To continue the teaching and healing ministry of Jesus Christ

LOMA LINDA UNIVERSITY
HEALTH

COMMUNITY BENEFIT REPORT – SY 2017

& IMPLEMENTATION STRATEGY 2017-2018

LOMA LINDA UNIVERSITY MEDICAL CENTER
LOMA LINDA UNIVERSITY CHILDREN'S HOSPITAL
LOMA LINDA UNIVERSITY BEHAVIORAL MEDICINE CENTER
LOMA LINDA UNIVERSITY MEDICAL CENTER – MURRIETA

COMMUNITY BENEFIT REPORT 2017

Short Fiscal Year

January 2017 – June 2017

Community Benefit Office:

11175 Mountain View Avenue, Suite M
Loma Linda, California 92354
Office: (909) 558-3841
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Additional Information and Community Benefit Reports & Resources: http://medical-center.lomalindahealth.org/about-us/community-benefit

Please contact Chintan K. Somaiya (csomaiya@llu.edu; 909 558-3268) for questions or additional information

At Loma Linda University Health (LLUH), our commitment to caring for the mind, body and spirit is part of everything we do. We're combining our education, clinical care and research programs to fulfill our mission — making man whole. Together, we'll strengthen our dedication to wellness because everyone deserves the chance to enjoy a longer, healthier life. LLUH is rooted in promoting wholeness and our Community Benefit investments are designed to support the community needs. The initiatives and programs include understanding the community health status and the built environment for our health system's readiness to meet the needs of our community.

Our Community Benefit Objectives include:

- Improving access to health services.
- Enhancing the role of public health in health care services.
- Serving those who live in poverty or other vulnerable populations.
- Promoting and enhancing community building activities.
- Committing to community health improvement throughout the organization.

Transforming lives through education, health care and research

WE LIVE TO SERVE

Dear Community Members,

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

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

Richard Hart, MD, DrPH
President
Loma Linda University Health

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

"Inland Empire to grow to 7.2 million people in the next 30 years" – The Press-Enterprise (May 21, 2017)

About the Community We Serve

Loma Linda University Health's primary service area can be defined, broadly, as California's Riverside, San Bernardino and Ontario metropolitan areas. A home to over 4.5 million people, the Inland Empire is the 3rd most populous metropolitan area in the State of California and the 13th most populous metropolitan area in the United States. The Inland Empire is situated about 60 miles inland from the Los Angeles metropolitan area and the Pacific Ocean.

San Bernardino and Riverside County Health Rankings

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

Although there are a range of factors which are important for good health, every county has communities that lack both opportunities to shape good health and strong policies to promote health for everyone. As noted in the California County health ranking data, the Inland Empire communities will need to collaborate and strategize their efforts to improve the health factors and health outcomes of the community. LLUH's goal is to bring people together to look at the many factors that influence health and opportunities to reduce health gaps. Also to select strategies that can improve health from a population health standpoint, and to prioritize strategies, programs and interventions that will address the social determinants of health to have a lasting impact.

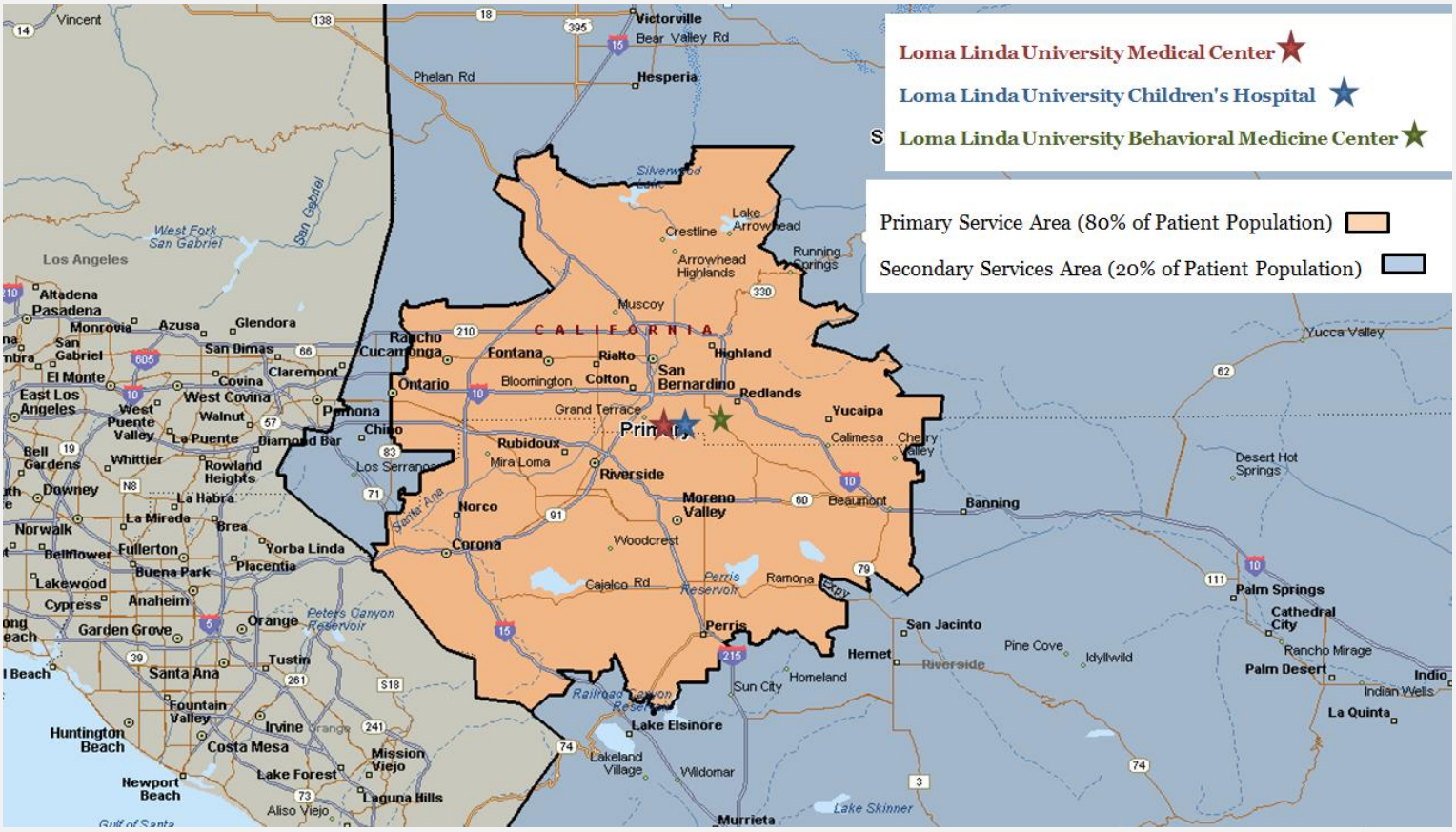
County Health Ranking (Total 58 Counties in California)	San Bernardino County				Riverside County			
	2014	2015	2016	2017	2014	2015	2016	2017
Health Outcomes	**40**	**37**	**42**	**46**	**26**	**24**	**29**	**28**
Length of Life	32	30	32	32	25	23	24	23
Quality of Life	48	50	49	52	38	38	42	41
Health Factors	**45**	**47**	**47**	**45**	**38**	**39**	**39**	**40**
Health Behaviors	44	44	41	39	34	32	33	34
Clinical Care	50	52	52	50	48	48	47	47
Social and Economic Factors	39	36	41	34	31	29	32	28
Physical Environment	53	53	57	55	48	49	56	56

About Our Service Area

Average Household Income SB County $76,354

Loma Linda University Health System combined, is a 1,071 hospital beds system. State of the art patient care is available for community members and international patients between Loma Linda University Medical Center (LLUMC), Loma Linda University Children's Hospital (LLUCH), Loma Linda University Behavioral Medicine Center (LLUBMC), Loma Linda University Medical Center East Campus (LLUMCEC), Loma Linda University Surgical Hospital (LLUSH) and Loma Linda University Medical Center – Murrieta (LLUMC – M). LLUMC is the only Level 1 Regional Trauma Center for Inyo, Mono, Riverside and San Bernardino counties.

