) and diabetes prevention and treatment.
- RCH sponsored special programs for seniors at various senior centers i.e. Redlands Community Senior Center), offering lunch or dinner, and a presentation by hospital staff on varying health topics.
- RCH also offered a variety of health screenings (such as eye vision testing), health information, and more.

Charity Care and Emergency Department Services

No patient with urgent health care needs is turned away from the RCH emergency department for inability to pay for health services. Admitting clerks seek to obtain health insurance or Medi-Cal coverage. After all avenues of financial payment have been exhausted, charity care is provided.

Community Outreach/Co-sponsored or Supported Events

- Blood Drives- Sponsored a monthly blood drive event in collaboration with LifeStream (Formally known as the Blood Bank of San Bernardino and Riverside Counties).
- Conducted hospital tours for students and foreign visitors– hosted guests and gave educational tours of hospital facilities and services.
- Heart Health Month– provided heart health information to the community in conjunction with national “Go Red Day.”
- Run Through Redlands– provided first aid treatment and water stations to participants of the event.
- Revel Big Bear Race- provided first aid treatment and water stations to participants of the event.
- YMCA Children’s Health Education- including participation in their annual Kids Care Fair
- The Believe Walk- including participation in their annual Kids Care Fair
• EMS Appreciation Day/ Luncheon- Emergency Response personnel, including Redlands Police Department, Redlands Fire and American Medical Response (AMR).
• The Redlands Bicycle Classic- provided valuable health and wellness information and giveaway items.
• Highland Springs Community Health and Wellness Fair
• Highland Springs Food Sharing (Food Bank Holiday Giveaway)
• Community Outreach (Family Service Association)- Throughout the year, Redlands Community Hospital continued to serve the needy within the community by:
  - Hospital-wide Food and Toy Drives
  - Thanksgiving Basket Food Drive

**Community Health Education Lectures**

Throughout the year, the hospital organized and supported community health education awareness programs, including:

• Grief Recovery Classes
• Adult CPR classes in San Bernardino and Riverside County
• Infant CPR for new parents
• Various health-related topics such as:
  - Handling The Holidays- Grief seminar
  - The Spine and Joint Disease educational seminars
  - Infant Education
  - Breast Cancer Fashion Show
  - Heart Health education
  - Alternative Pain method seminars
  - Diabetes Education community lecture
  - Breast Cancer Awareness- women’s health lecture
  - Infection prevention community lecture
  - Signs and Symptoms for Stroke health lectures
  - Advanced treatment for gynecological diseases community lecture

Hospital staff spoke at various community organization meetings about topics ranging from healthcare to expanding hospital facilities to meet the growing demand for health services.
VOLUNTEER SERVICES

The volunteer program adds another dimension of care within our hospital and ultimately our community. The program has far reaching affects both within and outside the hospital’s walls. Internally, the volunteers touch the lives of the patients and their families providing comfort and support; the relieve staff of volunteer appropriate duties and provide the volunteers themselves with a mechanism to feel useful and give to their community. As one example of their community service, volunteers assist patients in voting in national and regional elections. This involves getting patient names and going to their county registrar of voters offices to facilitate this valuable community service.

Externally, the volunteers are active community members who represent the hospital and cause through support in community functions such as health fairs and through partnering with external programs.

- Volunteers assist at numerous community events conducted by the hospital.
- In 2018, Volunteers raised and donated $65,000 to the hospital Foundation to support hospital related community projects and services.

Community Sponsorships

Donated funds, gift baskets, purchased tickets and attended nearly 100 various community non-profit events and fundraising efforts for agencies that help the community, including:

- Alzheimer’s Association
- Boys and Girls Club
- The American Heart Association
- The Amputee Coalition of America
- Rotary Scholarship Events
- Yucaipa Senior Center
- The Children’s Fund
- Bonnes Meres Auxiliary of Redlands
- YMCA of Redlands
- National Health Foundation
- The Redlands Bicycle Classic
- Kiwanis “Run Through Redlands” Half Marathon/ 10K/5K
- Redlands Northside Impact Committee Awards night for Hispanic community
- Joslyn Senior Center, Highland Community Center newsletter sponsorship
- Highland Senior Center services and programs
- Zonta Club gift baskets
- Redlands Symphony
- St. Bernardines Medical Center
- American Cancer Society Redlands “Relay For Life”
- Building A Generation Golf Fundraiser
- Redlands Community Foundation
• Redlands Daily Facts & San Bernardino Sun Newspapers In Education
• Redlands Baseball For Youth Sponsorship
• Redlands Benchwarmers
• Redlands High School
• Redlands East Valley High School
• Family Service Association Hunger Walk
• Adopt-A-Highway Beautification Project
• Redlands Symphony Annual Gala Fundraiser
• Highland Senior Center Golf Tournament fundraiser
• Highland Springs Medical Plaza
• The Great American Youth YMCA Circus
• Redlands Bowl Children's Summer Festival
• Redlands Police Officer' Association Fundraiser
• San Bernardino County Medical Society sponsor
• Calimesa Chamber of Commerce Sponsor
• Time For Change Foundation
• Yucaipa High School
• Redlands Unified School District
• Alpha Kappa Delta- University of Redlands
• Loma Linda Chamber of Commerce
• Loma Linda University Medical Center
• Loma Linda University
• Loma Linda University Medical Center Possibilities Program
• American Heart Association
• Lifestream (formally the Blood Bank of San Bernardino County) blood drives
• The National Health Foundation
• Beaumont Chamber of Commerce
• Calimesa Chamber of Commerce
• Highland Chamber of Commerce
• Redlands Chamber of Commerce
• Yucaipa Chamber of Commerce
• Loma Linda Chamber of Commerce
• Sun Lakes Resident Golf Tournament
• Sun Lakes Resident Health Fair
• Yucaipa Women’s Club
• Inlands Association Continuity of Care
• Yucaipa Rotary (Brasswells) Golf Tournament
• City of Yucaipa and Calimesa Senior Easter Baskets
• Celebration of Survival Breast Cancer Fashion Show
• Spark of Love Toy Drive
EMERGENCY PLANNING

Redlands Community Hospital collaborates with area agencies to conduct County and City Emergency Drills. Hospital administrators, directors, safety, security and Emergency Department staff participated in numerous drills conducted throughout the year by the county, city and hospital. Different scenarios were staged to test cooperative functions between regional emergency agencies.

2018 - Year in Review

- 370 Free Flu Shots were given to the public by the hospital
- 9,000 People came to our booths at community health fairs
- 2,184 Babies were born at the hospital
- 12,371 Patients stayed in the hospital
- 6,937 Patients received surgery at the hospital
- 50,815 Patients came through our 24-hour Emergency Department
- 126,159 Patients came in for outpatient visits, excluding emergency department visits
- $1,085,872 In work hours were donated to the hospital by over 251 active volunteers
COMMUNITY COLLABORATION

The hospital’s community needs assessment demonstrated individuals are unaware of health and human resources available to them. Additionally, they have some fear of the system, not knowing how to access the appropriate services they may need. Community organizations are not aware of all the programs and services provided by other agencies and there are known gaps in the health care delivery system in the region. To address this challenge, the hospital participates in a lot of community building activities.

Problem

There are known and unknown gaps in the health care system in the region.

Program description

The hospital utilizes the community health needs assessment process to identify access to care issues and to develop strategies to address the gaps. The hospital is unique in that it provides access to primary care at two safety net primary care clinics as well as the acute care hospital. These clinics serve vulnerable community members and are a vital part of the hospital’s mission. Additionally, the hospital is a member of the Community Health Association Inland Southern Region which allows an opportunity to network with regional health center and clinic executives with the aim to address gaps in services at the community level. To meet the broader challenge of sustainable healthcare in the region, hospital staff collaborate with numerous community agencies (refer to the partner list below).

Partners

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<th>Mt. Baldy United Way</th>
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<td>Kaiser Permanente, Fontana</td>
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<td>Pomona Valley Hospital, Pomona</td>
<td>Riverside County Public Health Officer</td>
</tr>
<tr>
<td>Medi-Cal health educators</td>
<td>Arrowhead United Way Agency</td>
</tr>
<tr>
<td>Redlands Community Hospital, Redlands</td>
<td>Healthcare Association of Southern California</td>
</tr>
<tr>
<td>Riverside Community Hospital, Riverside</td>
<td>San Bernardino County Public Health Officer</td>
</tr>
<tr>
<td>San Antonio Community Hospital, Upland</td>
<td>Corona Regional Medical Center, Corona</td>
</tr>
<tr>
<td>St. Bernardine’s Medical Center, San Bernardino</td>
<td>United Way Agency of East Valley</td>
</tr>
<tr>
<td>Arrowhead Medical Center, San Bernardino</td>
<td>Loma Linda University Health-</td>
</tr>
<tr>
<td>California State University, San Bernardino</td>
<td>Loma Linda University Medical Center</td>
</tr>
<tr>
<td>Loma Linda University Medical Center-Murrieta</td>
<td>HASC – Inland Empire CHNA Task Force</td>
</tr>
<tr>
<td>Interfaith Community Collaborative</td>
<td>Community Health Coalition of San Bernardino County</td>
</tr>
<tr>
<td>Family Services Association of Redlands</td>
<td>Community Health Association Inland Southern Region</td>
</tr>
</tbody>
</table>

Goal and Milestones Set for 2018

Continue the collaboration to identify gaps in the health care system and develop strategies to fill the voids.
COMMUNITY BENEFITS AND ECONOMIC VALUE

Summary information below identifies community benefit programs and contributions for fiscal year ending September 2018 for Redlands Community Hospital.

A. Medical Care Services Audited 2018
   Medicare $ 9,051,490
   Medi-Cal, Co.-indigent & Other $ 21,544,674
   Unreimbursed care $ 30,596,164

B. Community Outreach unreimbursed care $ 557,750
   Redlands Family Clinic $ 44,905
   Yucaipa Family Clinic $ 170,916
   Perinatal Services $ 341,929

C. Community Case Management $ 160,240

D. Pastoral Services $ 30,915

E. Community Benefits $ 339,765
   Sponsorship of specific community benefit programs
   In-kind sponsorship to general community benefit
   In-kind staff hours for community benefit

F. Volunteer Services value of 37,328 hours donated* $ 1,085,872

G. Hospital Board value of volunteer hours* $ 37,235.

H. Medical Staff value of volunteer hours* $ 36,370

I. Funds donated to hospital by employees $ 158,639

J. Funds donated to hospital by Volunteer Services $ 65,000

K. Community Building Activity $ 54,193

TOTAL $ 33,122,143

* This value is based on the "independentsector.org" national estimated hourly value for hospital volunteer service: $29.09 per hour (2017, California).

Non-Quantifiable Benefits

The non-quantifiable benefits are the costs of bringing benefits to the at-risk and vulnerable populations in the community that are not listed above and are estimated at $265,800 annually. Hospital staff who are providing leadership skills and bringing facilitator, convener and capacity consultation to the community collaboration efforts, incurs these expenses. These skills are an important component to enable the hospital to meet their mission, vision and value statements and community benefit plan. Leadership, advocacy and participation in community health planning costs are $265,800.
II. COMMUNITY NEEDS ASSESSMENT 2016

California’s Community Benefit Law (Senate Bill 697), sponsored by California Association of Hospitals and Health Systems (CAHHS) and the California Association of Catholic Hospitals (CACH), passed in 1994. It required all private, not-for-profit hospitals in California to conduct a community needs assessment every three years and develop community benefit plans that are reported annually to the California Office of Statewide Health Planning and Development (OSHPD).


Redlands community hospital, in collaboration with the Hospital Association of Southern California and seven hospital systems, performed a coordinated regional, Riverside and San Bernardino County, Community Health Needs Assessment in 2016. The regional needs assessment concept had been discussed and planned over the past few years. Having a regional assessment and continued collaboration amongst the health systems will allow a coordinated effort to address the regions health and social determinants of health issues.

The goal of Redlands Community Hospital was to collect information which could enable the hospital to identify:
- Unmet health needs and problems
- Social determinants of health issues
- Vulnerable and at risk populations
- Resources and services available
- Barriers to service and unmet needs
- Possible solutions to the identified needs and challenges

Mission Statement

The hospital’s Mission, Vision and Value statements are integrated into the hospital’s policy and planning processes including the Community Health Needs Assessment and Community Benefit Plan. A part of this planning process was to incorporate community benefits in the hospital’s strategic plans.

Our mission is to promote an environment where members of our community can receive high quality care and service so they can be restored to good health by working in concert with patients, physicians, RCH staff, associates and the community.

Vision

Our vision is to be recognized for the quality of service we provide and our attention to patient care. We want to remain an independent not-for-profit, full-service community hospital and to continue to be the major health care provider in our primary area of East San Bernardino Valley as well as the hospital of choice for our medical staff. We recognize the importance of remaining
a financially strong organization and will take the necessary actions to ensure that we can fulfill this vision.

Values

- We are Committed to Serving Our Community
- Our Community Deserves the Best We Can Offer
- Our Organization Will Be A Good Place to Work
- Our Organization Will Be Financially Strong

BACKGROUND

Redlands is located in Southern California in the east valley of the San Bernardino Mountains. This century-old city is known for its Victorian homes and historic public buildings, a thriving downtown, tree-lined streets, orange groves, mountain views, and cultural richness. It is home to the University of Redlands, a top-ranked private university, which offers the community a full cadre of social and cultural events.

Yet, just like many other communities, there are groups of people, neighborhoods, or individuals who are struggling financially and lack adequate healthcare. As our service to the community, we strive to reach out to those in need of healthcare through a variety of community service programs.

Founded in 1904, Redlands Community Hospital is a non-profit, 229 bed healthcare facility located in the east San Bernardino Valley of Southern California. The hospital offers acute healthcare, diagnostic testing, outpatient and home healthcare services. The hospital operates two community-based Family Clinics for low-income and underinsured community members. The Redlands Family clinic originated in an elementary school, however it out grew the location and now resides at a free-standing location in a high-risk area of Redlands. To further meet the needs of the community, a second family clinic, the Yucaipa Family Clinic, was opened in 2013. As a community hospital, we take pride in our ability to provide personal care, comprehensive care, and, high quality services. Our public relations department, Emergency Department, Redlands Family Clinic, Yucaipa Family Clinic, Perinatal Services Program, and several other departments throughout the hospital are involved in offering and providing a variety of community services and charity care. Individuals throughout our large service area depend on us for 24-hour emergency care, the professional delivery of healthcare and community outreach programs.

COMMUNITIES SERVED

Analyzing historical patient origin data derived from the hospital’s statistical information identified the geographic service area of Redlands Community Hospital. Located in the most densely populated area of San Bernardino County, communities identified as being in the primary service area of the hospital are Banning, Beaumont, Calimesa, Highland, Loma Linda, Mentone, Redlands and Yucaipa. The secondary service area is comprised of the cities of Colton, Crestline, Fontana, Grand Terrace, Rialto, San Bernardino, and several mountain communities.
DEMOGRAPHIC CHARACTERISTICS PRIMARY AND SECONDARY SERVICE AREA

Figure 2.
Redlands Community Hospital Patient Origin

Redlands Community Hospital
Patient Origin
Calendar Years 2013 - 2015

<table>
<thead>
<tr>
<th>ZIP Code</th>
<th>Community</th>
<th>Calendar Year 2013</th>
<th>Calendar Year 2014</th>
<th>Calendar Year 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Discharges</td>
<td>Percent of Total</td>
<td>Cumulative Percent</td>
</tr>
<tr>
<td>92399</td>
<td>Yucaipa</td>
<td>2,396</td>
<td>19.4%</td>
<td>19.4%</td>
</tr>
<tr>
<td>92374</td>
<td>Redlands</td>
<td>1,380</td>
<td>11.2%</td>
<td>30.6%</td>
</tr>
<tr>
<td>92373</td>
<td>Redlands</td>
<td>1,598</td>
<td>13.0%</td>
<td>43.6%</td>
</tr>
<tr>
<td>92346</td>
<td>Highland</td>
<td>968</td>
<td>7.9%</td>
<td>51.4%</td>
</tr>
<tr>
<td>92223</td>
<td>Beaumont</td>
<td>675</td>
<td>5.5%</td>
<td>56.9%</td>
</tr>
<tr>
<td>92220</td>
<td>Banning</td>
<td>462</td>
<td>3.7%</td>
<td>60.7%</td>
</tr>
<tr>
<td>92359</td>
<td>Mentone</td>
<td>326</td>
<td>2.6%</td>
<td>63.3%</td>
</tr>
<tr>
<td>92320</td>
<td>Calimesa</td>
<td>352</td>
<td>2.9%</td>
<td>66.2%</td>
</tr>
<tr>
<td>92354</td>
<td>Loma Linda</td>
<td>280</td>
<td>2.3%</td>
<td>68.5%</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>8,446</td>
<td>68.5%</td>
<td>8,567</td>
</tr>
<tr>
<td></td>
<td>Secondary Service Area</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>92404</td>
<td>San Bernardino</td>
<td>377</td>
<td>3.1%</td>
<td>71.6%</td>
</tr>
<tr>
<td>92324</td>
<td>Cotton</td>
<td>441</td>
<td>3.6%</td>
<td>75.1%</td>
</tr>
<tr>
<td>92407</td>
<td>San Bernardino</td>
<td>272</td>
<td>2.2%</td>
<td>77.3%</td>
</tr>
<tr>
<td>92410</td>
<td>San Bernardino</td>
<td>152</td>
<td>1.2%</td>
<td>78.6%</td>
</tr>
<tr>
<td>92376</td>
<td>Rialto</td>
<td>136</td>
<td>1.1%</td>
<td>79.7%</td>
</tr>
<tr>
<td>92313</td>
<td>Grand Terrace</td>
<td>161</td>
<td>1.3%</td>
<td>81.0%</td>
</tr>
<tr>
<td>92405</td>
<td>San Bernardino</td>
<td>135</td>
<td>1.1%</td>
<td>82.1%</td>
</tr>
<tr>
<td>92408</td>
<td>San Bernardino</td>
<td>134</td>
<td>1.1%</td>
<td>83.2%</td>
</tr>
<tr>
<td>92325</td>
<td>Crestline</td>
<td>53</td>
<td>0.4%</td>
<td>83.6%</td>
</tr>
<tr>
<td>92335</td>
<td>Fontana</td>
<td>62</td>
<td>0.5%</td>
<td>84.1%</td>
</tr>
<tr>
<td>Subtotal</td>
<td></td>
<td>1,923</td>
<td>15.6%</td>
<td>1,999</td>
</tr>
<tr>
<td>All Other</td>
<td></td>
<td>1,961</td>
<td>15.9%</td>
<td>2,409</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>12,330</td>
<td>100.0%</td>
<td>13,202</td>
</tr>
</tbody>
</table>

Source: Redlands Community Hospital and OSHPD Inpatient Discharge Databases 2014 - 2015
Note: Excludes normal new borns (MS-DRG 795)
### Figure 3.
Primary Service Area – Ethnic Profile

#### Redlands Community Hospital
Primary Service Area vs. State of California - Ethnic Profile
Calendar Years 2017 to 2022

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Estimated 2017</th>
<th>Projected 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent of Total</td>
</tr>
<tr>
<td><strong>Primary Service Area</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanics</td>
<td>2.5%</td>
<td>115,851</td>
</tr>
<tr>
<td>Non-Hispanics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>-0.9%</td>
<td>140,835</td>
</tr>
<tr>
<td>Black</td>
<td>1.4%</td>
<td>19,074</td>
</tr>
<tr>
<td>American Indian/Alaskan/Aleutian</td>
<td>-0.4%</td>
<td>2,040</td>
</tr>
<tr>
<td>Asian/Hawaiian/Pacific Islander</td>
<td>2.5%</td>
<td>27,470</td>
</tr>
<tr>
<td>Other</td>
<td>2.7%</td>
<td>9,597</td>
</tr>
<tr>
<td>Subtotal</td>
<td>0.0%</td>
<td>198,064</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>0.9%</td>
<td>313,915</td>
</tr>
</tbody>
</table>

| **State of California**                |                |                |
|                                        |                |                |
| Hispanics                              | 1.6%           | 15,591,299     | 39.3%          | 16,851,834     |
| Non-Hispanics                          |                |                |                |                |
| White                                  | -0.3%          | 14,732,040     | 37.1%          | 14,498,807     |
| Black                                  | 0.3%           | 2,209,998      | 5.6%           | 2,239,480      |
| American Indian/Alaskan/Aleutian       | 0.1%           | 163,451        | 0.4%           | 164,399        |
| Asian/Hawaiian/Pacific Islander        | 2.3%           | 5,759,801      | 14.5%          | 6,439,061      |
| Other                                  | 2.2%           | 1,235,605      | 3.1%           | 1,380,690      |
| Subtotal                               | 0.5%           | 24,099,895     | 60.7%          | 24,722,437     |
| **Total**                              | 0.9%           | 39,691,194     | 100.0%         | 41,574,271     |

Source: The Nielsen Company, 2017

(1) CAGR is the compound annual growth rate, or the percent change in each year.