LLUMC, LLUCH & LLUBMC Service area



POPULATION BY RACE/ETHNICITY			
	Race/Ethnicity Distribution		
Race/Ethnicity	2016 Pop	% of Total	USA % of Total
White Non-Hispanic	608,923	25.8%	61.3%
Black Non-Hispanic	193,905	8.2%	12.3%
Hispanic	1,325,422	56.1%	17.8%
Asian & Pacific Is. Non-Hispanic	171,383	7.3%	5.4%
All Others	62,849	2.7%	3.1%
Total	2,362,482	100.0%	100.0%

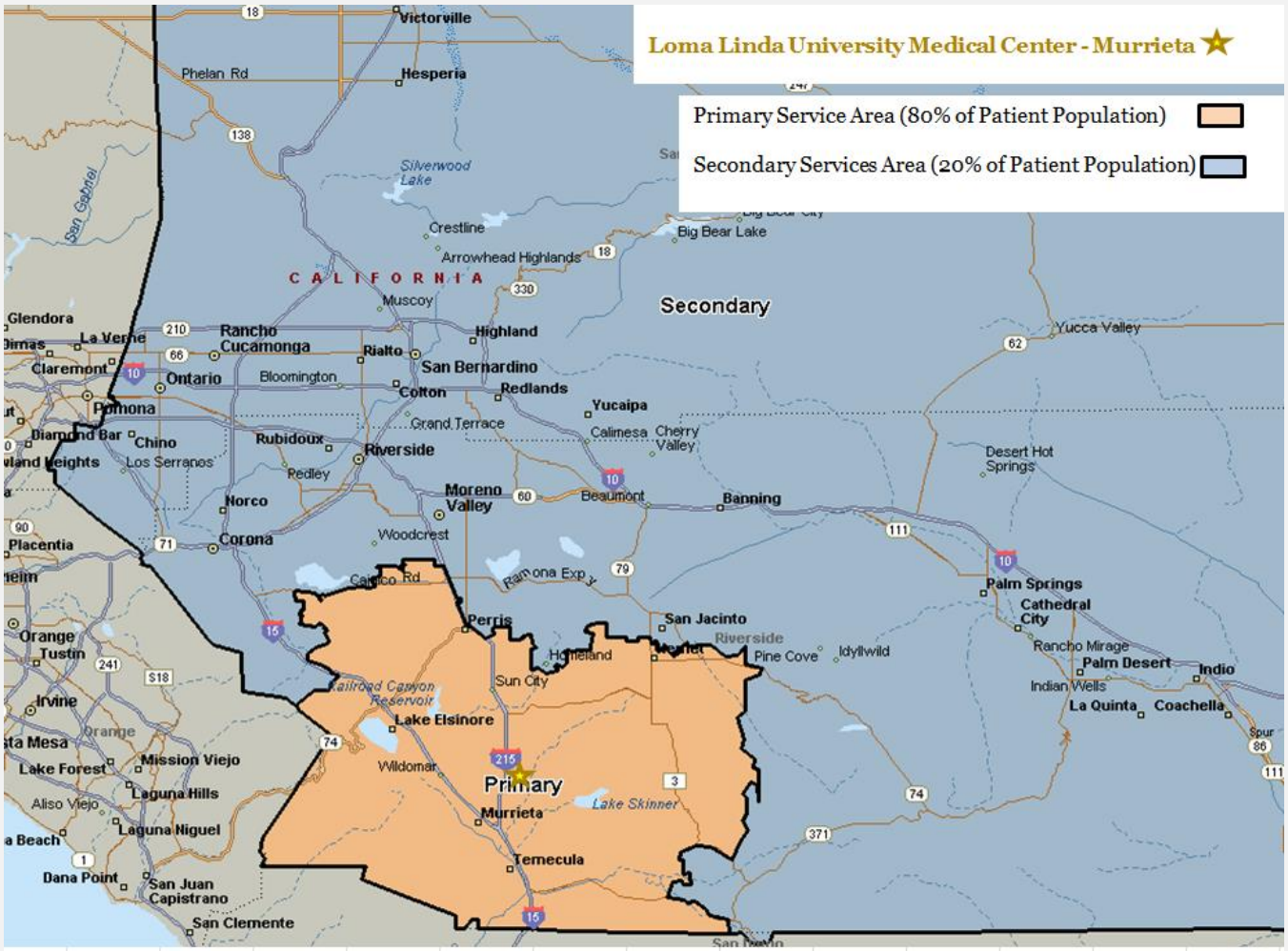
Each year, the LLUH system admits more than 47,740 inpatients and serves roughly 807,440 outpatients. LLUH includes the geographic area where the hospitals offer their free and under-reimbursed services in an effort to improve population health and quality of life.

LLUMC – Murrieta Service Area

Average Household Income RI County $75,934

POPULATION BY RACE/ETHNICITY

	Race/Ethnicity Distribution		
Race/Ethnicity	2016 Pop	% of Total	USA % of Total
White Non-Hispanic	319,981	46.1%	61.3%
Black Non-Hispanic	36,262	5.2%	12.3%
Hispanic	260,258	37.5%	17.8%
Asian & Pacific Is. Non-Hispanic	48,574	7.0%	5.4%
All Others	28,810	4.2%	3.1%
Total	693,885	100.0%	100.0%



LOMA LINDA UNIVERSITY HEALTH

Loma Linda University Medical Center, East Campus and Surgical Hospital

Number of Licensed Beds: 533

Loma Linda University Children's Hospital

Number of Licensed Beds: 343

Loma Linda University Behavioral Medical Center

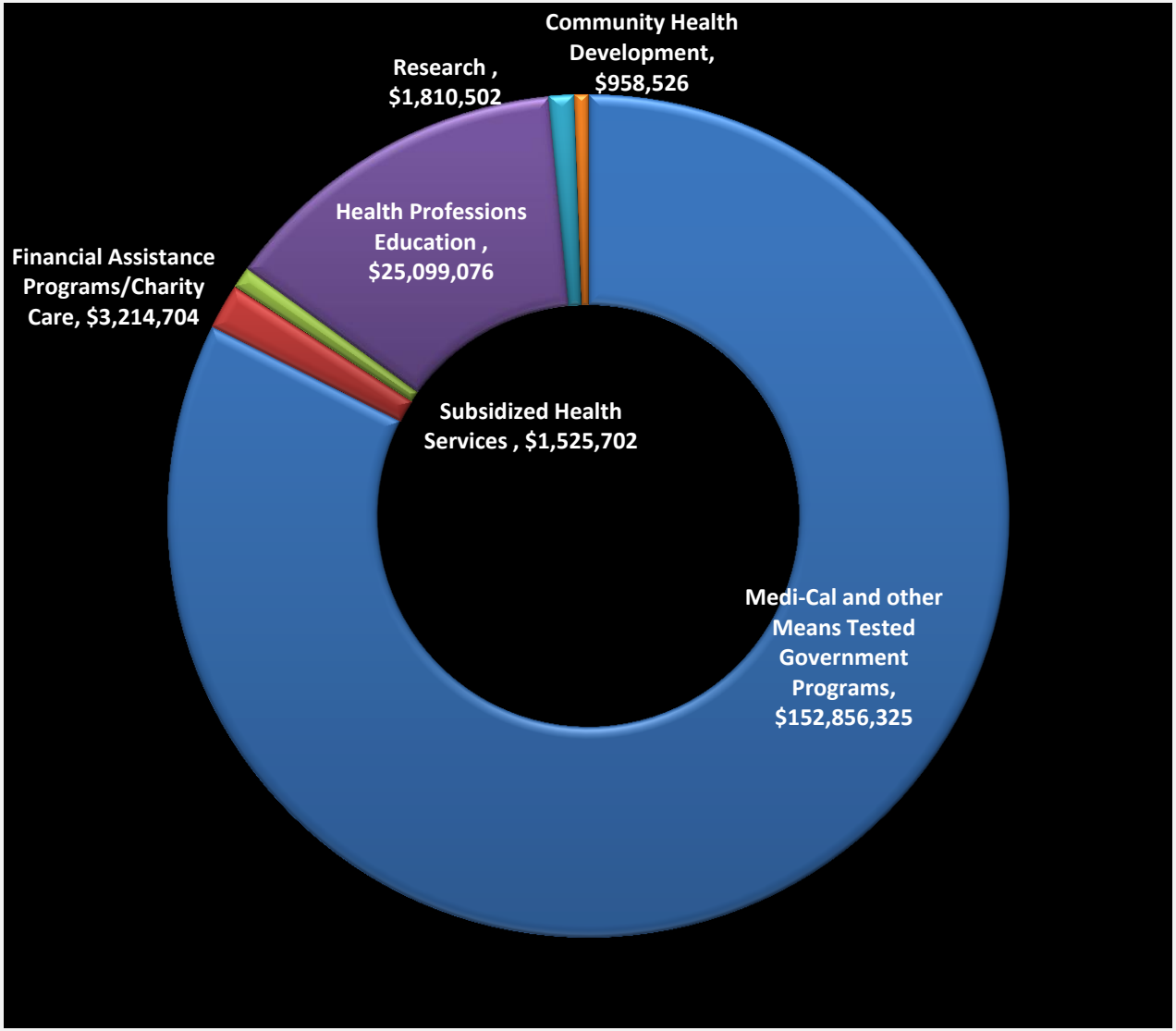
Number of Licensed Beds: 89

Loma Linda University Medical Center – Murrieta

Number of Licensed Beds: 106

2017 (January 2017 – June 2017)

COMMUNITY BENEFIT: LOMA LINDA UNIVERSITY HEALTH



LOMA LINDA UNIVERSITY HEALTH NET COMMUNITY BENEFIT

ECONOMIC VALUE (Short FY 2017): $185,464,835

LOMA LINDA UNIVERSITY HEALTH NET COMMUNITY BENEFIT ECONOMIC VALUE (2017 Short Fiscal year): $185,464,825

COMMUNITY BENEFIT (SY 2017) Reporting Period: January 2017 - June 2017	LLUMC (MC + EC +SH)	LLUCH	LLUBMC	LLUMC - Murrieta	Loma Linda University Health		
	Net Benefit	Net Benefit	Net Benefit	Net Benefit	Expenses	(Offsets)	Net Benefit
Patient Care Services	**$114,537,594**	**$35,472,839**	**$2,505,621**	**$5,080,677**	**$375,622,481**	**($218,025,750)**	**$157,596,731**
1) Medi-Cal and Other Means tested Government Programs	$110,295,772	$35,173,640	$2,505,621	$4,881,292	$369,102,411	($216,246,086)	$152,856,325
a) MediCal	$109,736,985	$29,217,176					
b) SCHIP & CCS	$558,787	$5,956,464					
2) Financial Assistance Program/ Charity Care	$2,716,120	$299,199		$199,385	$3,214,704		$3,214,704
3) Subsidized Health Services (Home Care)	$1,525,702				$3,305,366	($1,779,664)	$1,525,702
Health Professions Education	**$18,435,146**	**$6,663,930**			**$29,630,402**	**($4,531,326)**	**$25,099,076**
1) Medical Residents, Fellows & Interns	$18,058,776	$6,655,991			$29,246,093	($4,531,326)	$24,714,767
2) Paramedical Education (Pharmacy & Chaplain Residencies) & Other	$376,370	$7,939			$384,309		$384,309
Research (Offsets Included)	**$587,000**	**$1,223,502**			**$1,810,502**		**$1,810,502**
1) Clinical Trials							
2) Community Health Research							
Community Health Development (Offsets Included)	**$864,428**	**$80,670**	**$6,714**	**$6,714**	**$958,526**		**$958,526**
1) Community Health Services (SAC Health System, Transportation and Care Management)	$615,217				$615,217		
2) Cash and In-Kind Donation	$40,896				$40,896		
3) Community-Building Activities and Programs (PossAbilities, Health & Resource Fairs)	$84,777				$178,875		
4) Community Benefit Operations	$123,539				$123,539		
TOTAL	**$134,424,168**	**$43,440,941**	**$2,512,335**	**$5,087,391**	$408,021,911	($222,557,076)	**$185,464,835**

64.1% of RI County and 69.5% of SB County students are eligible to receive free or reduced price school meals – *kidsdata.org, 2015*

Our Community Benefit Program

At Loma Linda University Health, our commitment to caring for the mind, body and spirit is part of everything we do. We are combining our education, clinical care and research programs to fulfill our mission — making man whole. Together, we'll continue to strengthen our dedication to wellness because everyone deserves the chance to enjoy a longer, healthier life.

PATIENT CARE SERVICES

LLUH is committed to providing patients with the very finest possible medical care. It is important that we have a strong understanding of the community we serve and health conditions that are of greatest concern in, and to, the community. In addition, our community benefit patient care services program offers free or low-cost coverage for those children and/or adults with limited resources. (Net Benefit: The amount accounted for as community benefit is done as a post- adjustment for all revenue streams towards the allowable patient care services.)