### Figure 4.
Secondary Service Area – Ethnic Profile

#### Redlands Community Hospital
Secondary Service Area vs. State of California - Ethnic Profile
Calendar Years 2017 to 2022

<table>
<thead>
<tr>
<th>Ethnicity</th>
<th>Estimated 2017</th>
<th>Projected 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent of Total</td>
</tr>
<tr>
<td><strong>Secondary Service Area</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hispanics</td>
<td>1.6%</td>
<td>342,882</td>
</tr>
<tr>
<td>Non-Hispanics</td>
<td></td>
<td></td>
</tr>
<tr>
<td>White</td>
<td>-3.3%</td>
<td>69,294</td>
</tr>
<tr>
<td>Black</td>
<td>-1.2%</td>
<td>44,345</td>
</tr>
<tr>
<td>American Indian/Alaskan/Aleutian</td>
<td>-0.9%</td>
<td>1,459</td>
</tr>
<tr>
<td>Asian/Hawaiian/Pacific Islander</td>
<td>0.6%</td>
<td>15,466</td>
</tr>
<tr>
<td>Other</td>
<td>0.7%</td>
<td>8,791</td>
</tr>
<tr>
<td>Subtotal</td>
<td>-1.9%</td>
<td>139,265</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>0.6%</td>
<td>482,147</td>
</tr>
</tbody>
</table>

| **State of California**                |                |                |
|                                        |                |                |
| Hispanics                              | 1.6%           | 15,591,290     | 39.3%          | 16,851,834     |
| Non-Hispanics                          |                |                |                |                |
| White                                  | -0.3%          | 14,732,040     | 37.1%          | 14,498,807     |
| Black                                  | 0.3%           | 2,209,998      | 5.6%           | 2,239,480      |
| American Indian/Alaskan/Aleutian       | 0.1%           | 163,451        | 0.4%           | 164,399        |
| Asian/Hawaiian/Pacific Islander        | 2.3%           | 5,759,801      | 14.5%          | 6,439,061      |
| Other                                  | 2.2%           | 1,235,605      | 3.1%           | 1,380,690      |
| Subtotal                               | 0.5%           | 24,099,895     | 60.7%          | 24,722,437     |
| **Total**                              | 0.9%           | 39,691,194     | 100.0%         | 41,574,271     |

Source: The Nielsen Company, 2017

(1) CAGR is the compound annual growth rate, or the percent change in each year.

### Figure 5.
**Figure 6.**
Primary Service Area – Socioeconomic Profile

### Redlands Community Hospital

#### Primary Service Area vs. State of California - Population by Age Cohort

Calendar Years 2017 to 2022

<table>
<thead>
<tr>
<th>Age Cohort (Years)</th>
<th>Estimated 2017</th>
<th>Projected 2022</th>
<th>Percent Change 2017 - 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>Percent of Total</td>
<td>Number</td>
</tr>
<tr>
<td><strong>Primary Service Area</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0 - 14</td>
<td>60,618</td>
<td>19.3%</td>
<td>61,509</td>
</tr>
<tr>
<td>15 - 44</td>
<td>124,103</td>
<td>39.5%</td>
<td>129,370</td>
</tr>
<tr>
<td>45 - 64</td>
<td>76,298</td>
<td>24.3%</td>
<td>76,487</td>
</tr>
<tr>
<td>65 +</td>
<td>52,896</td>
<td>16.9%</td>
<td>61,673</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>313,915</strong></td>
<td><strong>100.0%</strong></td>
<td><strong>329,039</strong></td>
</tr>
<tr>
<td>Women 15 - 44</td>
<td>62,348</td>
<td>19.9%</td>
<td>64,584</td>
</tr>
<tr>
<td><strong>Median Age</strong></td>
<td>37.7</td>
<td></td>
<td>38.5</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Socioeconomic Indicator</th>
<th>Estimated 2017</th>
<th>Projected 2022</th>
<th>Percent Change 2017 - 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary Service Area</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population</td>
<td>313,915</td>
<td>329,039</td>
<td>4.8%</td>
</tr>
<tr>
<td>Households</td>
<td>108,015</td>
<td>112,855</td>
<td>4.5%</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$60,907</td>
<td>$64,542</td>
<td>6.0%</td>
</tr>
<tr>
<td>Average Household Income</td>
<td>$82,270</td>
<td>$87,836</td>
<td>6.8%</td>
</tr>
<tr>
<td><strong>Income Distribution</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under $25,000</td>
<td>22,103</td>
<td>20.5%</td>
<td>19.0%</td>
</tr>
<tr>
<td>$25,000 - $49,999</td>
<td>23,686</td>
<td>21.9%</td>
<td>21.2%</td>
</tr>
<tr>
<td>$50,000 - $99,999</td>
<td>32,083</td>
<td>29.7%</td>
<td>29.3%</td>
</tr>
<tr>
<td>$100,000 +</td>
<td>30,143</td>
<td>27.9%</td>
<td>30.5%</td>
</tr>
<tr>
<td><strong>State of California</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population</td>
<td>39,691,194</td>
<td>41,574,271</td>
<td>4.7%</td>
</tr>
<tr>
<td>Households</td>
<td>13,384,483</td>
<td>14,026,477</td>
<td>4.8%</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$66,091</td>
<td>$71,203</td>
<td>7.7%</td>
</tr>
<tr>
<td>Average Household Income</td>
<td>$83,829</td>
<td>$93,542</td>
<td>10.8%</td>
</tr>
<tr>
<td><strong>Income Distribution</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Under $25,000</td>
<td>2,584,626</td>
<td>19.3%</td>
<td>17.7%</td>
</tr>
<tr>
<td>$25,000 - $49,999</td>
<td>2,722,933</td>
<td>20.3%</td>
<td>19.2%</td>
</tr>
<tr>
<td>$50,000 - $99,999</td>
<td>3,751,726</td>
<td>28.0%</td>
<td>27.2%</td>
</tr>
<tr>
<td>$100,000 +</td>
<td>3,325,198</td>
<td>32.3%</td>
<td>35.8%</td>
</tr>
</tbody>
</table>

Source: The Nielsen Company, 2017

(1) CAGR is the compound annual growth rate, or the percent change in each year.
LEADING CAUSES OF DEATH UNITED STATES, CALIFORNIA, AND SAN BERNARDINO COUNTY

TEN LEADING CAUSES OF DEATH UNITED STATES, 2014

Diseases of heart
Malignant neoplasm (Cancer)
Chronic lower respiratory Diseases
Accidents (Unintentional Injuries)
Cerebrovascular diseases (Stroke)
Alzheimer's disease
Diabetes mellitus
Intentional self-harm (Suicide)
Nephritis, nephrotic syndrome and nephrosis (Kidney disease)
Influenza and pneumonia

TEN LEADING CAUSES OF DEATH HISPANIC/LATINO POPULATION, UNITED STATES, 2014

Malignant neoplasm (Cancer)
Diseases of Heart
Unintentional Injuries (Accidental)
Cerebrovascular diseases (Stroke)
Diabetes Mellitus
Chronic liver disease and cirrhosis
Alzheimer's
Chronic lower respiratory disease
Influenza and pneumonia
Nephritis, nephrotic syndrome and nephrosis (Kidney disease)

TEN LEADING CAUSES OF DEATH CALIFORNIA, 2010

Diseases of heart
Malignant neoplasm
Cerebrovascular diseases
Chronic lower respiratory Diseases
Alzheimer's disease
Accidents
Diabetes mellitus
Influenza and pneumonia
Chronic liver disease and cirrhosis
Intentional self-harm
TEN LEADING CAUSES OF DEATH SAN BERNARDINO COUNTY RESIDENTS, 2013

Diseases of heart
Malignant neoplasms
Chronic lower respiratory diseases
Cerebrovascular diseases
Diabetes mellitus
Accidents (Unintentional injuries)
Alzheimer’s disease
Chronic liver disease and cirrhosis
Influenza and pneumonia
Intentional self-harm (Suicide)

HISPANIC HEALTH STATUS INDICATORS

- The Hispanic population in the primary service area is expected to grow 1.9% over the next five years, which is below the growth rate for the state at 2.6% (Figure 3, page 5).

- For the State of California, the Hispanic population accounted for 35.6% of all reported cases of Tuberculosis during 2015, in comparison to White 6.4% and Black 4.5%.

- In California during 2012 the highest percentage of HIV/AIDS/TB co-infection case reports was among Hispanics at 58%.

- In San Bernardino County, during 2015, Latinos were more likely (25%) to be uninsured compared to other racial/ethnic groups. (Community Indicators Report, San Bernardino County, 2015)

- According to the CDC, in 2013 the United States incidence of cervical cancer for Hispanic women was 9.2/100,000 cases which represents the highest incidence amongst all ethnicities. In California for the Los Angeles geographical region, the incidence of cervical cancer for Hispanic women was the second highest at 7.8/100,000 cases.

- In San Bernardino County, 2013, Hispanic women (82%) were less likely than White (84.5%) or Asian women (83.2%) to receive prenatal care during their first three months of pregnancy. Access to and receiving prenatal care can improve birth outcomes and decrease negative outcomes of pregnancy. During this same time period San Bernardino County achieved an 82.2% early prenatal care rate which exceeds the Healthy People 2020 goal. (Community Indicators Report, San Bernardino County, 2015)
• The Hispanic birth rate of 58% in San Bernardino County during 2013 is the largest amongst all ethnic groups (Community Indicators Report, San Bernardino County, 2015)

DEMOGRAPHIC ANALYSIS

With the variety of ethnic groups representing all age ranges, healthcare shall be provided in concert with cultural values, in various languages, and accessible to all. The following analysis is drawn from a review of the data:

• The Hispanic population continues to be the fastest growing population in our primary service area. The Hispanic population in our Primary Service Area was estimated as 36.9% in 2017 and is projected to increase to 39.8% in 2022 (Figure 3, page 5).

• The percentage of the total population over the age of 45 in the primary service area is estimated to remain stable (0.7% growth) over the next five years, with the largest growth estimated at 1.8% over the five year period for individuals 65 years of age and older (Figure 5, page 6). This growth will require sustained healthcare services and availability. As shown in Figure 5, the 15-44 age group remains stable with an estimated 39.5% of the total population in 2017 and 39.3% in 2022; the 45-64 age group is estimated to slightly decrease from 24.3% in 2017 to 23.2% in 2022, and the 65 years and up will increase slightly from 16.9% in 2017 to 18.7% in 2022.

• The population growth in our primary service area is expected to increase by 4.8% over the next five years (Figure 5, page 6). Although households and population growth is estimated to exceed that of the state overall, the primary service area median and average household incomes will be well below those of the State in 2019 (Figure 6, page 6).

• Women’s health programs are imperative to prevent morbidity and mortality related to negative outcomes of pregnancy and breast and cervical cancer. Prenatal screening and education is a valuable resource and should be available to the community-at-large. Breast and cervical cancer screening is essential for early detection and treatment.
COMMUNITY HEALTHCARE NEEDS ASSESSMENT PROCESS

Methodology

The following highlights the methodology for the 2016 needs assessment process, the participants, and the outcomes.

Executive Summary

The 2016 Community Health Needs Assessment report (CHNA) represents the Hospital Association of Southern California, Inland Counties’ (HASC) first coordination of the CHNA for 11 local hospitals. HASC works with hospitals to advance quality healthcare delivery and supports the CHNA process with an Inland Area Community Benefit Stakeholder Committee representing the major hospitals in each county. This HASC Community Benefit Committee worked collectively to design the overall CHNA strategy and the coordination of primary and secondary data collection in collaboration with the Departments of Public Health in both San Bernardino and Riverside Counties. The hospitals that participated in the regional CHNA included:

- Loma Linda University Behavioral Medicine Center
- Loma Linda University Medical Center
- Loma Linda University Medical Center – Murrieta
- Loma Linda University Medical Center Children’s Hospital
- Montclair Hospital Medical Center
- Parkview Community Hospital Medical Center
- Redlands Community Hospital
- Ridgecrest Regional Hospital
- San Antonio Regional Hospital
- San Bernardino Mountains Community Hospital
- San Gorgonio Memorial Hospital

Purpose of Community Health Needs Assessment (CHNA) Report

The Patient Protection and Affordable Care Act (ACA) of March 23, 2010 included new requirements for nonprofit hospitals in order to maintain their tax exempt status. The final regulations and guidance on these requirements, which are contained in section 501(r) of the Internal Revenue Code, were published on February 2, 2015 in Internal Revenue Bulletin 2015-5. Included in the new regulations is a requirement that all nonprofit hospitals must conduct a community health needs assessment (CHNA) and develop an implementation strategy (IS) to address those needs every three years. Each hospital will develop its own IS using the data from the 2016 report. There may also be identified areas that the region will work on collectively, including partners outside of the healthcare system.
The 2016 report is the first regional CHNA among a large group of geographically diverse hospitals in the Inland Counties Region of Southern California. Given the rapid growth of the Inland Empire, the higher rates of poverty, significant health needs, and inadequate primary care infrastructure, this collaboration not only supports the completion of the required reporting, but fosters the opportunity for more unified and strategic thinking about addressing population needs in the region. This report is just the beginning of a collaborative effort to support the health of our region collectively.

The Health Needs Reviewed for the Two County Region

This regional CHNA was built on the community health improvement process initiated by the San Bernardino County Department of Public Health, Community Vital Signs. As health care continues to evolve and systems of care become more complex, the CHNA process is increasingly becoming a key component to the collective efforts of communities in addressing their most pressing health needs. The report views health with a collective lens and includes not only health outcomes and clinical care components but social determinants and health indicators from the built environment.

The process for determining community health needs requires collecting reliable public health data or metrics to measure against a benchmark (i.e. state averages) and engaging the community to solicit their input on the needs they perceive to be the most pressing in their community. The CHNA process also requires that the community participate in prioritizing health needs and that a hospital identify potential resources available to address those needs. The criteria and process used for prioritizing the health needs is not defined by the IRS, but considerations can include factors such as the severity of the health need, the number of community members impacted, or the presence of health inequities among segments of the community.

This CHNA incorporated three distinct data methodologies that, when interpreted together, provide a deeply rich picture of the health landscape of the communities. The assessment consists of a plethora of health indicators (hospitalizations, social determinants of health, maternal and child health, mortality and morbidity) gathered from multiple primary and secondary sources. This quantitative data illustrates the current snapshot of health statistics in the communities that the member hospitals serve and also how they compare across geographical boundaries. The quantitative data was stratified by common public health groupings and service areas allowing a targeted identification of unique challenges and opportunities surrounding health status, quality of life, and risk factors in the community.

The full assessment provides a detailed review of health in the Inland Empire with clear similarities and variability across the two counties and hospital service areas. Several health indicators stand out as desirable and others indicate an opportunity for additional study and outreach. The top chronic health conditions identified through data compilation include (in alphabetical order):

- Asthma
- Chronic obstructive pulmonary disease
- Diabetes
- Mental illness
- Obesity
- Substance abuse

Voices from the Community

A community health quality of life survey was administered to get community feedback regarding the strengths and areas of opportunity that exist in each community. The survey was available in English and Spanish and was disseminated through a variety of channels across hospital service areas. A total of 541 individuals completed the QOL survey. Of those who completed the survey, 50% were between the ages of 40-65 and 12.6% were seniors who were 65 years or older, 30% had an annual household income of $25,000 or less, and 60% were Hispanic. Qualitative data was also garnered through the use of community member, health expert, and key stakeholder focus groups. These 8 focus groups were conducted in both English and Spanish to reveal thoughts and perceptions, and to augment the quantitative data collected in the assessment process. The focus groups allowed a deep understanding of the issues respondents believe are important. The assessment displays data at the county level and when available several health indicators are provided for each hospital’s service area.

The quality of life surveys and focus groups were tailored to assess the direct and indirect needs of the communities throughout the Inland Empire. The information shared gave insight into some of the concerns individuals had for their community. Experiences and community concerns varied greatly across the Inland Empire Area. Community concerns ranged from the quality of the education system, access to mental health services, pollution, economy, homelessness, climate change, and the overabundance of fast food restaurants. Table 1 outlines the top health challenges identified for the communities involved in this CHNA.

Table 1
Top Health Challenges

<table>
<thead>
<tr>
<th>Health Outcomes</th>
<th>Social Determinants</th>
<th>Clinical Care</th>
<th>Built Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Diabetes (Higher rates among Hispanics)</td>
<td>• High Rates of Poverty</td>
<td>• Poor access to primary care and behavioral health providers</td>
<td>• Housing shortages</td>
</tr>
<tr>
<td>• Behavioral Health</td>
<td>• Lower median incomes</td>
<td>• Lack of preventive screenings for cancer</td>
<td>• Lack of access to healthy foods</td>
</tr>
<tr>
<td>• Heart disease and stroke</td>
<td>• Lower Educational Attainment</td>
<td>• Inadequate prenatal care</td>
<td></td>
</tr>
<tr>
<td>• Chronic Obstructive Pulmonary Disease</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Cancer</td>
<td>o Colorectal</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>o Lung</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Obesity</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Community Profile

A community is seen as having both physical and geographic components as well as socioeconomic and psychosocial factors that define a sense of community. Individuals can thus
be part of multiple communities - geographic, virtual, and social. The current focus on community-based participatory research in public health has prompted an evaluation of what constitutes a community. In this report we defined a community as the geographic area served by specific hospital facilities and the populations they serve.

Analyzing historical patient origin data derived from Redlands Community hospital’s statistical information identified the geographic service area of Redlands Community Hospital. Located in the most densely populated area of San Bernardino County, communities identified as being in the primary service area of the hospital un 2016 are Banning, Beaumont, Calimesa, Highland, Loma Linda, Mentone, Redlands and Yucaipa. The secondary service area is comprised of the cities of Colton, Crestline, Fontana, Grand Terrace, Rialto, San Bernardino, and several mountain communities.