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

   a. *Medi-Cal*

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

   b. *State Children's Health Insurance Program (SCHIP)*

   The Children's Health Insurance Program (CHIP) is a partnership between the federal and state governments that provides health coverage to uninsured children whose

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

c. *California Children's Services*

California Children's Services (CCS) is a state program for children with certain diseases or health problems. Through this program, children up to 21 years old can get the health care and services they need. CCS will connect you with doctors and trained health care providers and professionals who know how to care for your child with special health care needs. Examples of CCS-eligible conditions include, but are not limited to, chronic medical conditions such as cystic fibrosis, hemophilia, cerebral palsy, heart disease, cancer, traumatic injuries, and infectious diseases producing major sequela. CCS also provides medical therapy services that are delivered at public schools.

2. **Financial Assistance Program/Charity Care**

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

3. **Subsidized Health Services**

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

Over 600 Medical Residents and 90 fellows trained annually

HEALTH PROFESSIONS EDUCATION

At Loma Linda University Health, our experienced health care professionals are committed to helping health professions residents and interns succeed in their graduate medical education. Students (Medical Interns and Residents, Pharmacy, Chaplaincy and Allied Health Professions) are offered diverse clinical experiences and guide you through a collaborative learning environment where you are challenged to find ways to improve patient care.

The residency programs give students the unique opportunity to learn at the only Level 1 Trauma Center in San Bernardino County and the Inland Empire. Our Children's Hospital has the only Level 3 Neonatal Intensive Care Unit (NICU) in the region and is the only area facility equipped to provide pediatric transplants in Southern California. Residents and students receive comprehensive education and an opportunity to participate and /or observe clinical trials and medical simulation laboratory. Our Medical Simulation Center (MSC) is one example of how we combine technology and practical clinical simulations to create a compressive learning experience to enhance patient safety, quality of patient care, and inter-professional healthcare provider education. The MSC provides:

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

RESEARCH

The world-renowned scientists at Loma Linda University are striving to advance the understanding and care of human health in order to fulfill the institution's mission "to make man whole." The office for Research Affairs facilitates and promotes high quality research conducted at Loma Linda University, Loma Linda University Medical Center and all affiliated entities. We partner with the research community at Loma Linda University to develop a shared responsibility for the ethical conduct of research and compliance. Our research program is an integral part of learning and community health development investments. The institution is dedicated to growing and investing in clinical research and community health research.

1. Cancer Center – Clinical Trials and Research

The primary focus of Oncology Clinical Research at LLUCC is to help educate patients and physicians of the treatment options through clinical research. The Clinical Research Coordinators and physicians work together with the departments of Radiation Medicine, Medical Oncology, Surgical Oncology, Pediatric Oncology, Palliative Care and Home Health Services to provide patients with treatment and supportive services during their disease process.

For More Information Please Visit Our Cancer Center Website: http://cancer-center.lomalindahealth.org/clinical-trials-and-research#trials

Total of 112 Research Programs at LLUH in 2016

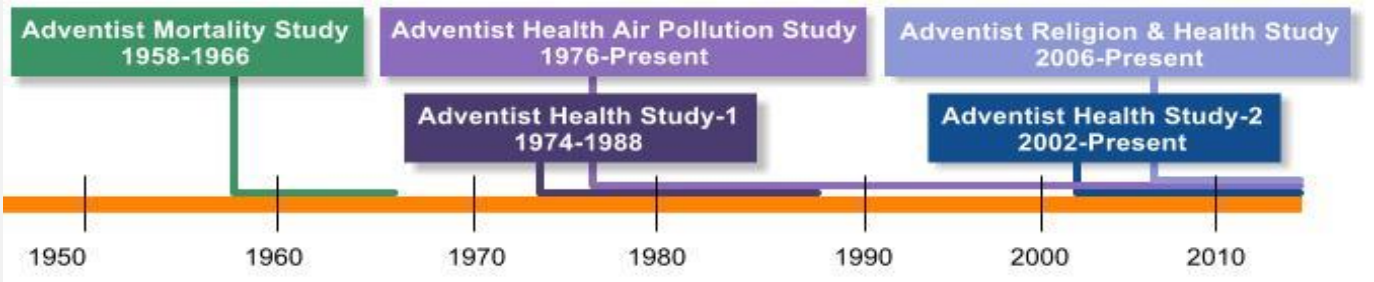
2. Community Health Research

With the mission to serve and enhance the health of our communities, our research activities are strategically designed to focus on reducing health disparities, improving health and promoting wholeness in the region. We achieve this by fostering academic and community-based partnerships that help and support our research endeavors. Our institution is committed to continue working with community members and organizations and forming partnerships in

these research efforts. One such example is the “Adventist Health Studies (AHS)”, which is a series of long-term medical research projects of Loma Linda University with the intent to measure the link between lifestyle, diet, disease and mortality.

Loma Linda Blue Zone and Adventist Health Study Research

The Adventist heritage of Loma Linda University shaped the research in the School of Public Health. Adventists' support of a healthy lifestyle has helped to change the eating habits of Americans over the decades. In 1800s Battle Creek, Michigan, Adventists introduced breakfast cereals and peanut butter and recommended an ovo-lacto-vegetarian diet. In another case, when the American Dietetic Association had branded the vegetarian diet as nutritionally inadequate, research published by the Loma Linda University School of Public Health proved that all required nutrients were present in a balanced vegetarian diet. A long history of nutritional research at Loma Linda University has addressed the elements of a balanced vegetarian diet and the health benefits of various vegetarian diets.



COMMUNITY HEALTH DEVELOPMENT

1. Community Health Improvement Services

a. Support to Community Health Services

SAC Health System (SACHS) is a non-profit community healthcare corporation serving the Inland Empire. The clinics provide affordable health care services for all, but primarily serve uninsured patients and their families. They accept Medi-Cal and Medicare, and offer many federal, state and local programs to those who qualify. For those who are ineligible for programs, they offer a sliding fee scale based upon income.

History of SACHS

Social Action Corps (SAC) began in the late 1960s as an outreach effort from students and staff at Loma Linda University and Medical Center. Over the course of 30 years these volunteers offered temporary medical clinics in donated spaces within the community. Early 1990's – SAC began to look for a permanent location and by 1992 Norton Air Force Base was closing and provided an opportunity for SAC to acquire a medical facility. SAC incorporated into a 501(c) (3) community health care corporation and became SACHS with a three clinic system of community clinics in the City of San Bernardino. SACHS receives Teaching Health Center Graduate Medical Education Program designation for Family Medicine, Pediatrics and Psychiatry resulting in one of the nation's largest programs. In 2015, SACHS acquired the Federal Qualified Health Center Status.

b. Whole Care Services

Whole Aging Care

A whole aging care model will engage with multiple stakeholders across the region in order to promote healthy living and aging through preventive health programs, reduction of disparities in education and access, and creation of healthy community initiatives for sustainable healthy aging, serving as an adaptable model for the national stage.

- Interventions
  - Just for Seniors

Whole Behavioral Health Care

Behavioral health is essential to personal well-being, family and interpersonal relationships, the ability to contribute to community or society, and the

ability to adapt to change and to cope with challenges. It plays a major role in a person's ability to maintain good physical health. Behavioral illnesses, such as depression and anxiety, affect people's ability to participate in health-promoting behaviors. Behavioral disorders contribute to a host of problems that may include disability, pain, or death. The resulting burden of mental illness is among the highest of all diseases.