Redlands Community Hospital’s Prioritized Health Needs

Table 2 shows the priority areas Redlands Community Hospital addressed in 2016 and will continue to address during 2017. Access to behavioral health was selected as one of the focus areas. Mental health care is a critical issue that remains a priority for the hospital, and psychoses was a key finding with the 2016 regional needs assessment. The hospital provides inpatient acute psychiatric services as well as an outpatient program. Two clinical care areas were also identified as priority focus areas: access to primary care and access to prenatal care.

Table 2.
Redlands Community Hospital’s Prioritized Needs for 2016

<table>
<thead>
<tr>
<th>Health Outcomes</th>
<th>Clinical Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Behavioral Health</td>
<td>Access to primary care</td>
</tr>
<tr>
<td>Access to prenatal care</td>
<td>Access to prenatal care</td>
</tr>
</tbody>
</table>

We recognize that there are many other community health needs outlined in the complete CHNA. These needs or challenges will be reviewed for future consideration.

The hospital continues to own and operate two primary care medical clinics (Yucaipa Family Clinic opened in 2013) and a perinatal outreach program. We explored the possibility for opening a third medical clinic and purchased additional property in the primary service area should this opportunity be effectuated. A redesign of the primary medical clinic medical staffing model was achieved during 2014 with the complement of a medical doctor, in addition to the nurse practitioners providing medical care. This addition allows a team based approach and increased medical knowledge and skill level.

To meet the mission of the clinics, proposals for grants were drafted and a funding award was received from CVS/Caremark and Inland Empire Health Plan. Perinatal services received a grant award from the Disney foundation to support their efforts. We recognize the need for community involvement to meet the mission of these programs.

To address the unmet need for community partnerships, hospital staff continue to participate on community boards and providing service at community organizations. Funding was sought for
expanding the relationship between the Family Service Association (FSA) of Redlands and the Redlands Family Clinic. The goal was to provide primary care for the clients of the FSA at the clinic using the new grant funds in lieu of payment. Unfortunately the funding was not awarded. Funding will continue to be evaluated and requested to achieve this goal.

The hospital continues to support individuals suffering from mental health issues within the community through the provision of behavioral medicine programs and services. The hospital has an inpatient acute psychiatric unit and an outpatient partial program. The outpatient program offers transportation to and from the facility.

In the area of community outreach and education the hospital continues to reach out using multiple modalities. The staff provide community education, facilitate education, and distribute a quarterly community-wide newsletter. Multiple events were held and participated in throughout the Inland Empire.

Acknowledgements

The complete 2016 CHNA report was made possible through the financial support of 11 hospitals in the Inland Counties and the leadership of the Hospital Association Southern California Community Benefits Stakeholder Committee. This CHNA would not have been possible without the leadership of Jan Remm, Regional Vice President of San Bernardino and Riverside Counties. The demographic and health outcome data used for this report were made available by San Bernardino and Riverside Counties Departments of Public Health.

A special thank you for the input from community members, hospital executives and staff on the front lines of the health care system, and the public health officers who shared their perspectives. Their voices and endorsement of greater coordination are important as the community reflects upon, reforms, and renews the commitment to meeting the region’s health care needs.

Hospital Association of Southern California

The Hospital Association of Southern California (HASC), working in partnership with the California Hospital Association (CHA), provides leadership at the local, state, and federal levels on legislation, budget concerns, and regulatory issues. Their mission is to lead, represent, and serve hospitals, and to work collaboratively with other stakeholders to enhance community health.

Consultants Involved and Qualifications

In January 2016, the Hospital Association of Southern California (HASC) contracted with Scientific Technologies Corporation (STC) to complete the first regional Community Health Needs Assessment (CHNA) for several of its member hospitals representing the greater Inland Empire including San Bernardino and Riverside Counties. STC has worked with public health agencies around the world to provide technology and data to empower consumers, healthcare providers, and public health professionals with appropriate information and decision support to improve the health of the communities they serve. STC and HASC worked in strong collaboration with both San Bernardino and Riverside Counties Departments of Public Health.
ANALYSIS OF DATA - COMMUNITY HEALTH NEEDS ASSESSMENT 2016

The following MSDRG tables are based on the Medicare-severity Diagnosis Related Groups (MSDRG). There are some diagnoses with multiple MSDRG codes which were combined into a single diagnosis category. The rationale was to have one total for all the MSDRGs for a particular diagnosis without regard to the distinction of complicating or comorbid condition, major complicating or comorbid condition, etc. The top 25 discharges by MSDRG are reported by hospital service area. Therefore, these tables do not represent specific discharges for Redlands Community Hospital, but that of the population within its service area. The tables do not include maternity services. The data source used for the hospital service area MSDRG tables was the 2014 Patient Discharge Data from the Office of Statewide Planning and Development (OSHPD) Statewide Model Data Set for Hospitals.

Key Findings

- Psychoses and Septicemia were the most common MSDRGS among all races
- Psychoses was the most common MSDRG among those under the age of 60 years of age
- Bronchitis and asthma is the second most common MSDRG for those under 18 but is of the least common MSDRGS in other age groups
- Spinal Fusion is one of the least common MSDRGS among all races

Table 3.
Redlands Hospital Service Area Top 25 Discharges by MSDRG, 2014

<table>
<thead>
<tr>
<th>MSDRG</th>
<th>MSDRG Description</th>
<th>Discharges</th>
</tr>
</thead>
<tbody>
<tr>
<td>885</td>
<td>Psychoses</td>
<td>7,491</td>
</tr>
<tr>
<td>870/871/872</td>
<td>Septicemia</td>
<td>3,764</td>
</tr>
<tr>
<td>469/470</td>
<td>Major joint replacement/reattachment lower extremity</td>
<td>1,975</td>
</tr>
<tr>
<td>291/292/293</td>
<td>Heart failure &amp; shock</td>
<td>1,600</td>
</tr>
<tr>
<td>193/194/195</td>
<td>Simple pneumonia &amp; pleurisy</td>
<td>1,456</td>
</tr>
<tr>
<td>391/392</td>
<td>Esophagitis, gastroenteritis, misc. digestive disorders</td>
<td>1,344</td>
</tr>
<tr>
<td>682/683/684</td>
<td>Renal failure</td>
<td>1,131</td>
</tr>
<tr>
<td>064/065/066</td>
<td>Intercranial hemorrhage or cerebral infarction</td>
<td>1,080</td>
</tr>
<tr>
<td>945/946</td>
<td>Rehabilitation</td>
<td>986</td>
</tr>
<tr>
<td>308/309/310</td>
<td>Cardiac arrhythmia &amp; conduction disorders</td>
<td>956</td>
</tr>
<tr>
<td>313</td>
<td>Chest pain</td>
<td>956</td>
</tr>
<tr>
<td>202/203</td>
<td>Bronchitis &amp; asthma</td>
<td>955</td>
</tr>
<tr>
<td>640/641</td>
<td>Misc. disorders of nutrition, metabolism, fluids/electrolytes</td>
<td>926</td>
</tr>
<tr>
<td>602/603</td>
<td>Cellulitis</td>
<td>913</td>
</tr>
<tr>
<td>417/418/419</td>
<td>Laparoscopic cholecystectomy</td>
<td>882</td>
</tr>
<tr>
<td>736-743</td>
<td>Uterine &amp; adnexa procedures</td>
<td>881</td>
</tr>
<tr>
<td>637/638/639</td>
<td>Diabetes</td>
<td>874</td>
</tr>
<tr>
<td>689/690</td>
<td>Urinary tract infections</td>
<td>871</td>
</tr>
</tbody>
</table>
Table 4.
Top MSDRG Among Service Area Non-Hispanic White Residents, 2014

<table>
<thead>
<tr>
<th>MSDRG</th>
<th>MSDRG Description</th>
<th>Discharges</th>
</tr>
</thead>
<tbody>
<tr>
<td>885</td>
<td>Psychoses</td>
<td>3347</td>
</tr>
<tr>
<td>870/871/872</td>
<td>Septicemia</td>
<td>1870</td>
</tr>
<tr>
<td>469/470</td>
<td>Major joint replacement/reattachment lower extremity</td>
<td>1350</td>
</tr>
<tr>
<td>291/292/293</td>
<td>Heart failure &amp; shock</td>
<td>709</td>
</tr>
<tr>
<td>193/194/195</td>
<td>Simple pneumonia &amp; pleurisy</td>
<td>673</td>
</tr>
<tr>
<td>945/946</td>
<td>Rehabilitation</td>
<td>665</td>
</tr>
<tr>
<td>308/309/310</td>
<td>Cardiac arrhythmia &amp; conduction disorders</td>
<td>592</td>
</tr>
<tr>
<td>190/191/192</td>
<td>Chronic obstructive pulmonary disease</td>
<td>518</td>
</tr>
<tr>
<td>391/392</td>
<td>Esophagitis, gastroenteritis, misc. digestive disorders</td>
<td>513</td>
</tr>
<tr>
<td>064/065/066</td>
<td>Intercranial hemorrhage or cerebral infarction</td>
<td>510</td>
</tr>
<tr>
<td>682/683/684</td>
<td>Renal failure</td>
<td>495</td>
</tr>
<tr>
<td>602/603</td>
<td>Cellulitis</td>
<td>457</td>
</tr>
<tr>
<td>894/897</td>
<td>Alcohol/drug abuse or dependence</td>
<td>455</td>
</tr>
<tr>
<td>246-251</td>
<td>Percutaneous cardiovascular procedures</td>
<td>410</td>
</tr>
<tr>
<td>377/378/379</td>
<td>G.I. hemorrhage</td>
<td>404</td>
</tr>
<tr>
<td>689/690</td>
<td>Urinary tract infections</td>
<td>372</td>
</tr>
<tr>
<td>640/641</td>
<td>Misc. disorders of nutrition, metabolism, fluids/electrolytes</td>
<td>367</td>
</tr>
<tr>
<td>736-743</td>
<td>Uterine &amp; adnexa procedures</td>
<td>311</td>
</tr>
<tr>
<td>189</td>
<td>Pulmonary edema &amp; respiratory failure</td>
<td>289</td>
</tr>
<tr>
<td>313</td>
<td>Chest pain</td>
<td>279</td>
</tr>
<tr>
<td>637/638/639</td>
<td>Diabetes</td>
<td>272</td>
</tr>
<tr>
<td>456-460</td>
<td>Spinal fusion</td>
<td>261</td>
</tr>
<tr>
<td>417/418/419</td>
<td>Laparoscopic cholecystectomy</td>
<td>255</td>
</tr>
<tr>
<td>286/287</td>
<td>Circulatory disorders</td>
<td>222</td>
</tr>
<tr>
<td>338-343</td>
<td>Appendectomy</td>
<td>190</td>
</tr>
<tr>
<td>100/101</td>
<td>Seizures</td>
<td>185</td>
</tr>
<tr>
<td>811/812</td>
<td>Red blood cell disorders</td>
<td>180</td>
</tr>
<tr>
<td>202/203</td>
<td>Bronchitis &amp; asthma</td>
<td>175</td>
</tr>
<tr>
<td><strong>Total</strong></td>
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<td><strong>34,220</strong></td>
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</table>
### Table 5.
*Top MSDRG Among Service Area Hispanic (Any Race) Residents, 2014*

<table>
<thead>
<tr>
<th>MSDRG</th>
<th>MSDRG Description</th>
<th>Discharges</th>
</tr>
</thead>
<tbody>
<tr>
<td>885</td>
<td>Psychoses</td>
<td>2367</td>
</tr>
<tr>
<td>870/871/872</td>
<td>Septicemia</td>
<td>1277</td>
</tr>
<tr>
<td>391/392</td>
<td>Esophagitis, gastroenteritis, misc. digestive disorders</td>
<td>596</td>
</tr>
<tr>
<td>202/203</td>
<td>Bronchitis &amp; asthma</td>
<td>552</td>
</tr>
<tr>
<td>193/194/195</td>
<td>Simple pneumonia &amp; pleurisy</td>
<td>548</td>
</tr>
<tr>
<td>417/418/419</td>
<td>Laparoscopic cholecystectomy</td>
<td>543</td>
</tr>
<tr>
<td>291/292/293</td>
<td>Heart failure &amp; shock</td>
<td>528</td>
</tr>
<tr>
<td>338-343</td>
<td>Appendectomy</td>
<td>453</td>
</tr>
<tr>
<td>637/638/639</td>
<td>Diabetes</td>
<td>440</td>
</tr>
<tr>
<td>313</td>
<td>Chest pain</td>
<td>411</td>
</tr>
<tr>
<td>682/683/684</td>
<td>Renal failure</td>
<td>406</td>
</tr>
<tr>
<td>736-743</td>
<td>Uterine &amp; adnexa procedures</td>
<td>405</td>
</tr>
<tr>
<td>469/470</td>
<td>Major joint replacement/reattachment lower extremity</td>
<td>397</td>
</tr>
<tr>
<td>689/690</td>
<td>Urinary tract infections</td>
<td>375</td>
</tr>
<tr>
<td>602/603</td>
<td>Cellulitis</td>
<td>367</td>
</tr>
<tr>
<td>640/641</td>
<td>Misc. disorders of nutrition, metabolism, fluids/electrolytes</td>
<td>355</td>
</tr>
<tr>
<td>064/065/066</td>
<td>Intercranial hemorrhage or cerebral infarction</td>
<td>347</td>
</tr>
<tr>
<td>377/378/379</td>
<td>G.I. hemorrhage</td>
<td>296</td>
</tr>
<tr>
<td>246-251</td>
<td>Percutaneous cardiovascular procedures</td>
<td>242</td>
</tr>
<tr>
<td>100/101</td>
<td>Seizures</td>
<td>242</td>
</tr>
<tr>
<td>308/309/310</td>
<td>Cardiac arrhythmia &amp; conduction disorders</td>
<td>228</td>
</tr>
<tr>
<td>945/946</td>
<td>Rehabilitation</td>
<td>223</td>
</tr>
<tr>
<td>811/812</td>
<td>Red blood cell disorders</td>
<td>217</td>
</tr>
<tr>
<td>894-897</td>
<td>Alcohol/drug abuse or dependence</td>
<td>209</td>
</tr>
<tr>
<td>286/287</td>
<td>Circulatory disorders</td>
<td>190</td>
</tr>
<tr>
<td>190/191/192</td>
<td>Chronic obstructive pulmonary disease</td>
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</tr>
<tr>
<td>189</td>
<td>Pulmonary edema &amp; respiratory failure</td>
<td>147</td>
</tr>
<tr>
<td>456-460</td>
<td>Spinal fusion</td>
<td>104</td>
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<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>12628</strong></td>
</tr>
</tbody>
</table>

### Table 6.
*Top MSDRG Among Service Area Non-Hispanic Black Residents, 2014*

<table>
<thead>
<tr>
<th>MSDRG</th>
<th>MSDRG Description</th>
<th>Discharges</th>
</tr>
</thead>
<tbody>
<tr>
<td>885</td>
<td>Psychoses</td>
<td>1479</td>
</tr>
<tr>
<td>870/871/872</td>
<td>Septicemia</td>
<td>403</td>
</tr>
<tr>
<td>291/292/293</td>
<td>Heart failure &amp; shock</td>
<td>277</td>
</tr>
<tr>
<td>811/812</td>
<td>Red blood cell disorders</td>
<td>260</td>
</tr>
<tr>
<td>313</td>
<td>Chest pain</td>
<td>217</td>
</tr>
<tr>
<td>MSDRG</td>
<td>Description</td>
<td>Discharges</td>
</tr>
<tr>
<td>------------</td>
<td>------------------------------------------------------------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>202/203</td>
<td>Bronchitis &amp; asthma</td>
<td>182</td>
</tr>
<tr>
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<td>Renal failure</td>
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Table 7.
*Top MSDRG Among Service Area Non-Hispanic Asian Residents, 2014*

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</tr>
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<td>Psychoses</td>
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</tr>
<tr>
<td>291/292/293</td>
<td>Heart failure &amp; shock</td>
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</tr>
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*Top MSDRG Among Service Area Non-Hispanic Native American Residents, 2014*

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Table 9.
Top MSDRG Among Service Area Non-Hispanic Other/Unknown Race Residents, 2014

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<td>Septicemia</td>
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<td>193/194/195</td>
<td>Simple pneumonia &amp; pleurisy</td>
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<td>Percutaneous cardiovascular procedures</td>
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<td>Bronchitis &amp; asthma</td>
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### Table 10.
**Top MSDRG Among Service Area Residents Under 18 Years, 2014**

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### Table 11.
**Top MSDRG Among Service Area Residents 18-59 Years, 2014**

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Table 12.
Top MS DRG Among Service Area Residents 60 Plus Years, 2014
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</tbody>
</table>

**Redlands Community Hospital Focus Group Analysis**

Question #1 – How long have you lived in the Inland Empire? If you are new to the area, what brought you here?

Data for question 1 was analyzed individually for each focus group and as an aggregate. A mean and range was calculated for each focus group and a mean, median and range was calculated for the aggregate data. Among all participants, 4.3% stated they lived in the Inland Empire their entire life. This information was not incorporated in the analysis as the number of years living in the Inland Empire was not identified for these participants. Among all participants, the highest frequency of individual years living in the Inland Empire was six and eight years; 8.7% for each.
Proportion of Participants Identifying Length of Time Living or Working in the Inland Empire

Redlands
a. Mean – 32.8 years
b. Range – (6-50 years)

Overall Participating Hospitals (Aggregate)
Mean – 21.8 years
Median – 19 years Range – 1-56 years

Figure 7.
Proportion of Participants Identifying Length of Time Living or Working in the Inland Empire
Question #2 – What if anything is different about your community now that was not the case five years ago?

1. Built Environment/Environmental Factors
   - traffic (increase in traffic and accidents)
   - housing (affordable)
   - crime
   - drugs/gangs
   - increased industrial environment (warehouses) impacting citrus in area
     – increase in chemical sprays
2. Increase in Senior community

Question #3 – What kind of projects, if any, have people in your community worked on together in the past five years? (Note: Participants stated they were members of organizations who assist with services)

1. Addressing the need for clothing and providing clothing for individuals and families
   - Salvation Army – providing interview attire for men
   - Angels – providing clothing for high school students
   - Kiwanis – takes kids shopping
   - Santa Claus Incorporated – community donates and choose clothing for kids
2. Addressing homeless population – youth and homeless count
3. Programs addressing new immigrant support with language services, and providing space for Narcotics Anonymous to meet – churches and congregations – pick up community duties and assist with rent reduction.

Question #4 – Think about your community over the next five years, what changes would you make or not make and why?

1. Transportation – re-addressing issues regarding public transportation, this involves rail San Antonio
   1. Physical activity – increase physical activity in schools, perhaps offering yoga, invest more in parks so people can be active, eliminate smoking in parks so people can be active, programs that allow kids to walk and bike to school, increase number of bike routes in community, increase programs for kids to be active, increase safe walking areas
   2. Healthier food options – decrease fast food restaurants in community and increase more healthier food options in schools, more community gardens that will allow people to participate

Question #5 – If you knew someone was thinking about moving to your community, what would you tell them or her about the area to convince them to move or not to move?
I – Positive

1. Physical beauty and close proximity to mountains, desert and ocean
2. Has own hospital, police and fire department
3. Weather
4. Community involvement
5. Education
6. Rich history

II – Negative

1. Traffic congestion

Question #6 – Describe how your community could be improved.

1. Transportation – re-addressing issues regarding public transportation, this involves rail system, access to transportation for seniors
2. Youth – organizations for youth, programs to address childhood obesity, programs that teach students and parents about active nutrition and teach parents about healthier cooking habits for kids, also programs that encourage physical activity
3. Volunteering – increase programs for senior and youth volunteering, increase community service
4. Access to community services – get word out about community services available to community, i.e. free clinics

Question #7 – What makes your community a healthy community?

1. The environment which offers access to recreational activities such as running, swimming, walking, basketball, horseback riding, hiking, biking, football, baseball, scouting, gardening
2. The weather
3. The existence of farmer’s market

Question #8 – What makes your community unhealthy?

1. The abundance of crime
2. The Environment, specifically pollution, smog, and lack of water. With the lack of water there has been an increase in the amount that is paid for water, thus less money for other things
3. There is a lower level of education
4. The economics of the community. Economy is poor in the community and this impacts the number of jobs available for those living here. People do not have enough money to do extracurricular activities.
5. Lack of medical resources, such as primary care physicians, ER’s, OB/GYNs, nurses, urgent care centers
Question #9 – Describe barriers that may pose challenges to achieving positive community health.

1. Low paying jobs as a result of the economy
2. Issues pertaining to advanced education. For instance, increased student loan debts, community colleges being overcrowded which prevents students from enrolling in the classes they need to takes so it takes longer for students to graduate so accrue larger student debt
3. An increased number of renters who are not invested in community because they are not home owners
4. Language barriers. For undocumented population they fear being deported or arrested so they do not access services

Question #10 – From what health problems do people in your community suffer?

1. Health problems impacting seniors
2. Chronic diseases – diabetes, high blood pressure, lymphedema, asthma, COPD, depression, arthritis, pelvic pain, incontinence
3. Sedentary lifestyle

Question #11 – Where do people in your community go to receive health care?

1. Lymphedema program at Hospitals
2. Clinics

Question #12 – What, if any, environmental health concerns do you face in your community?

1. Lack of good urban planning and infrastructure with affordable housing for seniors (single story) and open area with parks

Question #13 – Think about the issues we have talked about today. What issues do you think are the most important for your community to address? Why?

1. Urban planning that addresses transportation, water conservation and its sustainability
2. Childhood obesity, lack of education among children regarding healthy lifestyles (eating and exercise)

Question #14 – Think about the strengths in your community we have talked about today. What do you think is the community’s greatest asset?

1. Environment that offers recreational activities such as running, swimming, walking, basketball, horseback riding, hiking, biking, football, baseball, scouting, gardening
2. Weather
3. Farmer’s market
4. Physical Activities at parks, safe routes to school for children
5. Healthy living, free classes on nutrition and diabetes, healthy food in schools, community gardens

Question #15 – Is there anything else we have not asked about that is important for us to know about in your community?

Participants had nothing to add.

Redlands QOLS Service Area Results

Question 1

![Pie chart showing gender distribution]

Question 2

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>answered question</td>
<td>222</td>
</tr>
</tbody>
</table>

n=218
Question 3

What is your marital status?

- Married: 13.8%
- Living together - unmarried: 4.6%
- Widowed: 8.7%
- Divorced: 11.9%
- 29.4% are 40 years old or older
- 25.7% are 20 years old, but less than 30
- 21.1% are 30 years old, but less than 40
- 10.6% are less than 20

n=218

Question 4

What is your marital status?

- Married: 58.0%
- Living together - unmarried: 13.8%
- Widowed: 8.7%
- Divorced: 11.9%
- 4.6% are 40 years old or older

n=218
Question 5

What best describes the highest grade or year of school you have completed?

- Did not attend school
- Less than 9th grade
- Completed 9th grade but less than 12th grade
- HS graduate/GED
- Some college no degree
- Associates of Arts

n=197

Question 6

What is your annual household?

- Less than
- 10,000 or more, but less than
- 25,000 or more, but less than
- 50,000 or more, but less than
- 75,000
- 100,000 or
- Do not wish to

n=193
Question 7

Which of the following would best describe your 3.7% self?

- White: 0.5%
- Black or African American: 0.9%
- Asian: 0.0%
- American Indian or Alaska Native: 2.8%
- Other Pacific Islander: 1.4%
- Other Native: 0.5%
- Other: 0.5%
- Don't wish to say: 0.0%

n=215

Question 8

Do you have a personal doctor or medical provider who is your main provider?

- Yes: 35.5%
- No: 57.9%
- Don't wish to say: 6.6%

n=220
Question 9

When you see your medical provider, how often does he/she explain clearly?

- Always: 2.3%
- Usually: 12.4%
- Sometimes: 33.6%
- Never: 18.9%
- Do not wish to answer: 27.2%
- Do not have a medical

n=217

Question 10

How often can you get an appointment to see your doctor or medical provider?

- Always: 14.0%
- Usually: 35.2%
- Sometimes: 19.2%
- Never: 17.1%
- Do not wish to answer: 14.5%
- Do not have a medical

n=193
Question 11

How often does the doctor speak to you in

- Always: 40.4%
- Usually: 15.5%
- Sometimes: 17.1%
- Rarely: 14.5%

n=193

Question 12

When you see your doctor is it difficult to

- Always: 12.0%
- Usually: 26.6%
- Sometimes: 32.3%
- Rarely: 8.9%

n=192
Question 13

Who was the person who helped you understand the doctor? Check all that apply.

- Medical Staff
- Non-Medical Office Staff
- An adult family member or Friend
- Someone to help
- Mine

n=212

Question 14

How often do you need someone to help you

- Always
- Usually
- Sometimes
- Never

n=214
Question 15

During the past 12 months, how many times did you visit a hospital?

- 0 times: 21.0%
- 1-2 times: 24.0%
- 10 or more times: 5.1%

n=217

Question 16

During the past 12 months, how many times have you been hospitalized?

- 0 times: 14.6%
- 1-2 times: 11.1%
- 10 or more times: 87.9%

n=199
Question 17

During the past 12 months, did you delay or not get medical care you felt you needed?

- Yes: 10%
- No: 41%
- Do not wish to: 35.6%
- Unable to: 5.3%

n=194

Question 18

What were reasons why there was a delay?

- Language: 22%
- Trans: 21%
- Cost: 15%
- Did not think it was necessary: 10%
- Other: 6%

Lac Trans Chil Langua Could Unable Didnt Other
Question 19

How would you rate your general health?

- Excellent
- Very
- Good
- Poor
- Do not wish to answer

n=217

Question 20

Has a doctor ever told you that

- Yes
- No
- Do not wish to answer

n=219
Question 21

Has a doctor ever told you that you have diabetes?

- Yes
- No
- Do not wish to know

n=218

Question 22

Females only. If Male, skip this question. Was your diabetes diagnosed during a pregnancy?

- Yes
- No
- Do not wish to know

n=144
Question 23

Has a doctor ever told you that you have any kind of heart disease?

- Yes: 32%
- No: 63.3%
- Don't know: 4.7%

n=218

Question 24

Has a doctor ever told you that you have any kind of heart disease?

- Yes: 5%
- No: 83.1%
- Don't know: 11.7%

n=213
Question 25

Have you ever been told by a doctor that you have

- Yes: 29
- No: 66
- Do not wish to: 1

n=214

Question 26

Do you have a condition that substantially limits one or more basic physical

- Yes: 0.5%
- No: 81
- Do not wish to: 1

n=215
Question 27

During the past 12 months, have you fallen to the ground more than once? (If no, skip to)

- Yes
- No
- Do not wish to

n=184

91.3%

Question 28

Did you go to the emergency room because of any of these falls?

- Yes
- No
- Do not wish to

n=133

94.7%
Question 29

Were you hospitalized because of

- Yes
- No
- Do not wish to

n=129

Question 30

When was the last time you had

- Within the
- Within the past year (1-12 months ago)
- Within the past 2
- Never
- Don't

n=197
Question 31

When was the last time you had a dental exam?

- Within the past 12 months (1-12 months ago): 86
- 2 or more: 15.2
- New: 6.3
- Don't wish to: 13.7
- Don't: 39.6

n=197

Question 32

During the past 12 months, did you get any flu shot or the nasal flu vaccine?

- Yes: 37.2
- No: 60.7
- Don't wish to: 2

n=196
Question 33

For women over 45 years of age, have you ever had a mammogram? (If no, skip to question 35)

- Yes
- No
- Do not wish to

$n=124$

Question 34

How long ago did you have your most recent mammogram?

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>answered question</td>
<td>97</td>
</tr>
</tbody>
</table>

Question 35
Question 36

In the past 12 months, have you seen your primary care physician or general practitioner for problems with your mental health, emotions, nerves, or your use of alcohol or drugs?

- Yes
- No
- Do not wish to

n=215

In the past 12 months, have you seen any other professional such as a counselor, psychiatrist, or social worker for problems with your mental health, emotions, nerves, or your use of alcohol or drugs?

- Yes
- No
- Do not wish to

n=214
Question 37

How many days out of the past 30 days were you unable to work or carry out your normal activities because of your feeling nervous, depressed or emotionally stressed?

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>answered question</td>
<td>134</td>
</tr>
</tbody>
</table>

Question 38

![Pie chart showing frequency of experiencing nervousness, depression, or emotional stress over the past 30 days.](image)

$n=212$
Question 39

During the last 30 days, how often did you feel so depressed that nothing went right?

- All of the time: 7.3%
- Most of the time: 16.1%
- Some of the time: 21%
- A little of the time: 21%
- Do not wish to answer: 3.1%

n=193

Question 40

During the last 30 days, how often did you feel so tired or physically drained out that you could not fully carry out your normal day-to-day activities?

- All of the time: 16.5%
- Most of the time: 10.3%
- Some of the time: 6.2%
- A little of the time: 21%
- Do not wish to answer: 16.1%

n=194
Question 41

On average, how many cigarettes do you smoke a day?

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>113 answered question</td>
<td>113</td>
</tr>
</tbody>
</table>

Question 42

In the past 12 months, about how many times did you have 1 or 2 alcoholic drinks in a single day?

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>186 answered question</td>
<td>186</td>
</tr>
</tbody>
</table>

Question 43

In the past 12 months, about how many times did you have 3 or 4 alcoholic drinks in a single day?

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>177 answered question</td>
<td>177</td>
</tr>
</tbody>
</table>
Question 45

In the past 12 months, about how many times did you have 5 or more alcoholic drinks in a single day?

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>answered question</td>
<td>181</td>
</tr>
</tbody>
</table>

Question 46

Safety - The following questions ask you about your neighborhood. Please tell us how much you agree or disagree with the

- Strongly Agree: 8.1%
- Agree: 17.2%
- Disagree: 29.2%
- Strongly Disagree: 23.9%

n=209
Question 47

In the past 12 months, I feel comfortable getting together informally with

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither agree or disagree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>0</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>

n=213

Question 48

I feel safe in my

<table>
<thead>
<tr>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neither agree or disagree</th>
<th>Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>13 1</td>
<td>1</td>
<td>1</td>
<td>11.3</td>
</tr>
</tbody>
</table>

n=191
Question 49

In the past 12 months, I have served as a volunteer on any local board.

- Yes: 67.4%
- No: 26.9%
- Do not wish to: 6.1%

n=193

Question 50

In an average week, how many days do you spend at least 30 minutes doing:

- 0 time: 24.4%
- 1 3-4 times: 32.9%
- 5+ times: 10.3%

n=213
Question 51

In an average week, how many days do you spend at least 30 minutes doing moderate physical activity (light jogging).

Question 52

In an average week, how many days do you spend at least 30 minutes doing high physical activity (running, playing soccer, jumping rope, playing basketball, uphill biking).
OVERVIEW OF HOSPITAL’S COMMUNITY BENEFIT PROGRAMS

Following is a summary of some of the community service/charity care in which the hospital is involved:

REDLANDS FAMILY CLINIC

US Census Bureau (2015) reports that 9.1% of the population nationwide is without health insurance, and for children as a category, 5.3% are without health insurance (http://www.census.gov/content/dam/Census/library/publications/2016/demo/p60-257.pdf, January 23 2017). For covered individuals, Medicaid accounts for 19.6% and Medicare 16.3%. Barriers to health care such as culture and low socioeconomic status continue to be a serious issue. Redlands Community Hospital addresses this issue by providing patient-centered primary health care services for individuals and families.

Purpose

An on-going goal of the Redlands Family Clinic is to provide high-quality, low-cost health care services to people who do not otherwise have access which may be due to financial, cultural, lifestyle, or psychological barriers. An equally important goal is to provide disease specific patient/family education, with emphasis on promoting health and wellness, and the support necessary to promote individualized health care decision making. Our ongoing objectives are to: 1) Provide an opportunity for low-income, the uninsured and underinsured to receive primary and preventive care, early medical problem identification and treatment and access to health care resources; 2) Reduce disparity in health care services within the community; 3) Develop health related programs and enhance the quality of services provided; 4) Provide health care for all ages, children to the elderly; 5) Assist with the application process and obtaining eligibility for public assistance programs; 6) Provide and promote community resources, and 7) Provide and facilitate community health services such as flu shots and other health care screenings

Unique and Innovative Methods

We view our program to be unique and innovative based on the following characteristics:
1. The services are provided by a not-for-profit Community Hospital based clinic utilizing skilled family practice nurse practitioners and support staff
2. The services are managed by Redlands Community Hospital’s Board of Directors not associated with other organizations
3. Primarily funded, operated and managed by the hospital
4. Collaborative relationships with community organizations providing a variety of services
5. A largely Hispanic population including recent migrants to the area
6. Bilingual clinical staff
7. Patients are uninsured or underinsured
8. Provides access to other health care services offered by the hospital

Our Partners and Providers

1. BioData and Lab Corp Medical Laboratories: provides clinical laboratory services
2. Community Clinic Association of San Bernardino County
3. CVS/Caremark
4. Family Services Association of Redlands: A not-for-profit organization serving low-income and homeless families utilizing a management-based case management approach and personal contact. Their mission is to alleviate poverty, encourage self-sufficiency and promote the dignity of all people. Services provided include transitional housing, clothing, and food.

5. Inland Empire Health Plan

6. Local Pharmacies

Goals and Milestones Accomplished in 2016

1. Continued to provide primary care services.
2. Provided no-cost seasonal flu vaccinations to the community-at-large
3. Expanded awareness of the services provided by the Redlands Family Clinic
4. Supported Redlands Unified School District by providing employee TB screening
5. Acquired grant support for smoking cessation program

Top 10 medical diagnoses treated in clinic (highest to lowest)

Essential hypertension
Obesity
Anxiety
Chronic Pain Syndrome
Anemia
Overweight
Diabetes Mellitus
Depressive Disorder
Lower back pain
Arthopathy

Redlands Family Clinic
Serving communities of Redlands, Loma Linda, San Bernardino, Highland, Yucaipa and Mentone.
Scope of Services

<table>
<thead>
<tr>
<th>Hours of Operation</th>
<th>8:00-4:30 Monday through Friday</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>Physician</td>
</tr>
<tr>
<td></td>
<td>Nurse Practitioners</td>
</tr>
<tr>
<td></td>
<td>Licensed Vocational Nurses</td>
</tr>
<tr>
<td></td>
<td>Medical Assistants</td>
</tr>
<tr>
<td></td>
<td>Patient Account Representative</td>
</tr>
<tr>
<td></td>
<td>Director</td>
</tr>
<tr>
<td>Primary Services</td>
<td>Pediatrics (CHDP)</td>
</tr>
<tr>
<td></td>
<td>Well Female Exams (FPACT and CDP)</td>
</tr>
<tr>
<td></td>
<td>Young adult – school exams and primary care</td>
</tr>
<tr>
<td></td>
<td>Adult/Middle Age (cancer screening and detection)</td>
</tr>
<tr>
<td></td>
<td>Acute and chronic primary medical care – all ages</td>
</tr>
<tr>
<td>Other Services onsite</td>
<td>Laboratory</td>
</tr>
<tr>
<td></td>
<td>Social Services</td>
</tr>
<tr>
<td></td>
<td>Dietician</td>
</tr>
<tr>
<td>Other Services at RCH</td>
<td>Pharmacy</td>
</tr>
<tr>
<td></td>
<td>Radiology</td>
</tr>
<tr>
<td></td>
<td>Cardio pulmonary</td>
</tr>
<tr>
<td></td>
<td>Emergency room</td>
</tr>
<tr>
<td></td>
<td>Inpatient Services</td>
</tr>
<tr>
<td></td>
<td>Special procedures</td>
</tr>
<tr>
<td>Referred Services</td>
<td>ARMC: outpatient, acute and specialty care</td>
</tr>
<tr>
<td></td>
<td>Specialty care providers within the community</td>
</tr>
<tr>
<td></td>
<td>Community resource agencies</td>
</tr>
<tr>
<td></td>
<td>Loma Linda University Medical Center</td>
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</tbody>
</table>

Total Visits - Historical 2013 to 2016

<table>
<thead>
<tr>
<th>Redlands Family Clinic</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5,410</td>
<td>4,467</td>
<td>5,073</td>
<td>5,195</td>
</tr>
</tbody>
</table>

Patient visits increased slightly, 2%, in 2016. The number of IEHP patients assigned to the clinic increased by 55% in 2016 compared to 2015. Although patient visits slightly increased the number of new patients at the Redlands Family Clinic decreased by 25%.
Financial Summaries Redlands Family Clinic, 2016

The following graph shows the financial distribution and un-reimbursed cost. The Redlands Community Hospital contribution (un-reimbursed cost) for this program in 2016 was $139,176.

Expenses $610,719
Net Patient Revenue $470,943
Patient Revenue $465,267
Grant Revenue $5,676
Hospital Contribution $139,176


<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
<th>Expense</th>
<th>Hospital Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>$184,219</td>
<td>$533,496</td>
<td>$349,277</td>
</tr>
<tr>
<td>2015</td>
<td>$297,509</td>
<td>$700,924</td>
<td>$403,415</td>
</tr>
<tr>
<td>2016</td>
<td>$470,943</td>
<td>$610,719</td>
<td>$139,776</td>
</tr>
</tbody>
</table>
Goals and Objectives for 2017

1. Continue to provide primary care services for low-income and underserved individuals
2. Continue to support community-based programs and organizations
4. Enhance technology towards implementing electronic health records

Summary

During a time when healthcare dollars continue to shrink and increased financial risk is going to community hospitals, Redlands Community Hospital continues to demonstrate that healthcare resources can be made available to everyone. We at Redlands Community Hospital have not only proven it can be done, but witnessed the continuation and growth of services to the under-served population. We have addressed critical elements needed for early intervention by providing primary care services, controlled and reduced co-morbidities and made every attempt to prevent use of the Emergency Room as a source of primary health care services. Most importantly, we have demonstrated successfully how to help patients take control of their health care by providing patient-centered services and assisting with the transition to public assistance programs, whenever they qualify. If patients do not qualify for public assistance, we will continue to provide them with the healthcare they require.

We are encouraged by the positive recognition staff received from the patients and families served. During 2016, patients indicated 87% overall patient satisfaction. We will continue to network with the community to share our challenges and successes.