Loma Linda University Health (LLUH), as a faith-based healthcare leader, understands that faith is a strong component of health. Participation in a community of faith significantly improves the likelihood for congregation members of becoming healthy and staying healthy. At the intersection of faith and health are communities who value healing the whole person. It is a well-established fact that clergy are the first line of treatment for mental health. Loma Linda University Medical Center and the Behavioral Medicine Center are addressing the mental health needs in surrounding communities through partnerships with Loma Linda University academic departments, such as the Department of Psychiatry. The goal of these partnerships is to help faith communities to redefine themselves as 'health centers,' where the whole person is treated: emotionally, spiritually, relationally, and physically.

- Interventions
  - Amyotrophic Lateral Sclerosis (ALS) Support Group
  - Chemical Dependency Support Group and Educational Forms
  - Mental/Behavioral Health Education and Awareness
  - Senior Behavioral Health Services
  - Behavioral Health Fairs

Whole Cancer Care

The cancer objectives for Healthy People 2020 support monitoring trends in cancer incidence, mortality, and survival to better assess the progress made toward decreasing the burden of cancer in the United States. The objectives reflect the importance of promoting evidence-based screening for cervical, colorectal, and breast cancer by measuring the use of screening tests. For cancers with evidence-based screening tools, early detection must include the continuum of care from screening to appropriate follow-up of abnormal test results and referral to cancer treatment. At LLUH we are committed to treating interrelated factors that contribute to the risk of developing cancer. These same factors contribute to the observed disparities in cancer incidence and death among racial, ethnic, and underserved groups.

- Interventions
  - Cancer Health Fairs
  - Cancer Outreach Events
  - Cancer Screenings
  - Cancer Support Groups
  - Cancer Walk
  - Cancer Support Services

Whole Child Care

Children are our most at risk population in the Inland Empire as they are the smallest voice in a region of minimal resources. In our vast geographic area, children 0-17 compromise more than 39 percent of our population, 33 percent of our families live at poverty level, and 44 percent live in single parent households. Our children attend schools where educational competency rates are below the national average, yielding high school graduation rates of 60 percent. Our mission at Loma Linda University Health is to be the voice for our most vulnerable population. We have made children's well-being a priority for our health system, by being the premier Children's Hospital in the eastern portion of Southern California.

Meeting the health needs of our children will require a symphony of care and coordinated response from healthcare access, access to nutritious foods, family support, access to open space for physical activity, and collaboration with our local schools. Most strategies to prevent or reduce childhood obesity have focused on individual behavior modification and pharmacological treatment, but have been met with limited success. Loma Linda University Health recognizes that our children are our future. LLUH is committed to improving the health of all children living in the region by promoting lifelong healthy eating patterns through education and behavior change practices, promoting physically active lifestyles, and supporting community programs that promote overall health.

- Interventions
  - Breastfeeding Education for Non-patients
  - Camp Good Grief
  - Children and Family Health Fairs
  - OK KIDS – Health4Life, Operation Fit, Youth Hope, Safe Kids
  - Youth Alternative Solutions

Whole Chronic Disease Management

The prevalence of chronic diseases is increasing in both the elderly and non-elderly populations, with a significant increase in the number of people with multiple chronic diseases. Increased spending on chronic diseases in Medicare is a significant driver of the overall increase in Medicare spending over the last twenty years. LLUH is taking an active role to improve the continuum of care for individuals experiencing chronic disease and is committed to an overall

emphasis of improving the efficiency of health care and bridging preventive strategies in the clinical setting as well as in the community.

- Interventions
  - Charity Medications
  - Community Clinic Support
  - Community Support/Watch Groups
  - Diabetes Monthly Support Group
  - Diabetes Blood Screenings
  - Diabetes Treatment and Prevention
  - Community Health Workers or Promotores de Salud
  - Heart Health Education
  - Heart Health Prevention Education
  - Heart Health Screening
  - Heart Health Wellness Fairs

Whole Rehabilitation Care

LLUMC East Campus recognizes that this (people with disabilities) disenfranchised population in need is often left without resources or support, for dealing with the many adjustments they must make physically, mentally, and emotionally in order to have fulfilling lives. The mission is to provide a new direction and hope through physical, social, educational and spiritual interaction with peers and their community.

- Interventions
  - PossAbilities

Whole Sickle Cell Anemia

Sickle cell disease (SCD) is a real disease with real consequences – appropriately termed “crisis”. Symptoms of this inherited disease begin in early childhood and vary in severity, leading to consequences of frequent hospitalizations, disability, and early death. We will form partnerships with interested parties in an effort to increase awareness and engage the community so that our efforts may be multiplied. In the end, the Patient and those surrounding them that are affected by this illness will be the passion of our work.

- Interventions
  - Sickle Cell Education Series
  - Sickle Cell Fair

Faith and Health

Faith Communities and Healthcare Systems are often pillars in the community, places we turn in our greatest hours of need. In the Inland Empire we are surrounded by significant and often stark health disparities. Healthcare is often used, and perceived, as only a safety net for the forgotten and underserved. Community members travel through our system without a continuum of care that empowers them to rise above the barriers of broken systems and neighborhoods. Many of our community members struggle to meet their basic needs on a daily basis, and when their basic needs go unmet they often look to Faith Communities for support.

The Faith and Health Initiative is an effort to be a better companion to Faith Communities in ministering to and caring for community. It seeks to bridge the gap that exists between the well-intentioned services of Healthcare Systems, and achieving a lifelong journey of health. It makes sense that these two healing institutions should work together in order to create new forms of faith-based collaborations for health in our communities. The Faith and Health Initiative is embedded into the mission of Loma Linda University Health, and therefore becomes a true delivery model for Christ's ministry of teaching and healing. Faith Communities have a significant footprint, and become the ideal companion in being faithful to, and delivering, our value of Wholeness.

- Interventions
  - Clergy Collaboration and Appreciation
  - Faith and Health Initiatives and Counseling

2. Cash Sponsorships and In-Kind Donation

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

3. Community-Building Activities and Programs

Education and Workforce Development

Community Health Workers

Integration of the Community Health Workers in health, public health and community support settings is an innovative approach to broaden the scope of services and links to strengthen community-based disease prevention. The community-centered settings in which services are delivered, and the workforce resources to deliver such services, offer considerable potential to improve and address the social determinants of health, improve long-term health outcomes and lower health care costs. California Health Workforce Alliance's (CHWA's) definition of a Promotores –Community Health Worker (CHW) is a person who is a trusted member of and/or who has an unusually close understanding of the community served in the delivery of health related services through either working directly with providers or their partner organizations in the community being served. The CHWs play a crucial role in connecting the community to various health and social services and also helps the health care organization in achieving the Institute for Healthcare Improvement's Triple Aim objectives (Population Health, Experience of Care and Reducing Per Capita Cost).

Community Health Workers have demonstrated the ability to play a crucial role as a member of the primary care team, and can help to connect the community to clinical services, help patients navigate the health care system and implement population health improvement strategies. The Loma Linda University Health – Institute for Community Partnerships: Promotores (CHW) Academy provides systematic education programs that train, certify and prepare CHWs to join the community workforce in population health management. Following the completion of the basic CHW certification, they have the opportunity to complete specialty areas of training. To achieve this added value and promise, the LLUH - Promotores (CHW) Academy offers specialty training in Clinical Care, Behavioral Health, School-based Clinics and Community Health Development, and is geared to address the objectives of triple aim and the most urgent community health needs. After the basic CHW training, CHWs are often engaged as CHW Case Workers, CHW Outreach Workers, Health Educators, Promotores, Patient Navigators and Enrollment Specialists (CHWA study, 2013). The specialty training programs provide a CHW with the more advanced knowledge and expertise to more effectively and competently address

the most at-risk patients and/or high risk populations with the much needed support lying outside the health care systems.

The approach also closely aligns with the mission, vision and goals of LLUH. Over 80 community members received their certification at the LLUH – Promotores Academy in 2015-2016. The certification has provided them with the support and tools to better assist the community members and also support their professional development.

Other Health Professions Development Programs

The San Manuel Gateway College is the first of its kind in the United States. The college will integrate training programs in health careers with clinical experience, allowing students to benefit from hands-on training and mentoring by Loma Linda University Health faculty and students. These six- to 18-month health career certificate programs will provide job entry skills, employment and college credit for students who elect to further their education.

- Certified Nursing Assistant
- Dialysis tech
- Medical Assistant
- Pharmacy tech
- Surgical Tech

"Our plans for Education and Workforce Development are strategic approaches to empower our community and build a sustainable and better healthier future." – Juan Carlos Belliard, PhD, MPH – Director, LLUH Institute for Community Partnerships

SY 2017 Community Benefit: Loma Linda University Medical Center (LLUMC)

COMMUNITY BENEFIT (SY 2017) Reporting Period: January 2017 - June 2017	LLUMC (MC + EC +SH)		
	Expenses	(Offsets)	Net Benefit
Patient Care Services	**$211,654,472**	**($97,116,878)**	**$114,537,594**
1) Medi-Cal and Other Means tested Government Programs	$205,632,986	($95,337,214)	$110,295,772
2) Financial Assistance Program/ Charity Care	$2,716,120		$2,716,120
3) Subsidized Health Services (Home Care)	$3,305,366	($1,779,664)	$1,525,702
Health Professions Education	**$22,966,472**	**($4,531,326)**	**$18,435,146**
1) Medical Residents, Fellows & Interns	$22,590,102	($4,531,326)	$18,058,776
2) Paramedical Education (Pharmacy & Chaplain Residencies) & Other	$376,370		$376,370
Research (Offsets Included)	**$587,000**		**$587,000**
1) Clinical Trials			
2) Community Health Research			
Community Health Development (Offsets Included)	**$864,428**		**$864,428**
1) Community Health Services (SAC Health System, Transportation and Care Management)	$615,217		$615,217
2) Cash and In-Kind Donation	$40,896		$40,896
3) Community-Building Activities and Programs (PossAbilities, Health & Resource Fairs)	$84,777		$84,777
4) Community Benefit Operations	$123,539		$123,539
TOTAL	$236,072,372	($101,648,204)	**$134,424,168**

LLUMC 2017 Community Health Development Selected Program Highlights

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

   Family Medicine:

   Family Medicine team is dedicated to provide you and your family with information to help you stay healthy. SACHS provides vital preventive treatments such as well adult and child care, reproductive care, vaccines, and cancer screening.

   Behavioral Health:

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

   Dental Services:

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

   Services include:

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

   Community Resource Center:

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

2. The Summer Gateway Program: A Health Professions Pipeline Program

The Summer Gateway program is a two-week summer program for underserved youth, mostly high school students, that includes speakers and activities, with an optional third week where interested students can shadow health professionals in the workplace. The program provides training in how to take the SAT, apply for financial aid, and improve study skills so students understand a college education is attainable. Speakers from all the health sciences schools at Loma Linda University offer instruction and hands-on activities for students to learn more about different health sciences career opportunities.

At LLU our mission is "to make man whole," so our Summer Gateway program not only offers academic and career guidance, but also includes spiritual activities, physical activity, healthy meals, and team building activities to address the needs of the whole person.

Previously, we ran three separate pipeline programs that each focused on a different ethnic group. The Loma Linda University Institute for Community Partnerships will now offer one program that brings students of different ethnicities together in an environment where we can foster understanding and collaboration amongst youth of different backgrounds.

3. Partnerships and Stakeholders Support:

Our Community Benefit office supported the LLUH - Institute for Health Policy and Leaderships initiative to host the "Diagnosis: Hunger". The summit was co-sponsored by the "Root Cause Coalition" and "The Alliance to End Hunger". Approximately 120 community leaders and members were in attendance of the event.

SY 2017 Community Benefit: Loma Linda University Children's Hospital (LLUCH)

COMMUNITY BENEFIT (SY 2017) Reporting Period: January 2017 - June 2017	LLUCH		
	Expenses	(Offsets)	Net Benefit
Patient Care Services	**$147,160,277**	**($111,687,438)**	**$35,472,839**
1) Medi-Cal and Other Means tested Government Programs	$146,861,078	($111,687,438)	$35,173,640
2) Financial Assistance Program/ Charity Care	$299,199		$299,199
3) Subsidized Health Services (Home Care)			
Health Professions Education	**$6,663,930**		**$6,663,930**
1) Medical Residents, Fellows & Interns	$6,655,991		$6,655,991
2) Paramedical Education (Pharmacy & Chaplain Residencies) & Other	$7,939		$7,939
Research (Offsets Included)	**$1,223,502**		**$1,223,502**
1) Clinical Trials			
2) Community Health Research			
Community Health Development (Offsets Included)	**$80,670**		**$80,670**
1) Community Health Services (SAC Health System, Transportation and Care Management)			
2) Cash and In-Kind Donation			
3) Community-Building Activities and Programs (PossAbilities, Health & Resource Fairs)	$80,670		
4) Community Benefit Operations			
TOTAL	$155,128,379	($111,687,438)	**$43,440,941**

LLUCH 2017 Community Health Development Selected Program Highlights

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

As part of our commitment to serve the needs of our community, the Children's hospital, too, provides support towards patient care services that help to maintain and enhance the health our community.

Pediatric Services

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

Women's Health:

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

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

2. Children's Day

Children's Day is an annual health education fair for young children and parents coordinated by the Child Life Department at Loma Linda University Children's Hospital. Each year, LLUMC, LLUCH, LLUEC, LLUBC, Loma Linda University, and community partners come and participate at the event. The purpose of Children's Day is to provide a non-threatening exposure to a medical setting for children ages 2-8 in our community.

3. Family Health Fair

Going on its 39th year, the Family Health Fair is an annual event that invites the community to come learn more about their health and to "Live it" through health screenings, flu shots, blood screenings, and informational booths. For the third year the event includes a 5K run/walk designed for everyone from casual walkers to elite runners. Each participant receives an event T-shirt and is eligible to win a race medal. After the 5K, the excitement continues with exhibits, opportunity drawings, delicious food, live entertainment, and all-around family fun.