Our vision for the future is to continue to provide community based high-quality, low-cost health care services to low-income, uninsured and underinsured individuals and families.
YUCAIPA FAMILY CLINIC

The Yucaipa Family Clinic, a sister clinic to the Redlands Family Clinic, continues to address the communities need for access to high-quality primary care services in the east end of San Bernardino county.

Purpose

A goal of the Yucaipa Family Clinic is to provide high-quality, low-cost health care services to people who do not otherwise have access which may be due to financial, cultural, lifestyle, or psychological barriers. An equally important goal is to provide disease specific patient/family education, with emphasis on promoting health and wellness, and the support necessary to promote individualized health care decision making. Our ongoing objectives are to: 1) Provide an opportunity for low-income, the uninsured and underinsured to receive primary and preventive care, early medical problem identification and treatment and access to health care resources; 2) Reduce disparity in health care services within the community; 3) Develop health related programs and enhance the quality of services provided; 4) Provide health care for all ages, children to the elderly; 5) Assist with the application process and obtaining eligibility for public assistance programs; 6) Provide and promote community resources, and 7) Provide and facilitate community health services such as flu shots and other health care screenings

Unique and Innovative Methods

We view our program to be unique and innovative based on the following characteristics:
1. The services are provided by a not-for-profit Community Hospital based clinic utilizing skilled family practice nurse practitioners and support staff
2. The services are managed by Redlands Community Hospital’s Board of Directors not associated with other organizations
3. Primarily funded, operated and managed by the hospital
4. Collaborative relationships with community organizations providing a variety of services
5. A largely Hispanic population including recent migrants to the area
6. Bilingual clinical staff
7. Patients are uninsured or underinsured
8. Provides access to other health care services offered by the hospital

Our Partners and Providers

7. BioData and Lab Corp Medical Laboratories: provides clinical laboratory services
8. Community Clinic Association of San Bernardino County
9. Family Services Association of Redlands: A not-for-profit organization serving low-income and homeless families utilizing a management-based case management approach and personal contact. Their mission is to alleviate poverty, encourage self-sufficiency and promote the dignity of all people. Services provided include transitional housing, clothing, and food.
10. Inland Empire Health Plan
11. Local Pharmacies

Goals and Milestones Accomplished in 2016

1. Expanded primary care services and access for community members with IEHP
2. Provided no-cost seasonal flu vaccinations to the community-at-large
Top 10 medical diagnoses treated in clinic (highest to lowest)

Anxiety
Obesity
Anemia
Essential (Primary) Hypertension
Arthropathy
Overweight
Depressive Disorder
Allergic Rhinitis
Asthma
Gastro-Esophageal Reflux (GERD)

Yucaipa Family Clinic

Serving communities of Redlands, Loma Linda, San Bernardino, Highland, Yucaipa and Mentone.
## Scope of Services

<table>
<thead>
<tr>
<th><strong>Hours of Operation</strong></th>
<th>8:00-4:30 Monday through Friday</th>
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<tbody>
<tr>
<td><strong>Personnel</strong></td>
<td>Physician</td>
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<tr>
<td></td>
<td>Nurse Practitioners</td>
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<tr>
<td></td>
<td>Licensed Vocational Nurses</td>
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<tr>
<td></td>
<td>Medical Assistants</td>
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<td></td>
<td>Patient Account Representative</td>
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<td></td>
<td>Director</td>
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<tr>
<td><strong>Primary Services</strong></td>
<td>Pediatrics (CHDP)</td>
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<td></td>
<td>Well Female Exams (FPACT and CDP)</td>
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<td></td>
<td>Young adult – school exams and primary care</td>
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<tr>
<td></td>
<td>Adult/Middle Age (cancer screening and detection)</td>
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<tr>
<td></td>
<td>Acute and chronic primary medical care – all ages</td>
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<tr>
<td><strong>Other Services onsite</strong></td>
<td>Laboratory</td>
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<td></td>
<td>Social Services</td>
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<td>Dietician</td>
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<td><strong>Other Services at RCH</strong></td>
<td>Pharmacy</td>
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<td></td>
<td>Radiology</td>
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<td></td>
<td>Cardio pulmonary</td>
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<td></td>
<td>Emergency room</td>
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<td></td>
<td>Inpatient Services</td>
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<tr>
<td></td>
<td>Special procedures</td>
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<td><strong>Referred Services</strong></td>
<td>ARMC outpatient, acute and specialty care</td>
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<td></td>
<td>Specialty care providers within the community</td>
</tr>
<tr>
<td></td>
<td>Community resource agencies</td>
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</table>

## Total Visits – Historical


Patient visits increased by 45% during 2016. The number of IEHP patients assigned to the clinic increased by 50% in 2016 compared to 2015. The number of new patients served at the Yucaipa Family Clinic remained stable.
Financial Summaries Yucaipa Family Clinic, 2016

The following graph shows the financial distribution and un-reimbursed cost. The Redlands Community Hospital contribution (un-reimbursed cost) for this program in 2016 was $302,937.

Expenses $567,647
Net Patient Revenue $264,710
Hospital Contribution $302,937

Goals and Objectives for 2017

1. Expand primary care services for low-income and underserved individuals
2. Continue to support community-based programs and organizations
3. Enhance technology towards implementing electronic health records

Summary

Redlands Community Hospital is committed to serving the community and providing high-quality and affordable healthcare. For 2016, the Yucaipa Family Clinic's overall patient satisfaction rating was 93%. Our vision for the future is to continue to provide community based high-quality, low-cost health care services to low-income, uninsured and underinsured individuals and families.
PERINATAL SERVICES (MATERNAL/INFANT HEALTH)

The community based Perinatal Services Program offers several outpatient specialty education programs, Comprehensive Perinatal Services Program (CPSP), diabetes and pregnancy education, breastfeeding education, and childbirth education.

Problem

Real and perceived barriers (access, financial, transportation, etc.) to pre- and post-natal care for low-income, uninsured or underinsured women and teens.

Program Description

The Comprehensive Perinatal Services Program (CPSP) provides a variety of services and education to women prior to delivery and up to sixty days after delivery. Goals of the program are to decrease the incidence of low birth weight in infants, to improve the outcome of every pregnancy, to give every baby a healthy start in life and to lower health care cost by preventing catastrophic and chronic illness in infants and children. The Comprehensive Perinatal Services Program is a Medi-Cal sponsored program for women who are pregnant and are enrolled in straight Medi-Cal or Medi-Cal Managed Care Plan.

The Diabetes and Pregnancy Education program provides education, evaluation and intervention for pregnant women with diabetes or for women with diabetes planning to become pregnant. The goal of the program is to improve pregnancy outcomes for women and to reduce fetal deaths and neonatal and maternal complications. Services include an initial evaluation and follow-up by a registered nurse, certified diabetes educator, and dietician.

A resource for Redlands Community Hospital is the Breastfeeding program which provides breastfeeding education and support for groups, and individual on-on-one education. Services are provided by an International Board Certified Lactation Consultant.

The Childbirth preparation courses prepare the pregnant women and family for childbirth. Classes are designed to provide practical and useful tools in preparation of childbirth.

Partnerships

8. Baby Friendly USA
9. California Diabetes and Pregnancy Program Sweet Success
10. County of San Bernardino (Public Health/CPSP)
11. Disney
12. Inland Empire Health Plan
13. Molina
14. Participating CPSP medical groups and community physician offices

Goals and Outcomes Accomplished in 2016

4. Provided patient focused breast feeding education.
5. Expanded awareness of the education services provided by Perinatal Services to the local community and OB physicians.
6. Achieved 98.5% patient satisfaction rating.
Goals and Outcomes set for 2017

5. Meet or exceed patient expectations
6. Emphasize the benefit of the various education programs to our patients and the community-at-large
7. Promote breastfeeding initiatives and increase lactation visits.

Total Visits, 2011 through 2016

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<td>1,429</td>
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<td>2,387</td>
<td>2,082</td>
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Financial Summaries Perinatal Services, 2016
The following graph shows the financial distribution and un-reimbursed cost. The Redlands Community Hospital contribution (un-reimbursed cost) for this program in 2016 was $284,902.

Expenses $359,990
Net Revenue $75,088
Patient Revenue $70,102
Grant Revenue $4,986
Hospital Contribution $284,902
COMMUNITY CASE MANAGEMENT PROGRAM

The Community Case Management Program at Redlands Community Hospital is dedicated to our patients and community. The program exemplifies a unique extension of our mission statement: “Patients First.” The focus of the program is on “real life” issues that patients may unfortunately be confronted with. Through the program, positive interventions are implemented on a patient population that would have otherwise been overlooked. The ultimate goal is to improve the healthcare of the population served, as well as improving their relationships with their individual healthcare providers.

Problem

Real and perceived barriers (not limited to financial, medical access, social, transportation...) for the under insured, those identified as non-compliant and those with complex and/or life threatening diagnoses.

Program Description

The purpose of the community case management program is to provide high quality service to a population who is unfamiliar as to how to navigate our healthcare system due to financial, cultural, psychological or lifestyle barriers. The process begins with a thorough assessment which includes assessing family dynamics and social resources which may be a lacking and hindering factor in the patient's overall wellness. The goals of the program are to decrease the incidence of emergency room visits and hospital re-admissions, to educate regarding specific disease processes and management, to provide community resources, to facilitate the relationship between the patient and his/her healthcare providers and to improve patient outcomes. Interventions are unique to individual patient needs with the common goal being that the patient will achieve an optimum level of function and will be able to identify and utilize available resources to promote positive health maintenance.

Participants of the program are identified through multiple points of entry by either the physician or a case manager. Criteria include, but are not limited to multiple hospitalizations, multiple co-morbidities, new life threatening diagnosis, non-compliant patterns, assistance with coordination of care and limited understanding of medical needs. Services include an in-home assessment of needs, development of a plan of care specifying goals with implementation and collaboration with team members and education of patient/family to enable successful management of care.

Goals and Outcomes Accomplished in 2016

1. Increased referrals to the program through RCH and EPIC management jointly focusing on identifying at risk patients.
2. Met/exceed patient expectations especially in the area of facilitating referrals in a timely manner and assisting in securing the initial appointment, and assisting the patient/family to navigate their healthcare.
3. Program productivity has increased by proactively identifying at risk individuals.
4. Routine participation in the monthly JOC meetings, RCH capitated patient meetings, and internal case management meetings, thus sharing the positive impact and outcomes of the program with the referral sources.
5. 93% of participants had a decrease in Emergency Room visits after interventions.
6. 88% of participants had a decrease in Inpatient Days after interventions.
Goals for 2017

1. Increase referrals to the program.
2. Increase productivity.
3. Continue to meet or exceed patient expectations.
4. Decrease the number of inpatient days and emergency room visits of the participants.
5. Formalize a resource list for patients and families.

Financial Summary of the Community Case Management Program

The Redlands Community Hospital contribution (un-reimbursed cost) for this program in 2016, which includes nursing salary, taxes and benefits of 26%, and mileage reimbursement, was $152,257.
PASTORAL CARE– VOLUNTEER PASTORAL CARE - LAY MINISTRY – GRIEF PROGRAM

Clinical Chaplain

Pastoral Services at Redlands Community Hospital has been busy about the care of the spirit in the lives of hundreds of patients over the past year. The clinical chaplain performs and supervises multiple services which contribute to the spiritual well-being of those within the hospital, addressing the spiritual concerns of our patients who request pastoral support. The chaplain additionally serves as a part of the ICU and Emergency department clinical team, providing professional spiritual assessment and support for patients and families. Further, the chaplain is an active member of the advanced illness management program. The chaplain responds to referrals from health care professionals throughout the hospital to assist with addressing life threatening illnesses, end of life concerns and issues of spiritual distress.

Pastoral Care’s No One Dies Alone Program has been successful and continues to provide a valuable service; sixteen patients who would have otherwise been alone while dying were comforted, and supported through this program over the past year. Two patients were hospice patients in local nursing facilities and fourteen were in house. The clinical chaplain partners with spiritual care providers in the greater Redlands area to facilitate spiritual care. The clinical chaplain is often requested to participate as a representative of RCH through multiple community faith activities. Some activities include speaking at community events, membership in the Redlands Area Interfaith Council and participating in the community’s interfaith movement to provide spiritual care to those in need throughout the community.

Volunteer Pastoral Care Services

Our Volunteer Chaplains provide ongoing spiritual support for patients and families. Our pastoral care visitors and volunteer chaplains are encouraged to participate in their spiritual development by being exposed to spiritual practices from many faith traditions and are encouraged to explore the significance for their own ministry. In addition to patient visitation, Pastoral care volunteers participate in 8 hours of initial training and monthly in service provided by the Chaplain and receive ongoing evaluation by the Chaplain and peers. Participation in ongoing pastoral care training provides the framework for pastoral accountability and the development of skills which enhance the care of our patients. Pastoral care services provide opportunities to people of all faith traditions in becoming a pastoral care visitor and have grown more diverse in its offerings.

Visiting Clergy/Lay Ministry

Faith community leaders who provide support to patients within their own faith community while they are hospitalized at RCH have been a valuable resource. These visitors receive a brief orientation on the visiting policies of Redlands Community Hospital provided by the Chaplain and once vetted; a visitor badge and parking pass are issued.

Grief Recovery

Follow-up grief care is an important service for families who have lost loved ones at Redlands Community Hospital. Included in a personalized letter to surviving family members is a list of several local grief support groups. In March, July and November, the clinical chaplain provided grief workshops for those throughout our community who have experienced the loss of a loved one. In some cases, the Chaplain initiates grief support to families, thereafter providing an appropriate referral to local support groups.
Community Partners

3. All faith communities in the Redlands and neighboring areas: Churches, mosques and temples who provide a spiritual support to those residing throughout the community.
4. Redlands Area Interfaith Council: helping to promote understanding and mutual respect of the diverse faith communities

Goals and Milestones Accomplished in 2016

III. Continued expansion of the No One Dies Alone Program collaborating with Redlands Hospice to provide a compassionate companion to allow families with minimal support to leave the bedside knowing their loved one is not alone
IV. Initiated three, 8 week grief workshops for grieving families and community.
V. Provided on-going spiritual care that is purposeful in its inclusiveness of all faiths.
VI. Continued to facilitate interest in hospital visitations throughout the local faith community by meeting with local clergy and other faith community leadership.
VII. Hosted successful clergy appreciation luncheon in October to acknowledge the local faith community for their involvement.
VIII. Continued integral part of the ICU rounds and palliative care program
IX. Provided ongoing pastoral care training to pastoral care volunteers to provide the framework for accountability and the development of skills which enhance the care of our patients.

Goals for 2017

6. Provide on-going spiritual care to RCH patients and families.
7. Support the Pastoral Care Visitor and Volunteer Chaplain in his/her personal ministry.
8. Facilitate interest in hospital visitations throughout the local Faith Community by meeting with local clergy and other faith community leadership.
9. Increase the pastoral care volunteer base to help continue facilitating our patients’ spiritual wellness.
10. Provide spiritual care to surgical patient’s at their request.

Financial Summary

Unreimbursed costs to Redlands Community Hospital for the Pastoral Care Program during 2016 were $21,443.
BEHAVIORAL HEALTH PROGRAM

Mental illnesses are common in the United States. According to information provided by the National Institute of Mental Health (NIMH), 1 in 5 individuals nationwide are suffering from a form of mental illness (Statistics: Any Mental Illness (AMI) Among U.S. Adults, 2017). This is a highly stigmatized population where the symptoms are severe, recurrent, and frequently co-occur with the growing epidemic of substance abuse. The shortage of mental health professionals, facilities, and financial resources nationwide make behavioral health patient care a key societal stressor, as it not only affects the individual but also the family unit and the community at large. Inadequate available resources to care for this patient population negatively affects local services: the police department, fire department, ambulance services, and emergency departments suffer strain and compromise effective treatment and recovery for patients.

Purpose and Program Description:

The purpose of the Redlands Community Hospital Behavioral Health Program is to focus on treating each patient as a whole person, not just his or her mental illness; and to provide the highest quality psychiatric treatment through an interdisciplinary team approach. The Behavioral Health treatment team offers a continuum of care ranging from crisis intervention to extended treatment achieving long-term stability. Our goal is to provide those individuals struggling with mental illness the tools, education, and skills needed to cope with the internal struggles they face in their daily life with absolute regard for human dignity and respect for all patient rights.

- Our inpatient treatment provides a therapeutic setting that allows the individual with acute symptoms to be immersed in the treatment environment while removing many of the triggers and stressors from the outside world, making it easier to focus exclusively on recovery. Inpatient treatment typically consists of a combination of individual and group counseling, support groups and alternative or complementary therapies.
- The Partial Hospitalization Day (“PHP”) program uses an array of treatment modalities similar to those offered in inpatient facilities, except care takes place on a part-time basis while the patient continues to live at home. This treatment option may suit those with less severe symptoms who may wish to continue participating in personal and professional duties outside of the treatment environment, such as school, work, or family life.
- The Intensive Outpatient (“IOP”) program provides a step-down to a part-time intensive schedule that includes individual and group therapy designed to accommodate work and family life. Groups are small and generally do not exceed 10 people, allowing for supportive treatment in a safe environment.

Unique Program Interventions:

Our programs are unique for the following reasons:
1. Emphasis on the totality of mind-body-spirit as the philosophical premise for health and well-being
2. Marriage –Family therapists (MFT’s) and Recreational therapists (RT’s) are staffed daily, providing group therapy focused on individualized needs of the patients
3. “Teach Back” method is used for patient education in Community Meetings and Medication Groups to increase self-management of personal diagnosis and medications through self-knowledge and self-awareness.
4. A structured daily schedule is in place to provide quality services in a stable environment.
5. The outpatient services of the BH program target stress management, coping skills, life skills, and community reintegration.
Top Medical Diagnosis treated in Behavioral Health:

7. Schizoaffective Disorder
8. Schizophrenia
9. Bipolar Disorder
10. Major Depressive Disorder
11. Psychosis, not otherwise specified
12. Substance Abuse/Overdose

Scope of Services:

| Hours of Operation | Inpatient: 24 hours, 7 days
|                   | Outpatient: 8:00 a.m. – 4:30 p.m. Mon-Fri
| Personnel         | Psychiatrist
|                   | Physicians
|                   | Registered Nurses
|                   | Licensed Vocational Nurses
|                   | Licensed Pharmacy Technicians
|                   | Marriage and Family Therapists
|                   | Recreational Therapists
|                   | Licensed Clinical Social Workers
|                   | Social Workers
|                   | Administrative Staff
|                   | Mental Health Workers
| Service Programs   | Inpatient Psychiatric Care
|                   | Partial Hospitalization Day Program
|                   | Intensive Outpatient Program Care

Financial Summary

The un-reimbursed cost of the behavioral health program is accounted for in the medical care services costs listed on page 82, Community Benefits and Economic Value.

Goals Outcomes Accomplished in 2016:

- Restructured and expanded our Psychiatric Evaluation Team (PET).
- Became a SAMHSA recognized facility.
- Recertified by Joint Commission.
- Re-designated by the County as a LPS hospital.
- Implemented tools to meet new CMS quality measures.
- Ranked better than the top 10% of hospitals in Mental Health readmission rates, and length of patient stay.