4. OK KIDS-Operation Fit

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

5. OK KIDS-Safe Kids

Safe Kids Program is the Loma Linda chapter of the national organization with focuses on safety education of children and parent to reduce the avoidable death statistics. In childhood, accidents and unintentional injuries are ranked as the #1 cause of death in childhood.

6. OK KIDS-Youth Hope

Youth Hope Substance Abuse is a community drug prevention and intervention program for uninsured young adults that are homeless or with housing insecurity. This program is linked with the community based program of Youth Hope.

7. Youth Alternative Solutions Program

The Youth Alternative Services program services approximately 20 teens, predominately Hispanic and Caucasian males between the ages of 14-18 years old from Riverside and San Bernardino counties.

SY 2017 Community Benefit: Loma Linda University Behavioral Medicine Center (LLUBMC)

COMMUNITY BENEFIT (SY 2017) Reporting Period: January 2017 - June 2017	LLUBMC	
	Expenses adjusted for (Offsets)	Net Benefit
Patient Care Services	**$2,505,621**	**$2,505,621**
1) Medi-Cal and Other Means tested Government Programs	$2,505,621	$2,505,621
2) Financial Assistance Program/ Charity Care		
3) Subsidized Health Services (Home Care)		
Health Professions Education		
1) Medical Residents, Fellows & Interns		
2) Paramedical Education (Pharmacy & Chaplain Residencies) & Other		
Research (Offsets Included)		
1) Clinical Trials		
2) Community Health Research		
Community Health Development (Offsets Included)	**$6,714**	**$6,714**
1) Community Health Services (SAC Health System, Transportation and Care Management)		
2) Cash and In-Kind Donation		
3) Community-Building Activities and Programs (PossAbilities, Health & Resource Fairs)	$6,714	
4) Community Benefit Operations		
TOTAL	$2,512,335	**$2,512,335**

LLUBMC 2017 Community Health Development Selected Program Highlights

1. Annual Behavioral Health Fairs

Activities that involve participating in health fairs and providing screenings are typically geared towards the general community and/or employer organizations. Typically, at least one clinician or program representative accompanies the marketing representative to handle any program specific questions and interpret screenings. Our service information is displayed through different collateral pieces such as brochures, flyers, posters and promotional items.

2. Mental/Behavioral Health Education and Awareness

Behavioral Health Education and Awareness activities involve trainings, presentations, and in-service opportunities typically geared towards professionals, clinicians, general community and/or employer organizations. Our services information is provided through different collateral pieces such as brochures and flyers. The goal is to provide information on topics within the scope of behavioral health that will reduce stigma, increase knowledge, and assist community members in accessing services. Topics include awareness around mental health and substance abuse for children, adolescents, and adults. Typically, at least one clinician or program representative accompanies the marketing representative/program assistant to handle any program specific questions.

3. Senior Behavioral Health Services

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

4. Behavioral Health Screenings:

Are geared towards the general community in the Inland Empire, senior facilities, and/or employer organizations. At least one clinical therapist or program representative handles program specific questions and interprets depression screening and mental health assessment results. Service information is displayed through various collateral pieces such as brochures, flyers, posters, and other promotional items.

SY 2017 Community Benefit: Loma Linda University Medical Center – Murrieta (LLUMC – Murrieta)

COMMUNITY BENEFIT (SY 2017) Reporting Period: January 2017 - June 2017	LLUMC - Murrieta		
	Expenses	(Offsets)	Net Benefit
Patient Care Services	**$14,302,111**	**($9,221,434)**	**$5,080,677**
1) Medi-Cal and Other Means tested Government Programs	$14,102,726	($9,221,434)	$4,881,292
2) Financial Assistance Program/ Charity Care	$199,385		$199,385
3) Subsidized Health Services (Home Care)			
Health Professions Education			
1) Medical Residents, Fellows & Interns			
2) Paramedical Education (Pharmacy & Chaplain Residencies) & Other			
Research (Offsets Included)			
1) Clinical Trials			
2) Community Health Research			
Community Health Development (Offsets Included)	**$6,714**		**$6,714**
1) Community Health Services (SAC Health System, Transportation and Care Management)			
2) Cash and In-Kind Donation			
3) Community-Building Activities and Programs (PossAbilities, Health & Resource Fairs)	$6,714		
4) Community Benefit Operations			
TOTAL	$14,308,825	($9,221,434)	**$5,087,391**

LLUMC – Murrieta 2017 Community Health Development Selected Program Highlights

1. Annual Family Health Fair

Going on its 5th year, the annual Family Health Fair is an opportunity for LLUMC-M to invite the community to learn about their health. The following free services were provided at the LLUMC-M health fair: dental screenings; colon cancer education; diabetes education, and blood sugar testing; prostate cancer screenings; mother and baby education, breast health education; ER services education; cardiac education; and nutrition (Rethink Your Drink) and healthy weight education for children. Community organizations, non-profit organizations, and support groups (cancer support groups) were present at the fair to provide information about available resources and services in the community served by LLUMC-M.

2. Diabetes Education

The diabetes education classes aimed to increase community awareness on the importance of identifying their cholesterol, BMI, blood pressure, and glucose levels. The goal was to increase the overall self-reported health status as good or excellent.

3. Living with Cancer Support Group

The Living with Cancer support group is an open forum for sharing personal challenges, practical suggestions and everyday triumphs. All sessions will be hosted by a licensed therapist or healthcare specialist. The support group is designed for anyone living with cancer and their families.

4. Healthy Valley Coalition

The Healthy Valley Coalition was established in 2014 with the mission to grow, promote, and increase community health and awareness in Murrieta, Temecula, and the surrounding communities. This coalition is a collaboration of community partners from local businesses, non-profit organizations, hospitals, city and county representatives, and civically engaged citizens. The coalition focuses on aging, chronic illness education, children's health services, and behavioral health initiatives whereby disparities are identified and prevention is promoted.

The vision of the Health Valley Coalition is to support improvement in health indicators of the Southwest Riverside communities. The mission is to provide individuals, businesses, and institutions access to information, resources, ideas, and initiatives that support the community's wellness. The Healthy Valley Coalition meets monthly to discuss ways to improve education and knowledge of health care related events and activities in the Murrieta and surrounding areas. LLUMC-Murrieta joins the monthly meetings and provides guidance from a hospital perspective to increase the health of the community.

Together, We Build Hope for Tomorrow with New Hospitals and a Healthier Future for Our Families and Community

LLLUH – COMMUNITY BENEFIT IMPLEMENTATION STRATEGIES 2017-2018

In addition to our ongoing patient care services, health professions education, research and community health development activities, LLUH has undertaken some significant efforts with Vision 2020 and the 2016 Community Needs Assessment. We continue to implement innovative strategies to meet the needs of our community.

1. Vision 2020

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

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

Adult Hospital

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

Children's Hospital

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

2. Collaborations and New Facilities

Highland Springs Medical Plaza

Highland Springs Medical Plaza is collaboration between Loma Linda University Health, Beaver Medical Group, Redlands Community Hospital and San Gorgonio Memorial Hospital to enhance access to medical services for families in Beaumont/Banning and surrounding areas.