Goals for 2017:

- Expand program marketing outside of primary service area.
- Increase participation in community outreach programs.
- Increase the number of community resource relationships.
- Spread knowledge of our outpatient programs to neighboring health care facilities.
- Integrate Caring Science complementary modalities into treatment plans and therapeutic relationship
ADDITIONAL COMMUNITY BENEFIT ACTIVITIES, 2016

Redlands Community Hospital is continually involved in a variety of activities and programs that benefit the community.

Health Fairs and Health Screenings

Redlands Community Hospital participates in a wide variety of community events and provides health related services for the community at Senior Centers, churches, large employers, children events, emergency preparedness fairs, community events, high schools and the YMCA. An array of health education and health services are offered to the public.

Community Health Fairs

During 2016, the Hospital participated in 27 community health fairs providing education on the hospital’s programs and services:

- Highland Senior Center
- Mentone Health Fair
- Calimesa Street Fair
- Jocelyn Senior Center
- Redlands Senior Community Center
- Sun Lakes Senior Living Community
- Beaumont Senior Health and Fitness Expo
- City of Beaumont Meet Your Merchant Expo
- The San Bernardino Project Connect
- Ride Yourself Fit Kids Day Event
- Yucaipa Health Fair
- Health Redlands Health Fair- YMCA
- YMCA Kids Fair
- YMCA Family Health Fair
- Mission Commons Health Fair (Redlands Senior Housing Facility)
- Yucaipa Senior Center Health Fair
- City of Yucaipa Health Fair
- Behavioral Medicine Health Fair
- Yucaipa Emergency Preparedness Fair
- Susan G. Komen Race for the Cure
- The Boys and Girls Club Kids Day
- Redlands Bike Classic
- Redlands Believe Walk
- Brookside Manor Health Fair
- The Lakes Assisted Living and Memory Care Health Fair
- City of Redlands Disaster Preparedness and Health Education Community Fair
- The Spine and Joint Institute Community Lecture Series
Free Immunization Programs

The Hospital provides free immunizations at various times during the year with the assistance from Marketing and Public Relations staff, Family Clinic medical and nursing staff, and the Health Ministry Program Nurse Coordinator. Flu shots were administered in 2016 as follows:

- Free Flu Shots administered to the employees and patients at various community locations including the Rotary and Kiwanis Clubs.
- Flu shots and other immunizations were offered to underprivileged individuals at homeless shelters, the Salvation Army, and churches.
- Free seasonal/H1N1 flu educational flyers, posters and brochures were distributed to the public; educational information and public screening locations were advertised in local newspapers and on the hospital website.

Senior Citizen Activities

- RCH funded several senior citizen newsletters in conjunction with the Jocelyn Senior Center which were mailed to seniors in various communities.
- RCH sponsored an information bulletin board at three senior centers in the area containing health information.
- Marketing / Public Relations and other hospital departments presented health programs to senior groups which included education on heart disease, high blood pressure (hypertension) and diabetes prevention and treatment.
- RCH sponsored special programs for seniors at various senior centers i.e. Redlands Community Senior Center), offering lunch or dinner, and a presentation by hospital staff on varying health topics.
- RCH also offered a variety of health screenings (such as eye vision testing), health information, and more.

Charity Care and Emergency Department Services

No patient with urgent health care needs is turned away from the RCH emergency department for inability to pay for health services. Admitting clerks seek to obtain health insurance or Medi-Cal coverage. After all avenues of financial payment have been exhausted, charity care is provided.

Community Outreach/Co-sponsored or Supported Events:

- Blood Drives- Sponsored a monthly blood drive event in collaboration with LifeStream (Formally known as the Blood Bank of San Bernardino and Riverside Counties).
- Conducted hospital tours for students and foreign visitors– hosted guests and gave educational tours of hospital facilities and services.
- Heart Health Month– provided heart health information to the community in conjunction with national “Go Red Day.”
• Run Through Redlands– provided first aid treatment and water stations to participants of the event.
• YMCA Children’s Health Education- including participation in their annual Kids Care Fair
• The Believe Walk- including participation in their annual Kids Care Fair
• EMS Appreciation Day/ Luncheon- Emergency Response personnel, including Redlands Police Department, Redlands Fire and American Medical Response (AMR).
• The Redlands Bicycle Classic- provided valuable health and wellness information and giveaway items.
• Highland Springs Community Health and Wellness Fair
• Highland Springs Food Sharing (Food Bank Holiday Giveaway)
• Community Outreach (Family Service Association)- Throughout the year, Redlands Community Hospital continued to serve the needy within the community by:
  - Hospital-wide Food and Toy Drives
  - Thanksgiving Basket Food Drive

Community Health Education Lectures

Throughout the year, the hospital organized and supported community health education awareness programs, including:

• Grief Recovery Classes
• Adult CPR classes in San Bernardino and Riverside County
• Infant CPR for new parents
• Various health-related topics such as:
  - Handling The Holidays- Grief seminar
  - The Spine and Joint Disease educational seminars
  - Breast Cancer Fashion Show
  - Heart Health education
  - Alternative Pain method seminars
  - Diabetes Education community lecture
  - Breast Cancer Awareness- women’s health lecture
  - Infection prevention community lecture
  - Signs and Symptoms for Stoke heath lectures
  - Pain Management seminar
  - Swallowing problems community lecture
  - Advanced treatment for gynecological diseases community lecture

Hospital staff spoke at various community organization meetings about topics ranging from healthcare to expanding hospital facilities to meet the growing demand for health services.
Volunteer Services

The volunteer program adds another dimension of care within our hospital and ultimately our community. The program has far reaching affects both within and outside the hospital’s walls. Internally, the volunteers touch the lives of the patients and their families providing comfort and support; the relieve staff of volunteer appropriate duties and provide the volunteers themselves with a mechanism to feel useful and give to their community. As one example of their community service, volunteers assist patients in voting in national and regional elections. This involves getting patient names and going to their county registrar of voters offices to facilitate this valuable community service.

Externally, the volunteers are active community members who represent the hospital and cause through support in community functions such as health fairs and through partnering with external programs.

- Volunteers assist at numerous community events conducted by the hospital.
- In 2016, Volunteers raised and donated $65,000 to the hospital Foundation to support hospital related community projects and services.

Community Sponsorships

Donated funds, gift baskets, purchased tickets and attended nearly 100 various community non-profit events and fundraising efforts for agencies that help the community, including:

- Boys and Girls Club
- The Amputee Coalition of America
- Rotary Scholarship Events
- Yucaipa Senior Center
- The Children’s Fund
- Bonnes Meres Auxiliary of Redlands
- YMCA of Redlands
- The Redlands Bicycle Classic
- Kiwanis “Run Through Redlands” Marathon Fundraiser
- Redlands Northside Impact Committee Awards night for Hispanic community
- Joslyn Senior Center, Highland Community Center newsletter sponsorship
- Highland Senior Center services and programs
- Zonta Club gift baskets
- Youth sporting events sponsorship through program ad support
- Redlands Symphony
- St. Bernardines Medical Center
- San Bernardino County Firefighters fund and Burn Center
- American Cancer Society Daffodil Days
- American Cancer Society Redlands “Relay For Life”
- Building A Generation Golf Fundraiser
• Redlands Daily Facts & San Bernardino Sun Newspapers In Education
• Redlands Baseball For Youth Sponsorship
• Redlands High School
• Redlands East Valley High School
• Family Service Association Hunger Walk
• Adopt-A-Highway Beautification Project
• Redlands Symphony Annual Gala Fundraiser
• Highland Senior Center Golf Tournament fundraiser
• Highland Springs Medical Plaza
• The Great American Youth YMCA Circus
• Redlands Bowl Children's Summer Festival
• Redlands Police Officer' Association Fundraiser
• San Bernardino County Medical Society sponsor
• Calimesa Chamber of Commerce Sponsor
• Time For Change Foundation
• Yucaipa High School
• Redlands Unified School District
• Alpha Kappa Delta- University of Redlands
• Loma Linda Chamber of Commerce
• Loma Linda University Medical Center
• Loma Linda University
• Loma Linda University Medical Center Possibilities Program
• American Heart Association
• Lifestream (formally the Blood Bank of San Bernardino County) blood drives
• The National Health Foundation
• Beaumont Chamber of Commerce
• Calimesa Chamber of Commerce
• Highland Chamber of Commerce
• Redlands Chamber of Commerce
• Yucaipa Chamber of Commerce
• Loma Linda Chamber of Commerce
• Sun Lakes Resident Golf Tournament
• Sun Lakes Resident Health Fair
• Yucaipa Women’s Club
• Inlands Association Continuity of Care
• Yucaipa Rotary (Brasswells) Golf Tournament
• City of Yucaipa and Calimesa Senior Easter Baskets
• Celebration of Survival Breast Cancer Fashion Show
Emergency Planning

Redlands Community Hospital collaborates with area agencies to conduct County and City Emergency Drills. Hospital administrators, directors, safety, security and Emergency Department staff participated in numerous drills conducted throughout the year by the county, city and hospital. Different scenarios were staged to test cooperative functions between regional emergency agencies.

2016 - Year in Review

- 2,780 Free Flu Shots were given to the public by the hospital
- 10,000 People came to our booths at community health fairs
- 110 Children received a free tour of the hospital
- 2,509 Babies were born at the hospital
- 11,754 Patients stayed in the hospital
- 5,986 Patients received surgery at the hospital
- 53,139 Patients came through our 24-hour Emergency Department
- 109,569 Patients came in for outpatient visits, excluding emergency department visits
- 44,946 Volunteer Services work hours were donated. $65,000 was donated to the Hospital by over 285 active volunteers.
**Community Resource Repository**

The hospital’s community needs assessment demonstrated individuals are unaware of health and human resources available to them. Additionally, they have some fear of the system, not knowing how to access the appropriate services they may need. Community organizations are not aware of all the programs and services provided by other agencies. There are gaps in services and duplication of other services.

**Problem:**

At-risk members of the community and the vulnerable populations are unable to access programs and services for assistance.

**Program description:**

The Inland Hospital Community Benefit Collaboration has identified over 9,000 resources available throughout the Inland Empire. This coalition is developing a mechanism to maintain a resource database and determining how this information can be accessible to various populations in the community.

**Partners include:**

- Community Hospital of San Bernardino
- Kaiser Permanente, Fontana
- Pomona Valley Hospital, Pomona
- Medi-Cal health educators
- Redlands Community Hospital, Redlands
- Riverside Community Hospital, Riverside
- San Antonio Community Hospital, Upland
- St. Bernardine’s Medical Center, San Bernardino
- Arrowhead Medical Center, San Bernardino
- California State University, San Bernardino
- Mt. Baldy United Way
- Parkview Community Hospital, Riverside
- Riverside County Public Health Officer
- Arrowhead United Way Agency
- Healthcare Association of Southern California
- San Bernardino County Public Health Officer
- Corona Regional Medical Center, Corona
- United Way Agency of East Valley
- Loma Linda University Health-
- Loma Linda University Medical Center
- Loma Linda University Medical Center-
- Muirrieta

**Goal and Milestones Accomplished in 2016:**

- Maintained communication with all entities via periodic meetings and internet updates.

**Goal and Milestones Set for 2017:**

- Continue to provide Redlands Community Hospital’s Health Ministries Program through volunteer pastoral community involvement.
- Utilize the various web sites to obtain information about collaborative programs and results.
- Continue working closely with members of the “Community Health Coalition of San Bernardino County” which meets regularly at the San Bernardino County Medical Society.
- Continue meeting with the Inland Empire Community Benefit Collaborative to identify and assess areas of need in our region.
OBJECTIVES FOR THE FUTURE

CONCLUSION

Redlands Community Hospital will continue to expand current community benefit programs and add programs as needed and identified in the 2016 needs assessment. We will monitor community perception and the impact of programs on an ongoing basis. Many of the needs identified overlap and plans to respond to those needs will be integrated throughout the hospital’s communication and marketing activities.

Redlands Community Hospital will continue to expand existing programs and looks for ways to develop new programs and services to address the unmet healthcare needs identified in this Community Healthcare Needs Assessment. These services and programs will be provided within the financial capabilities of the hospital and will continue to include multiple community partnerships.

COMMUNICATION EXPANSION PLAN

Focus communication efforts on those topics identified by the participants in the community healthcare needs assessment process, along with other hospital services wherever the demand and need exists, utilizing:

- Ongoing advertising of hospital services and health features in newspapers and periodicals throughout the primary and secondary service areas; and ongoing submission of feature stories and editorial articles in newspapers and periodicals.

- Continue mailing of the hospital’s community newsletter, “Well Aware” (a glossy color 8-page newsletter) to 40,000 homes a minimum of three times a year.

- Maintain displays and signs throughout the hospital and community publicizing health and wellness activities, promoting a healthy lifestyle to all ages.

- Expand upon using the hospital’s Website: www.redlandshospital.org to communicate more information to the public and translate areas of information to Spanish on an ongoing basis.

- Continue publishing the bi-monthly internal hospital newsletter distributed to hospital staff and volunteers to keep them informed of hospital programs and plans.

- Through monthly reports, keep the hospital’s board of directors informed of community benefit activities.

- Expand efforts to communicate to the Hispanic/Latino population with Spanish brochures, advertisements, displays, and programs.
• Increase attendance and participation at community events where goals involve reaching the Hispanic population, i.e. Cinco de Mayo events, ethnic neighborhood events, Police Department cultural activities, etc.). Seek a variety of ways and opportunities to communicate health awareness and services to the Hispanic/Latino community.

• Concentrate on promoting awareness about health issues most pertinent to the Latino population, i.e. Diabetes, Heart Disease, and others identified in this report.

• Utilize the services of the Community Outreach Program wherever, an whenever, possible as they go out to homeless shelters, soup kitchens, drug and alcohol rehabilitation centers, by offering such services as Free Flu Shot Clinics, vaccinations, low cost physicals for children and adults, free health screenings, and more.

• Expand the services offered at our Family Clinics, thereby reducing the transportation barrier and need for transportation to receive healthcare services elsewhere.

• Continue seeking ways to mitigate the transportation issues, primarily by offering more outreach services throughout our service area.

• Provide health educational information and programs to all ages through the communication programs outlined on the previous page.

• Provide assistance through awareness and sponsorship of community organizations which benefit the quality of life for the general public in need, i.e. Family Services Association and others as identified in this report.

• Reach out to the community in a variety of ways, offering free health screenings and educational materials.

• Expand the hospital’s CPSP and continue offering and expanding prenatal education programs for mothers of all ages, making this information accessible to mothers of all ages and throughout our service area.
NON-QUANTIFIABLE COMMUNITY BENEFITS

LEADERSHIP/COMMUNITY BUILDING

Many hospital administrators and staff members are involved in community service work, including:

- Assisting the Redlands Family Services Association in providing health and human services to needy or underprivileged children and families in our service area communities

- Working with youth organizations, the school district, Boys and Girls Club, YMCA, and others to offer pro-active youth

- Anti-violence programs, neighborhood health and recreation programs, and others

- Volunteer community service work through service clubs and other non-profit organizations

- Assisting at fundraising events where the funds raised are used to help needy individuals

Community leaders, those serving on various hospital boards and committees, and leaders of community-based organizations are involved in the planning of services and programs that are expanded and/or created by the hospital to meet the unmet needs of members of the community.

The hospital's governing board is made up of community leaders and physicians who volunteer their expertise and time to provide direction for the hospital.

COLLABORATIONS/COMMUNITY PARTNERS

Redlands Community Hospital will continue to work collaboratively with other community-based organizations to improve the quality of life and health for those people most in need.

Continue working with healthcare-based collaboratives within the hospital’s service area and the Inland Empire, specifically the Inland Empire Community Benefits Collaborative, which meets monthly at various hospitals and health organizations throughout the Inland Empire for the purpose of sharing ideas and ways to improve healthcare services in all areas.

In 2010 the hospital joined the Hospital Association of Southern California sponsored San Bernardino County Hospital Community Benefits Collaborative. This collaborative includes membership from area hospitals along with the San Bernardino County Public Health Department Health Officer and public health staff. Meeting on a regular basis, the goal of the collaborative is to discuss healthcare issues, collaboration opportunities, and implementation of regional strategies to improve health and wellness of the communities.
Collaborative health and human service organizations meet on a regular basis for the sole purpose of sharing ideas and concern for the betterment of the population. The following list identifies some of the organizations:

- Inland Empire Community Benefit Collaborative, Healthy Cities
- Building a Generation
- Redlands Family Services Association
- Rotary Club of Redlands
- Kiwanis Club of Redlands
- Redlands Unified School District
- YMCA Cardiac Monitoring Program
- Health-oriented non-profit organization, such as American Cancer Society, etc.
- San Bernardino County Blood Bank
- City of Redlands, Police and Recreation Departments
- San Bernardino Children's Fund
- University of Redlands Student Community Service Committee
- Area churches and youth groups

**SUPPORT GROUPS (PARTIAL LISTING)**

- Alcoholic’s Anonymous, (909) 825-4700
- Al-Anon & Alateen, (909) 824-1516
- Alzheimer's Support, (909) 793-9500, Co-Sponsored By Rch
- Amputee Connection Of Redlands, (909) 235-5941
- Arthritis Foundation, (909) 320-1540
- Bereavement Support, (909) 580-6360
- Breast Feeding Follow-Up, “Transitions: Mothering Today” (909) 335-5556
- Cancer Support Group, (909) 683-6415
- Child Advocacy Program, (909) 881-6760
- Compassionate Friends Bereavement Group, (909) 792-6358
- D.A.S.H. (Elder Care Support), (909) 798-1667
- Diabetes Education, (909) 335-4131: At Beaver Medical Clinic (909) 793-3311
- Fibromyalgia (Chronic Fatigue), (909) 793-2837
- Inland Empire Lupus Support Group, (909) 874-9257
- Mothers of Multiples, (909) 882-5031
- Narcotics Anonymous, (909) 795-0464
- New Beginnings Breast Cancer Support Group, (909) 335-5645
- Option House - Counseling For Women In Domestic Violence, (909) 381-3471
- Over-Eaters Anonymous, (909) 887-7972
- Resolve Through Sharing Premature Pregnancy/Child Loss, (909) 335-5645
- Toughlove International, (714) 665-6565
- United Way - Offers Full Range of Community Resources, (909) 793-2837
Hospital staff is also involved by participating through volunteering and on the boards of several other member agencies:

- American Red Cross
- Audio-Vision Radio Reading Service for the Blind
- Boys & Girls Club of Redlands
- Boy Scouts of America
- Building a Generation
- Campaign for Alcohol Free Kids
- Campfire Boys & Girls Club
- Compassionate Friends
- Developing Aging Solutions with a Heart (Dash)
- Family Service Association
- First Steps Child Development Center
- Frazee Community Center
- Girl Scouts of San Gorgonio Council
- Information and Referral Service
- Inland Aids Project
- Inland Harvest
- Kiwanis Club of Redlands
- Option House
- Partnership with Industry
- Redlands Day Nursery
- Redlands Recreation Bureau
- Redlands/Yucaipa Guidance Clinic
- Rolling Starts, Inc.
- Rotary Club of Redlands
- Salvation Army
- San Bernardino Child Advocacy Program
- San Bernardino Sexual Assault Services
- Second Harvest Food Bank
- Silverlake Youth Services
- Sac Health Systems
- The Unforgettable Foundation
- YMCA Of Redlands, Highland, Yucaipa
- Yucaipa Teen Center
FINANCIAL COMMITMENT TO COMMUNITY BENEFITS

Community Benefits and Economic Value
Summary information below identifies community benefit programs and contributions for fiscal year ending September 2016 for Redlands Community Hospital.

A. Medical Care Services          Audited 2016
   Medi-Cal, Co.-indigent & Other  $ 19,089,060
   Unreimbursed care              $ 19,089,060

B. Community Outreach unreimbursed care  $ 727,015
   Redlands Family Clinic         $ 139,176
   Yucaipa Family Clinic          $ 302,937
   Perinatal Services            $ 284,902

C. Behavioral Health - (cost is included in the Medical Care Services section above)

D. Community Case Management      $ 152,257

E. Pastoral Services              $ 21,433

F. Community Benefits             $ 293,552
   Sponsorship of specific community benefit programs
   In-kind sponsorship to general community benefit
   In-kind staff hours for community benefit

G. Volunteer Services value of 44,946 hours donated*  $ 1,058,928

H. Hospital Board value of volunteer hours*           $ 26,693

I. Medical Staff value of volunteer hours*            $ 18,612

J. Funds donated to hospital by employees              $ 46,059

K. Funds donated to hospital by Volunteer Services    $ 65,000

**TOTAL**  $ 21,498,609

* This value is based on the "independentsector.org" national estimated hourly value for hospital volunteer service: $23.56 per hour (California).

Non-Quantifiable Benefits

The non-quantifiable benefits are the costs of bringing benefits to the at-risk and vulnerable populations in the community that are not listed above and are estimated at **$265,800** annually. Hospital staff who are providing leadership skills and bringing facilitator, convener and capacity consultation to the community collaboration efforts, incurs these expenses. These skills are an important component to enable the hospital to meet their mission, vision and value statements and community benefit plan. Leadership, advocacy and participation in community health planning costs are **$265,800**.
REDLANDS COMMUNITY HOSPITAL CHARITY CARE POLICY

RCH is committed to caring for patients in need of urgent or emergent service regardless of their ability to pay. This commitment reflects RCH’s value of providing services to residents of our community. RCH will balance its obligation to provide charity with its need to remain financially strong.

The Redlands Community Hospital’s Administrative Policy No. A.F2, Financial (Patient) Policy, is provided in Appendix A.
Appendix A

REDLANDS COMMUNITY HOSPITAL
ADMINISTRATIVE POLICY

SUBJECT: FINANCIAL (PATIENT) POLICIES

REFERENCE: California Administrative Code, Title 22, Section 707179(a)

ATTACHMENTS: A. Self-Pay and Charity Care Discounts
               B. Endowment Funds for Charity Care
               C. OB Cost Saver Package Plan
               D. Service / Location Specific Policies

PURPOSE

To define Redlands Community Hospital’s (“RCH’s”) philosophy and rules governing charitable care, special payment arrangements and general hospital business practices regarding patient financial responsibilities.

POLICY

1. RCH recognizes to the extent that it is financially able, a responsibility to provide quality health care services to persons regardless of their source of payment.

2. It is RCH’s philosophy that the need for charitable care or for special payment arrangements should be determined prior to the delivery of that care whenever possible. Early and deliberate efforts of RCH staff to contact the patient, resolve problems, discuss, counsel and make arrangements for payment are encouraged. The intent of this policy to comply with applicable California state laws as well as Section 501(r) of the Internal Revenue Code (the “Code”). Accordingly, this Policy should be read and interpreted in a manner consistent with such laws.

3. The cost of accounts not paid must be borne by the paying patient. Proper business practices blended with the compassion in a charitable institution into patient financial policies will enable RCH to fulfill its responsibilities to those patients and third parties who pay in full for services rendered.

4. RCH has a written Emergency Medical Care Policy (T-140) that provides that all patients will receive care for emergency medical conditions without discrimination or whether or not eligible for financial assistance.
5. Hospital business practices regarding patient financial responsibilities shall be defined as follows:

I. General Guidelines for All Patients

The billing of private insurance is considered a courtesy to the patient; however, the patient/guarantor remains responsible for the balance.

A. RCH will bill secondary and supplemental carriers as a courtesy; however, the patient/guarantor remains responsible for the balance.

B. New patients are to be pre-registered and receive financial counseling regarding insurance verification and co-payments, coinsurance, and/or deductibles due prior to services being rendered. Description of services and estimated costs of services are to be available to all outpatients from the departments.

C. Extended Terms - Patients with an outstanding balance post discharge will be referred to the Business Office for counseling.

1. Payment arrangements without interest can be extended to all Self-Pay patients by the department staff not to exceed 6 months from the date of service. Upon a supervisor’s review and approval, these payment arrangements without interest can be extended to 12 months. RCH reserves the right to extend payment arrangements beyond these thresholds based on patient circumstances.

2. In the event that RCH staff and the patient fail to agree on the terms of a payment plan, the Reasonable Payment Formula as cited in SB 1276 will be implemented. Monthly payments under this formula will not exceed 10% of the patient’s family income for a month, excluding deductions for Essential Living Expenses. Patients will be required to produce written documentation in support of their Essential Living Expenses.

3. RCH will not revoke a patient’s eligibility for extended payment terms unless the patient has failed to make all consecutive payments due in a 90-day period. Before revoking eligibility for extended payment terms, RCH, or any collection agency or other assignee of the patient’s account, will make a reasonable attempt to contact the patient by phone and give notice by writing that the extended payment plan may be revoked and the patient has the opportunity to renegotiate the extended payment plan. RCH, the collection agency or other assignee will attempt to renegotiate the extended payment plan if requested by the patient. Adverse
information shall not be reported to a consumer credit reporting agency and civil action shall not be commenced against the patient or other responsible party prior to the time the extended payment plan is revoked.

4. In the event that the patient has a pending appeal for coverage of services, so long as the patient makes a reasonable effort to communicate with the hospital about the progress of the pending appeal, the 90-day nonpayment period described above shall be extended until a final determination of the appeal is made. “Pending appeal” includes the following:

1) A grievance against a contracting health care service plan, as described in Chapter 2.2 of Division 2 of the Insurance Code, or against an insurer, as described in Chapter 1 of Part 2 of Division 2 of the Insurance Code;

2) An independent medical review, as described in Section 10145.3 or 10169 of the Insurance Code;

3) A fair hearing for review of a Medi-Cal claim pursuant to Section 10950 of the Welfare and Institutions Code;

4) An appeal regarding Medicare coverage consistent with federal law and regulations.

II. Insurance Coverage

RCH will accept insurance benefits as follows:

A. Medicare - with proper eligibility.

B. Medi-Cal - with proper eligibility.

C. Commercial Insurance - with verified coverage and assignable benefits.

D. Private Insurance - with verified coverage and assignable benefits.

E. Workers’ Compensation - with verified coverage.

F. HMO/PPO/Capitation - with verified coverage.

G. Other State- or County-funded health coverage – with verified coverage.
IV. **Bad Debt/Collection Policy**

When required insurance coverage documentation and/or patient balance payments per agreement are not provided, RCH will transfer the account to a Bad Debt file and the reserve for Bad Debt will be charged. Solely in a manner consistent with Section 501(r) of the Code and applicable state laws, Bad Debt accounts may be referred to a collection agency at the discretion of the Collection Supervisor and Director of Patient Financial Services.

A. RCH will recognize any account as a Bad Debt when the account is older than 120 days except as follows:

1. The account is pending insurance payment for a known reason.

2. Extended payment terms have been authorized. Payment arrangements can be extended to all Self-Pay patients by department staff not to exceed 6 months from the date of service. Upon a supervisor's review approval these payment arrangements without interest can be extended to 12 months. RCH reserves the right to extend payment arrangements beyond these thresholds based on patient circumstances.

3. The Director of Patient Financial Services or Collection Supervisor has documented a good reason for maintaining the account.

4. The account has been recognized and documented as “high risk” and a prior determination made by the Director of Patient Financial Services or Collection Supervisor that the account should be aggressively followed by an outside agency.

5. The patient applies for financial assistance under the FAP within the Application Period as defined in Attachment A to this Policy.

B. RCH and its assignees of any patient Bad Debt, including collection agencies, will not report adverse information to any consumer credit reporting agency until RCH has made reasonable efforts, which efforts shall be documented, to notify the patient as to the availability of financial assistance and the actions that may be taken in the event of nonpayment. Notwithstanding the forgoing, the earliest under any circumstance that such actions may be taken is the date that is 150 days from initial billing.

C. RCH will require all assignees of any patient Bad Debt, including collection agencies, to agree to comply with the AB 774, SB 350 and SB 1276 requirements regarding all collection activity. A written agreement requiring compliance with AB 774, SB 350, SB 1276, IRS 501r and RCH’s standards and scope of practice will be required on all collection agency agreements.
D. RCH and its assignees of any patient Bad Debt, including collection agencies, will not use wage garnishments or liens on primary residences as a means of collecting unpaid hospital bills for patients whose income is below 350% of the Federal Poverty Level.

E. A collection agency, or other assignee that is not an affiliate or subsidiary of RCH, shall not use sale of the patient’s primary residences as a means of collecting unpaid hospital bills of patients whose income is below 350% of the Federal Poverty Level unless both the patient and his or her spouse have died, no child of the patient is a minor and no adult child of the patient who is unable to take care of himself or herself is residing in the house as his or her primary residence.

F. Bad Debt approval thresholds:

- Account Balances between 0.01 – 999.99: Patient Account Rep.
- Account Balances between 1,000.00 – 9,999.99: Supervisor
- Account Balances between 10,000.00 – 19,999.99: Manager
- Account Balances over $50,000.00 per account: Director of P.A.

G. Prior to commencing collection activities against a patient, RCH and its assignees of any patient Bad Debt, including collection agencies, shall provide the patient with a clear and conspicuous notice containing both of the following:


2) A statement that nonprofit credit counseling may be available.

V. Endowment

Application of Endowment Funds for Charity Care, see Attachment B.

VI. Charity Care, AB 774, SB 350, SB 1276 and Prop 99
Application for Self-Pay/Charity Care/Prop 99 Funds, see Attachment A.

VII. Employment and Medical Staff Courtesy Allowances

No courtesy allowances for RCH employees, medical staff or their dependents are allowed except as otherwise provided in this policy and Attachments.

IX. Other Courtesy/ Administrative Allowances

A. From time to time it is necessary to adjust patient accounts on case by case based on a patient’s financial ability, physical ability, mental capability or other related circumstances to make payment, as a courtesy. Approvals are as follows:

<table>
<thead>
<tr>
<th>Allowance amount</th>
<th>Approval</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.01 – 499.99</td>
<td>Patient Accounting Rep.</td>
</tr>
<tr>
<td>500.00 – 1,499.99</td>
<td>Supervisor</td>
</tr>
<tr>
<td>1,500.00 – 4,999.99</td>
<td>Business Office Manager</td>
</tr>
<tr>
<td>5,000 – 9,999.99</td>
<td>Director of P.A.</td>
</tr>
<tr>
<td>=&gt; 10,000.00</td>
<td>Vice President/ Chief Financial Officer or President/CEO</td>
</tr>
</tbody>
</table>

B. Small balance allowances of $14.99 and under that have been billed at least once may be written off by the Business Office.

C. OB Cost-Saver Package Plan, see Attachment C.

D. Self-Pay and Charity Care Discounts see Attachment A.

E. Perinatal Services, Center for Surgical and Specialty Care, Redlands Family Clinic and Yucaipa Family Clinic, see Attachment D.

X. Overpayment on Patient Accounts

A. Insurance Overpayments

RCH will refund insurance overpayments in a reasonable manner, after review and a determination that refund is appropriate. Interest will be applied at the rate set forth in Section 685.010 of the Code of Civil Procedure, beginning on the date of the verified credit balance.
B. **Patient Overpayment**

RCH will refund overpayments of $5.00 or more to the responsible party after determining that no accounts for which the party is responsible have an outstanding balance. Interest will be applied at the rate set forth in Section 685.010 of the Code of Civil Procedure, beginning on the date of the patient’s payment that created a credit balance. For patients retroactively presenting valid Medi-Cal cards, patient payments may be refunded after all retroactive documentation has been approved by the Department of Health Services. RCH reserves the right not to accept retroactive Medi-Cal.

C. **Deviations from Policy**

The President/CEO, Vice President/CFO or designee may authorize a deviation from any of the above policies.

Responsibility for review and maintenance of this policy is assigned to: Vice President/Chief Financial Officer.

**APPROVED:**

James R. Holmes, President/CEO

**EFFECTIVE:** 09/01/80

**REVIEWED:** 09/23/82, 01/30/86, 05/01/88, 01/21/92, 10/15/93

**REVISED:** 02/24/95, 11/21/97, 12/20/00, 02/13/04, 02/20/07, 02/15/08

**REVISED:** 04/10/09, 12/18/09, 09/01/10, 12/12/11, 01/07/13, 7/22/13, 2/13/14

**REVISED:** 03/10/14, 01/01/15, 10/01/15, 10/01/2016
ATTACHMENT A

SELF-PAY AND CHARITY CARE DISCOUNTS

The Self-Pay and Charity Care Discount policies provided herein is intended to comply with California Assembly Bill 774 (Health and Safety Code § 127400 et seq.) and California Senate Bill 350 (Chapter 347, Statutes of 2007) effective January 1, 2008 and SB 1276 (Chapter 758) effective January 1, 2015, and Section 501(r) of the Code.

A. DEFINED TERMS

1. “Amounts Generally Billed” (“AGB”). Charges for emergency and medically necessary services shall be limited to no more than amounts generally billed (“AGB”) to individuals who have insurance covering such care. In calculating AGB, RCH has selected the “prospective” method, which is one of the two permissible methods identified by the IRS, whereby the AGB is determined based on a percentage of the applicable Medicare reimbursement for the services provided. Following a determination of approval for financial assistance, a FAP-eligible individual may not be charged more than the amounts generally billed for emergency or medically-necessary care. In addition, RCH will not charge FAP eligible individuals gross charges (or higher) for any medical care (that is not emergency or medically necessary care).

2. “Application Period” means the time period in which patients may submit an application for financial assistance under this Policy by completing a FAP Application. The Application Period begins on the date on which care was rendered to the patient and continues until the 240th day after the patient receives his or her first post-discharge billing state for the care provided at RCH.

3. “Bad Debt” means an account of a patient who demonstrates an ability to pay but who has not done so after repeated requests for payment.

4. “Charity Care” means any emergency or medically necessary inpatient or outpatient hospital service provided to a patient whose responsible party has an income does not exceed 350% of the “Federal Poverty Level” or “FPL” (as defined below).

5. “Federal Poverty Level” or “FPL” means the poverty guidelines updated periodically in the Federal Register by the United States Department of Health and Human Services.

6. “Financially Qualified Patient” means a patient who is: (1) a “Self-Pay Patient” (as defined below) or a “Patient with High Medical Costs” (as defined below), and (2) a patient who has a family income that does not exceed 350% FPL.

7. “High Medical Costs” means: (1) annual out of pocket costs incurred by the individual at RCH exceed 10% of the patient’s family income for the prior 12 months; (2) annual out of pocket expenses that exceed 10% of the patient’s family income, if the patient provides documentation of the patient’s medical expenses paid...
by the patient or the patient’s family in the prior 12 months; or (3) a lower level determined by RCH in accordance with this policy.

8. “Patient’s Family” for the purpose of determining family income and size, means, for persons 18 years of age or older: spouse, domestic partner and dependent children under 21 years of age; and for persons under the age of 18: parent or caretaker and other children under 21 years of age.

9. “Patient with High Medical Costs” means a patient with High Medical Costs whose family income does not exceed 350% FPL.

10. “RCH” means Redlands Community Hospital.

11. “Self-Pay Patient” means a patient who does not have third-party health coverage.

12. “Self-Pay Discount” means a discount applied by RCH for any medically necessary inpatient or outpatient hospital service provided to a patient with High Medical Costs who is uninsured or whose documented income exceeds 350% FPL.

13. “Reasonable Payment Formula” means monthly payments that are not more than 10% of a patient’s family income for a month, excluding deductions for essential living expenses.

14. “Essential Living Expenses” means expenses for any of the following: rent or house payment and maintenance, food and household supplies, utilities and telephone, clothing, medical and dental payments, insurance, school or child care, child or spousal support, transportation and auto expenses, including insurance, gas and repairs, installment payments, laundry and cleaning and other extraordinary expenses.

B. SELF-PAY POLICY

All Self-Pay Patients who have ability to pay and whose income exceeds 350% FPL will receive the standard Self-Pay Discount. All Self-Pay Patients whose documented income falls below the 350% FPL threshold will be considered for Charity Care. All Self-Pay Patients will be screened for linkage to and provided with an application (or instructions on how to obtain an application) for any appropriate form of assistance, including but not limited to California Health Benefit Exchange, Medi-Cal, Healthy Families, San Bernardino Medically Indigent Adult program, Section 1011 or, any 3rd party liability insurance (Automobile Insurance, Workers’ Compensation, Home Owners Insurance, etc.). Any such linkage that is not pursued by the patient or if the patient is denied eligibility for failure to comply may result in the patient not being eligible for RCH’s Charity Care / Self-Pay Discount programs. RCH reserves the right to review these instances on a case by case basis. A pending application for another health coverage program shall not preclude eligibility for RHC’s Charity Care or Self-Pay Discount programs.
C. **STANDARD SELF-PAY DISCOUNT**

For qualifying Self-Pay Patients who receive medical procedures (excluding implants and high cost drugs, which are billed at cost plus 5%) a 76% discount will be applied to charges at the time of final billing. Additional Self-Pay Discounts offered by RCH may be provided based on financial ability, mental capability, physical ability, or other related reasons. An additional prompt-pay discount of 10% may also be provided if full payment is made promptly. Any Self-Pay Discounts that exceed the standard Self-Pay Discount and prompt-pay discount must be approved by the Business Services management team.

D. **CHARITY CARE / PROP 99**

RCH is committed to providing appropriate medical care to patients in its service area to ensure that a patient in need of non-elective care will not be refused treatment because of his or her inability to pay. Therefore, it is the policy of RCH to provide charity care for those who demonstrate an inability to pay.

E. **CHARITY CARE**

1. **Services Eligible under this Policy**

   The following healthcare services are eligible for Charity Care:

   1. Emergency medical services provided in an emergency room setting;
   2. Services for a condition which, if not promptly treated, would lead to an adverse change in the health status of an individual;
   3. Non-elective services provided in response to life-threatening circumstances in a non-emergency room setting; and
   4. Other medically necessary services, evaluated on a case-by-case basis at RCH.

2. **Eligibility Criteria for Charity Care**

   a. Self-Pay Patients and Patients with High Medical Costs will be considered for Charity Care.

   b. The granting of Charity Care shall be based on an individualized determination of financial need, and shall not take into account age, gender, race, social or immigrant status, sexual orientation or religious affiliation.

   c. In determining eligibility for Charity Care, RCH may consider income and monetary assets of the patient and/or family. The assets include bank accounts and assets readily convertible to cash including stocks. Monetary assets shall not include retirement or deferred compensation plans. The first $10,000 for patient monetary assets shall not be counted in determining eligibility, nor shall 50% of the patient’s monetary assets exceeding the first $10,000. Waivers or releases from the patient and/or the patient’s family authorizing RCH to obtain account information from
financial institutions or other entities that hold monetary assets may be required. Information obtained shall not be used in collection activities.