Loma Linda University Children's Hospital Indio Outpatient Pavilion

(Coming to the Coachella Valley in 2017)

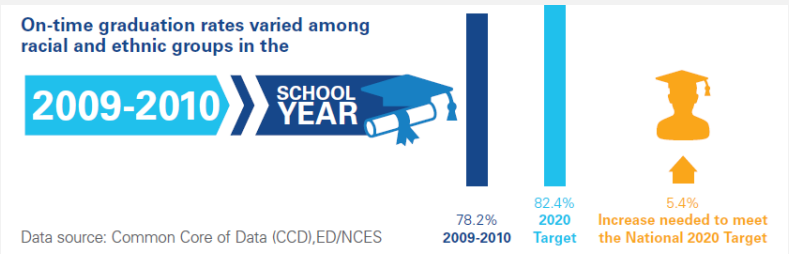
A bold new vision is within reach for Loma Linda University Children's Hospital. Since our very beginning Loma Linda University Children's Hospital has served as the provider of choice for children of the Coachella Valley. As the health needs of children continue to grow and evolve, so must our treatment methods and service locations. At this new location we will team up with our partner SAC Health System to offer all family members comprehensive primary care. Children will also be able to receive specialized pediatric care, in an outpatient setting, for conditions that are prevalent in the Coachella Valley. We look forward to bringing hope through healing to kids and their families through these exciting new offerings – it is something we live.

3. Community Health Investments

We strive to enhance population health by addressing the social determinants of health, health education, improved access to care and reduced burden on the health care systems. This is measured by conducting evaluation of activities so that outcomes can be measured and processes, programs and health are continuously improved.

LLUH's Community Health Investments Priority Areas 2017-2018:

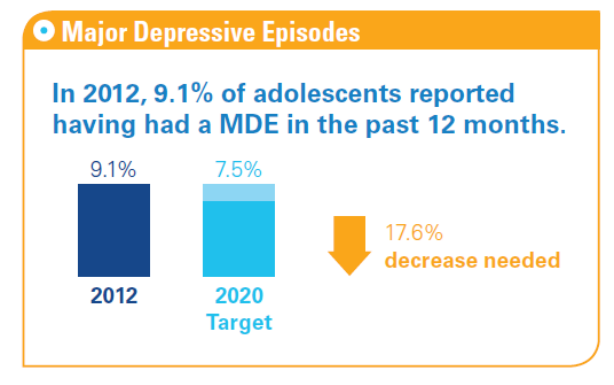
- Workforce Development
- Education
- Health and Wellness
  - Mental Health
  - Diabetes
  - Obesity



Community Health Development Initiatives ("Mini Grants")

The Loma Linda University Health – Community Benefit program will be providing an annual "mini-funding opportunity" for Community-based organizations (CBOs) in support of their ongoing efforts or initiatives, and geared towards strategic Community Health Investments.

The purpose of this opportunity is to conduct, sponsor and oversee programs or activities through direct community engagement that promote health and healing in response to identified community needs.



Integration of Community Health Workers (CHWs) in LLUH system

CHWs play a key role in increasing community access to health care system; connect members to a medical home, Promote increased access to preventive care, Educate members on use of 24/7 statewide, Nurse Advice line especially on nights and weekends, Remove barriers interfering with members' ability to access primary care and Advise member about alternate care settings, e.g. urgent care centers. Study by Balcazar et al., 2011 suggested that Community Health Workers can be a public health force for change in the United States.

In FY 2017-2018, our Community Benefit program will support the trainings and internship of tentatively 7 CHWs to be trained in the Clinical track at the Promotores Academy. Three C-CHWs will be hired and placed in high-need areas (e.g. Emergency Department) to help navigate the patients seeking medical care. The integration of CHWs will be studied and the successes of this strategy will be comprehensively evaluated.

"Our vision for LLUH Community Benefit and Health Initiatives is one of true partnership with our community through our shared and ongoing commitment to improved health and quality of life." – Robin D. Smith, PhD – Director, Community Health Development

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LLUH COMMUNITY PARTNERS

- Air Quality Management District (AQMD)
- American Cancer Society
- American College of Cardiology
- American Heart Association
- American Lung Association
- American Red Cross
- AmeriCorps
- Boys and Girls Club
- C.E.R.T. - Community ER Response Team
- California Association of Marriage & Family Therapists
- California Bicycle Coalition
- California Safe Program
- California Thoracic Society
- Catholic Diocese of San Bernardino
- Central City Lutheran Mission
- Chamber of Commerce – Inland Empire
- Childhood Cancer Foundation of Southern California, Inc.
- Community Clinic Association of San Bernardino County
- CVEP Career Pathways Initiative
- First 5 of San Bernardino and Riverside
- Faith Based Communities
- Inland Coalition for Health Professions
- Inland Empire Children's Health Initiative
- Inland Empire United Way
- Inland Empire Women Fighting Cancer
- Latino Health Collaborative
- Jefferson Transitional Program
- Nu Voice Society Inland Empire
- Omni Trans
- Partners for Better Health
- Reach Out
- Riverside County Emergency Medical Services (RCEMS)
- Riverside County Department of Public Health
- Ronald McDonald House
- Riverside County Department of Public Health
- SAC Health System
- Safe Kids Inland Empire Coalition
- San Bernardino Associated Governments (SANBAG)
- San Bernardino City Schools Wellness Committee
- San Bernardino County Healthy Communities 2020
    - Healthy Adelanto
    - Healthy Apple Valley
    - Healthy Barstow
    - Healthy Big Bear Lake and Greater Big Bear Valley
    - City of Bloomington
    - Healthy Chino
    - Healthy Chino Hills
    - Healthy Colton
    - Healthy Fontana
    - Healthy Grand Terrace
    - Healthy Hesperia
    - Healthy High Desert
    - Healthy Highland
    - Healthy Loma Linda
    - Healthy Montclair
    - Healthy Muscoy
    - Healthy Ontario
    - Healthy Rancho Cucamonga
    - Healthy Redlands
    - Healthy Rialto
    - Healthy Rim of the Mountain Communities
    - Healthy San Bernardino
    - Healthy Snowline Communities
    - Healthy Upland
    - Healthy Victorville
    - Healthy Yucaipa
- San Bernardino County Medical Society
- San Bernardino County Department of Public Health
- San Bernardino Mexican Consulate
- San Manuel Band of Mission Indians
- Think Together

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LLUH COMMUNITY BENEFIT STEERING COMMITTEE

(To be finalized in 2017-2018)

Group of leaders from various community-based organizations, community leaders and community representatives are invited to be part of the community steering committee. The members will help us continue to better understand the needs of our community and evaluate our programs, initiatives and efforts on an ongoing basis.

COMMUNITY HEALTH DEVELOPMENT TEAM

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Director | Institute for Community Partnerships

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Medical Director | Community Health Development

Angelina Duran

Sr. Administrative Assistant | Community Health Development & Transitional Care

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ACKNOWLEDGEMENTS

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To Make Man Whole