3. Method by Which Patients May Apply for Charity

a. Financial need will be determined in accordance with procedures that involve an individual assessment of financial need. Such procedures will include:

   a. An application process, in which the patient or the patient’s guarantor are required to cooperate and supply personal, financial and other information and documentation relevant to making a determination of financial need. Required documents include: Proof of identity, (Driver’s License, ID card, US Citizenship, Passport, or Social Security Card), Proof of Income (Pay stubs, Social security, unemployment, disability, child support, alimony or other payments) Tax Return, W2 form, Bank statements. Financial assistance may not be denied based on failure to provide information or documentation not specified in this policy or on the FAP Application;

   b. Reasonable efforts by RCH to verify information submitted and explore appropriate alternative sources of payment and coverage from public and private payment programs, and to assist patients to apply for such programs. Whether such reasonable efforts have been made shall be determined by the Patient Financial Service Department;

   c. The use of external publicly available data sources that provide information on a patient’s or a patient’s guarantor’s ability to pay (such as credit scoring) to verify financial information provided;

   d. A review of the patient’s and/or family’s available assets, and all other financial resources available to the patient; and

   e. A review of the patient’s outstanding accounts receivable for prior services rendered and the patient’s payment history. If approved upon a manual submitted application, all prior accounts will be evaluated for possible charity reclassification.

b. The need for financial assistance shall be re-evaluated at each subsequent time of services if the last financial evaluation was completed more than 6 months prior, or at any time additional information relevant to the eligibility of the patient for Charity Care becomes known.

c. RCH may deny Charity Care on the grounds of failure to provide required requested information. In the event the patient or the representatives provide the requested information at a later date, RCH may choose to reopen their applications. Patient who have had their Charity Care application denied have the right to appeal the denial and can do so by submitting their appeal in writing to the attention of the Director of Patient Accounting or the Business Office Manager at RCH at any time. If denied,
the patient will be informed as to the basis for the denial of Charity Care.

d. RCH values of human dignity and stewardship shall be reflected in the application process, financial need determination and granting of charity. Requests for charity shall be processed promptly and RCH shall notify the patient or applicant in writing once the application has been approved or denied.

e. The emergency physician who provides emergency medical care at RHC is also required by California law to provide discounts to Self-Pay Patients and Patients with High Medical Costs. The processing, determination and application of discounts for emergency physician services is the sole responsibility of the providing emergency physician and shall not be construed to impose any additional responsibilities upon the hospital. RCH shall provide contact information for the treating emergency room physician to each Self-Pay Patient and Patient with High Medical Costs.

4. Presumptive Financial Assistance Eligibility

There are instances when a patient may appear eligible for Charity Care, but there is no financial assistance form on file due to a lack of supporting documentation. Often there is adequate information provided by the patient or through other sources, which could provide sufficient evidence to provide the patient with Charity Care. In the event there is no evidence to support a patient’s eligibility for Charity Care, RCH reserves the right to use outside agencies in determining estimated income amounts as the basis of determining charity care eligibility and potential discount amounts. Any patient approved for Charity Care on a presumptive basis shall receive free care (100% discount).

5. Examples of Intended Beneficiaries

1. The following are examples of patients intended to benefit from RCH’s Charity Care policy:

   i. Uninsured patients who do not have ability to pay and have income at 350% or lower of the FPL based on means-testing according to RCH’s Charity Care policy.

   ii. Patients with High Medical Costs

   iii. Patients who qualify for the Medically Indigent Adult program through the State of California or the County of San Bernardino.

   iv. Patients who have applied to the Medi-Cal program and have been denied for reasons other than failure to comply or non compliance with requested information.

   v. Patients who have been referred to outside collection agencies and who are later determined to be unable to pay according to RCH’s Charity Care eligibility guidelines.
vi. Patients who are undocumented aliens from other countries who have demonstrated no ability to pay or who did not or were not able to provide RCH adequate demographic information.

vii. Patients who have a green card or other Immigration Department issued Identification (“ID”) Card allowing them to be in this country legally but who have demonstrated no ability to pay or who did not or were not able to provide RCH adequate demographic information, provided that the patient complies with all Section 1011 requirements and applications.

viii. Patients who are homeless.

ix. Patients who, due to their condition, are unable or unwilling to provide adequate demographic information for billing.

x. Patients who are able to pay a portion but not all of their outstanding balance due to financial constraints.

2. Proposition 99 (Prop 99) Charity

i. Prop 99 Charity includes individuals listed in subsection E.4.a (above) with the exception of patients whose accounts have been partially paid by other insurance or partially paid by the patient. The State of California requires the following information for filing Prop 99 funds:

   (1) Name, Address, Social Security Number, Sex, Age, Race, and diagnosis for both inpatients and outpatients.

ii. A log will be kept on all Prop 99 and non-Prop 99 charity write-offs by the Business Office.

iii. Prop 99 accounts will be reviewed for approval by either the Director of Business Office or the Vice President of Finance.

F. IRS Section 501(r) Compliance

In order to meet the Section 501(r) of the Code and the regulations thereunder, RCH has implemented the following practices:

i. A plain language summary of our Financial Assistance Program (FAP) will be issued to all patients post discharge that have a verified patient responsibility due. The summary document will include information on how to apply, eligibility requirements and whom to contact for assistance.

ii. A conspicuous statement identifying the fact that RCH has a FAP will be included on all billings and statements. The statement will identify that financial assistance is available to our patients and whom to contact for assistance.
iii. RCH will widely disseminate its FAP, FAP Application and plain language summary through a variety of means including, but not limited to: posting the FAP, FAP Application and a plain language summary of the FAP on an RHC’s website dedicated to financial assistance (all downloadable in pdf or equivalent format). The website will also provide a link to download a PDF application along with information on whom to contact for assistance.

iv. RCH will ensure that all vendors and collections agencies are in full compliance with the Section 501(r) of the Code and the regulations thereunder.

v. At least thirty (30) days prior to initiating Extraordinary Collections Actions (ECA’s) RCH’s Patient Financial Services staff will ensure that reasonable efforts were made to notify the patient/guarantor of our FAP and how to apply. These efforts will include letters, statements and phone attempts.

vi. RCH’s FAP only pertains to the services provided by RCH employed staff. All Physicians and other non RCH Medical Professionals are not employed by RCH and have not adopted RHC’s FAP. Accordingly, patients who receive financial assistance under this policy may still have financial obligations to RCH Medical Professionals and physicians for the care provided. A list of providers (listed by individual or by group name) who are covered under this policy and those that are not covered under this policy is contained at www.redlandshospital.org.

G. ADMINISTRATIVE MATTERS

1. Questions about this Financial Assistance Policy may be directed to Patient Financial Services, (909) 335-5534.

2. Administrative or courtesy write-offs are the sole discretion of RCH and are not included in this policy.

3. Accounts which develop a credit balance due to a Charity Care or a Self-Pay Discount write-off and a subsequent payment from any source must have the Charity Care or Self-Pay Discount write-off reversed before any refunds are disbursed.

4. RCH will make available a plain language summary of our Charity Care policy that is clear, concise and easy to understand at the time of all registrations or admissions. This information will also be made available on the hospitals web site. The summary will include basic eligibility guidelines, instructions on how to obtain an application for financial assistance and who to contact for assistance as well instruction on how to access it on the website.

5. When RCH bills a patient that has not provided proof of coverage by a third-party at the time care is provided or upon discharge, as a part of that billing, RCH will provide the patient with a written notice, which shall include the following:

   A. A statement of charges for services rendered by RCH.
B. A request that the patient inform RCH if the patient has third party health coverage.

C. A statement that if the patient does not have health insurance coverage the patient may be eligible for California Health Benefit Exchange, Medicare, Healthy Families, Medi-Cal, other State- or County-Funded Health Coverage Programs, Charity Care or Self-Pay discount.

D. A statement indicating how a patient may obtain an application for the California Health Benefit Exchange, Medicare, Healthy Families, Medi-Cal, or other State- or County-Funded Health Coverage Programs and that RCH will provide such applications;

E. A referral to a local consumer assistance center housed at legal services offices; and

F. Eligibility information for RCH’s Self-Pay Discount and Charity Care programs and who to contact for assistance is given to patients at time of service and at time of first billing to uncompensated patients.

6. If a patient does not provide information indicating coverage by a third-party payor or request a discounted price or charity care, prior to discharge (if the patient has been admitted) or when receiving emergency or outpatient care, RCH shall provide the patient with an application for the Medi-Cal program, the Healthy Families Program, or other State- or County-Funded Health Coverage Programs.

7. RCH will provide posted written notice of its Charity Care / Self-Pay Discount policy in all areas that are visible to the public including:

   A. The ER department.
   B. The Admissions department.
   C. The Cashier and Business Office.
   D. Other outpatient settings.

8. RCH will provide all required written notices and correspondence, including the FAP, FAP Application and plain language summary of the FAP, to patients related to the Self-Pay Discount and Charity Care programs in English and in any language that exceeds 5% of our patient population. Required written correspondence includes: requests for information to determine eligibility for the Self-Pay Discount, Charity Care, or insurance programs; information concerning potential eligibility for the Self-Pay Discount, Charity Care, and public insurance programs and how to apply for such programs; statements of estimated or actual charges; notice of expiration of an extended payment plan; notice of intent to commence collection activities; and notice of collection policies.

H. CHARITY CARE / SELF PAY DISCOUNT METHODOLOGY

1. Documented income for all Charity Care must be at or below 350% of the FPL.

2. Discounted amounts will be based on the government fee schedule for Medicare fee for
service. At no time will a patient with documented income at or below 350% of the FPL be charged for any amounts in excess of the Medicare fee schedule.

3. If there is no established government fee schedule amount for a service provided to a patient eligible for Charity Care, RCH shall establish an appropriate discount on a case-by-case basis.

4. Reimbursement to be applied is as follows:

**FEDERAL POVERTY LEVELS**

<table>
<thead>
<tr>
<th>Family Size</th>
<th>100%</th>
<th>200%</th>
<th>300%</th>
<th>350%</th>
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<td>1 A</td>
<td>A</td>
<td>B</td>
<td>C</td>
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<td>2 A</td>
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<tr>
<td>8 A</td>
<td>A</td>
<td>B</td>
<td>C</td>
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</tbody>
</table>

Federal Poverty Levels are available at: https://www.healthcare.gov/glossary/federal-poverty-level-FPL/

Income must be equal to or below the amount in each column.

Family Size is defined as:

For persons 18 years of age and older, the patient’s spouse, domestic partner and dependent children under 21 years of age, whether living at home or not.

For persons under 18 years old, a parent, caretaker relatives and other children under the age of 21 that belong to the parent or caretaker.

**REIMBURSEMENT MATRIX**

<table>
<thead>
<tr>
<th>INCOME INDICATOR</th>
<th>REIMBURSEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Free Care - Charity Care</td>
</tr>
<tr>
<td>B</td>
<td>50% of Medicare Fee Schedules</td>
</tr>
<tr>
<td>C</td>
<td>100% of Medicare Fee Schedules</td>
</tr>
</tbody>
</table>
ATTACHMENT B

APPLICATION OF ENDOWMENT FUNDS FOR CHARITY CARE

POLICY

Redlands Community Hospital (“RCH”) has funds available, through bequests as well as from Board Designated Assets, to be used to pay for the care of the deserving patients. This policy is to outline the procedure for applying these funds to a patient’s account.

PROCEDURE

I. RCH Endowment Funds

These are monies that are held by RCH. The use of these funds is restricted as follows:

A. AID Fund - Established in 1951, the Board of Directors of RCH set aside these funds. The interest of the AID Fund is to be used for patients unable to pay their bills.

B. Edith Bates Fund - In 1961, the estate of Edith Bates established this fund to pay the hospital expenses of worthy persons who do not have and cannot obtain money to pay for their care.

C. Anna Throop Memorial Fund - Funds were given to RCH to be used solely for the use and care of “crippled children” in the Pediatrics Department of the hospital.

II. Procedure for Applying Endowment Funds

A. At the end of the fiscal year, an amount not to exceed the Endowment Fund prior years earnings will be established for the provision of care to needy patients. This amount shall be established by President/CEO or Vice President/CFO of RCH.

B. Prospective patients will be screened by personnel from the Admitting or Business Office Departments. Financial screening will be based upon the financial criteria that are discussed in RCH’s Charity Care policy.

C. After the appropriate signatures of approval have been obtained, the Business Office will prepare a check request for each patient account utilizing the patient account number and the fund accounting number.

D. The Accounting Department will process a check for the individual patient account and deliver to the Cashier Department for posting of the payment to the patient account.
ATTACHMENT C
REDLANDS COMMUNITY HOSPITAL
350 TERRACINA BOULEVARD
REDLANDS, CALIFORNIA  92373

OB COST-SAVER PACKAGE PLAN

REQUIREMENTS FOR ELIGIBILITY:

The entire cost must be paid on or before discharge. Please be advised that prices will apply to the date of admission, not the date of payment. The Cost-Saver Package Plan applies to patients having normal vaginal deliveries or Cesarean section patients, with no complications. Should either the mother or baby become ill, regardless of whether payment has been made or not, the discount will be nullified and the patient’s financial class reverts to self-pay. Patients covered under insurance plans with NORMAL MATERNITY COVERAGE are not eligible for the OB Cost-Saver Package Plan. **No itemized billing will be provided.**

- Charges incurred for conditions unrelated to the maternity visit are not included in the original OB Cost-Saver Package Plan, *i.e.*, Tubal Ligations and OBSERVATION visit.

- The hospital does not bill for, or include in its charges, fees for professional services rendered by independent contractors and more specifically those physicians and surgeons furnishing professional services to the patient, including the radiologist, pathologist, emergency room physicians, anesthesiologist, dentist, hearing screenings, podiatrist, and the like. **The undersigned understands that all such professional services will be billed separately.**

SUMMARY OF ELIGIBILITY REQUIREMENTS:

A. Payment in full on or before discharge. (Cash, Check, Cashier’s Check, Money Order, Visa, MasterCard or American Express).

B. Normal delivery and a well-baby, or Cesarean section and a well-baby.

C. No insurance involved.

CASH PAYMENT SCHEDULES (Mother and baby charges combined):

<table>
<thead>
<tr>
<th></th>
<th>Mom &amp; Baby</th>
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<tbody>
<tr>
<td>1 Day</td>
<td>Normal Delivery</td>
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<td>2 Days</td>
<td>Normal Delivery</td>
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<tr>
<td>3 Days</td>
<td>Normal Delivery</td>
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<tr>
<td>2 Days</td>
<td>Cesarean Section</td>
</tr>
<tr>
<td></td>
<td>$6,000 + $1,200 for each additional day. For each additional baby per day $600</td>
</tr>
<tr>
<td>3 Days</td>
<td>Cesarean Section</td>
</tr>
<tr>
<td></td>
<td>$7,000 + $1,200 for each additional day. For each additional baby per day $600</td>
</tr>
</tbody>
</table>

**NOTE:** Patients who elect to have tubal ligation must pay for this service on or before discharge along with the OB Cost-Saver Package Plan discount.

Any payment made by check written to Redlands Community Hospital and returned unpaid by the bank will void the OB Cost-Saver Package Plan discount. Prices are subject to change without notice. If you have any questions, please call (909) 335-6414
PERINATAL SERVICES:

1. Administrative Policy A.F2 (Financial (Patient) Policies) does not apply to the Perinatal Services program because the Perinatal Services program provides professional services only.

2. Lactation services are provided and billed using a fee-for-service flat rate fee schedule. No self-pay discount is available for the professional fees for lactation services. Diabetes education and comprehensive perinatal education is provided using a hospital approved fee schedule. Self-Pay Patients with incomes at or below 350% FPL receiving diabetes education may receive a 50% self-pay discount. Comprehensive perinatal services are provided for Medi-Cal patients only and therefore do not qualify for a self-pay discount. When supplies are purchased as a self-pay/cash-pay, a 50% self-pay discount may apply.

3. Patients indicating they qualify for and request a self-pay discount shall provide documentation of income as requested prior to service being rendered. Pay stubs and income tax returns, or other forms of income verification shall be provided to RCH as requested. In the event that the required documentation is not provided by the patient or patient representative, the discount may be denied on the grounds of failure to provide the requested information.

CENTER FOR SURGICAL AND SPECIALTY CARE

1. Administrative Policy A.F2 (Financial (Patient) Policies) applies to the Center for Surgical and Specialty Care, except as described below.

2. Self-Pay patients with incomes at or below 350% FPL may receive a 50% discount off of hospital charges related to services furnished at the Center for Surgical and Specialty Care. RCH does not establish the professional fees or discount policies related such professional fees.

3. At no time will a Financially Qualified Patient be charged for any amounts in excess of the Medicare fee schedule. If there is no established government fee schedule amount for a service provided to a Financially Qualified Patient, RCH will establish an appropriate discount on a case-by-case basis.

4. Patients indicating they qualify for and request a self-pay discount shall provide documentation of income as requested prior to service being rendered. Pay stubs and income tax returns, or other forms of income verification shall be provided to RCH as requested. In the event that the required documentation is not provided by the patient or patient representative, the discount may be denied on the grounds of failure to provide the requested information.

REDLANDS FAMILY CLINIC & YUCAIPA FAMILY CLINIC

1. Administrative Policy A.F2 (Financial (Patient) Policies) applies to the Redlands Family Clinic and Yucaipa Family Clinic, except as described below.

2. Financially Qualified Patients are eligible for sliding-scale discounts based on the matrix below.
3. Some professional services and/or supplies may not be discounted and include, for example: a) the cost for external laboratory testing services, b) vaccines, c) immunizations, and d) tuberculosis screening and testing.

4. Documented income must be at or below 350% of the most current Federal Poverty Guideline (maintained at the clinic and available at: https://www.healthcare.gov/glossary/federal-poverty-level-FPL/) to qualify for a discount. A patient with reported and/or verified income higher than 350% of the guideline would not qualify for a discount.

5. At no time will a Financially Qualified Patient be charged for any amounts in excess of the Medicare fee schedule. If there is no established government fee schedule amount for a service provided to a Financially Qualified Patient, RCH shall establish an appropriate discount on a case-by-case basis.

### SLIDING-SCALE DISCOUNT MATRIX

<table>
<thead>
<tr>
<th>% of Poverty</th>
<th>100%</th>
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<th>350%</th>
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<td>Family Size</td>
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Income must be equal to or below the amount in each column.

**Family Size is defined as:**
For persons 18 years of age and older, the patient’s spouse, domestic partner and dependent children under 21 years of age, whether living at home or not.

For persons under 18 years old, a parent, caretaker relatives and other children under the age of 21 that belong to the parent or caretaker.

**Family Income is defined as:**
Income for all family members included in the family size (per above definitions).

### DISCOUNT MATRIX – PERCENTAGE DISCOUNT LEVELS

Apply the appropriate discount percentage based on the patient’s income and family size using the sliding-scale discount matrix above.

<table>
<thead>
<tr>
<th>Discount Level</th>
<th>Percentage Discount Applied</th>
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<tbody>
<tr>
<td>1</td>
<td>Eighty Percent (80%) Discount Applied</td>
</tr>
<tr>
<td>2</td>
<td>Seventy Percent (70%) Discount Applied</td>
</tr>
<tr>
<td>3</td>
<td>Sixty Percent (60%) Discount Applied</td>
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