



CEDARS-SINAI®

**COMMUNITY BENEFIT
UPDATE AND PLAN**

2018

Submitted to:

**The Office of Statewide Health Planning and Development
Healthcare Information Division
Accounting and Reporting Systems Section
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President's Message

For more than a century, Cedars-Sinai has served vulnerable communities across the Los Angeles region. This commitment to community service is one of Cedars-Sinai's defining values.

As an independent, nonprofit healthcare organization, Cedars-Sinai recognizes the importance of its vital civic role and its dedication to:

- Deliver the highest quality healthcare services
- Expand the horizons of medical knowledge through biomedical research
- Educate and train physicians and other healthcare professionals
- Strive to improve the health status of our community

Cedars-Sinai sponsors, develops and coordinates thousands of activities that help improve health for more than 180,000 people annually. Cedars-Sinai works closely with schools, local government, senior centers, health and human service programs, and other agencies to better understand community needs, and to expand the capacity of local organizations to serve the most vulnerable. These joint efforts maximize long-term health impacts on Angelenos.

Examples of Cedars-Sinai's key community benefit commitments include:

- Deep partnerships to help build capacities at safety net clinics, increasing access to care for indigent patients most in need
- The provision of direct medical care to populations in need
- Mobile medical units providing primary and preventive care to vulnerable children and their families
- Immunization programs
- Health screenings for early diagnoses and referrals
- Preventive health education
- Extensive obesity prevention services and education
- School-based mental health services
- Programs for community members experiencing homelessness

The people of Cedars-Sinai are dedicated to bringing life-changing care that can strengthen neighborhoods by strengthening families and others. This ***Community Benefit Update and Plan 2018*** reflects Cedars-Sinai's dedication and leadership in improving the health of our community in collaboration with our key partners. Thank you for the opportunity to share our accomplishments from this past year and our plans for 2019.



Thomas M. Priselac
President and CEO, Cedars-Sinai Health System

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I. ABOUT CEDARS-SINAI

Cedars-Sinai's role as a nonprofit academic medical center encompasses a breadth of community benefit activities that reflect a longstanding commitment to helping those in greatest need. Cedars-Sinai spent \$685,583,000 in FY 2018 on programs and services that increase access to medical care for individuals and families who live in poverty, are uninsured or underinsured, enabling people of all ages to lead healthier lives.

Cedars-Sinai provides a complete spectrum of medical services and is considered one of the leading specialty referral centers for the region. In addition to inpatient care in all major specialties, Cedars-Sinai offers a broad range of services to meet patient needs along the continuum of care. Cedars-Sinai is a Level I trauma hospital, and is one of 15 trauma hospitals within the County. It is of great importance to our community. A multitude of departments throughout the hospital provide continuous readiness and excellent care, all of which contribute in a significant way to saving the lives of our trauma patients.

In fiscal year 2018, Cedars-Sinai counted over 130,000 hospital-based patient discharges – both inpatient and outpatient - for individuals who receive care through Medi-Cal (California's Medicaid insurance program) or through dual eligibility, that is, insurance that deems individuals eligible for both Medicare and Medi-Cal. 36.2% of Cedars-Sinai's patient population are either dual eligible for both Medicare and Medi-Cal or are insured through Medi-Cal, placing Cedars-Sinai in the highest tier of hospitals measuring patients' social needs and risks for readmission. Cedars-Sinai cares for more elderly patients than any other hospital in California as the largest Medicare provider in the state. These patients often have multiple, complex illnesses requiring highly specialized care.

Community benefit includes the unreimbursed cost of caring for Medi-Cal and Medicare patients; hundreds of free community education and medical screening and immunization programs that address major health issues such as heart disease, type 2 diabetes and obesity; research focused on advancing population health and improving healthcare delivery; and training that helps alleviate the nation's shortage of healthcare professionals.

Cedars-Sinai is one of the largest nonprofit academic medical centers in the U.S., with 886 licensed beds, over 2,000 physicians on medical staff, more than 2,700 nurses and thousands of other healthcare professionals, staff and volunteers. In addition, Cedars-Sinai serves the community through a medical network committed to seamless coordination of patient care between primary and specialty physicians. Marina Del Rey Hospital was acquired by Cedars-Sinai and converted to nonprofit status retroactive to September 1, 2015. Now in its third year, Cedars-Sinai Marina del Rey Hospital completed its first Community Health Needs Assessment in June of 2018 and submits a separate Community Benefit and Update and Plan to OSHPD in November 2018. Data from Marina Del Rey Hospital is excluded from this report.

Cedars-Sinai is an academic medical center with a world-renowned faculty and extensive, highly competitive training programs in more than 50 specialty and subspecialty areas. Medical education has been a core mission of the Medical Center since its inception. Our commitment is to provide graduate medical education programs that enable physicians in training to develop personal, clinical and professional competence under the guidance and supervision of the faculty and staff. We also provide advanced research training for postdoctoral scientists, programs that enable nurses to develop specialized skills and advance in their careers, and training for allied health professionals such as clinical laboratory scientists. Learning takes place in the most advanced facilities in the world with state-of-the-art simulation and training equipment and the latest medical technology. Medical residency programs include:

- anesthesiology
- diagnostic Radiology
- general surgery
- internal medicine
- neurologic surgery
- neurology
- nursing
- obstetrics and gynecology
- orthopaedic surgery
- occupational therapy
- pathology and laboratory medicine
- pediatrics
- pharmacy
- podiatric surgery
- primary care pathways
- radiation oncology
- thoracic surgery
- urology
- vascular surgery

As a global leader in medical research and care, Cedars-Sinai generates lifesaving discoveries that benefit patients suffering from heart disease, brain disorders, cancer and innumerable other conditions. Cedars-Sinai also pioneers research that improves the quality, safety and efficiency of healthcare delivery. The more than 900 active research projects currently underway encompass basic, translational, clinical and health services research. Scientific leaps forward include using cardiac stem cells to repair damaged hearts, developing a vaccine to fight the most aggressive malignant brain tumors and developing more effective anti-cancer drugs aimed at specific molecular targets.

Cedars-Sinai is ranked nationally as one of the 10 best hospitals in the United States. The medical center ranked No. 8 in a select group of 20 Honor Roll hospitals and also had 12 medical specialties ranked nationally in U.S. News & World Report's "Best Hospitals 2018-19."

II. ORGANIZATIONAL COMMITMENT

The clearest demonstration of Cedars-Sinai's commitment to its community is the involvement and dedication of the Board, Executive Management, physicians and staff in community benefit. Community benefit activities are delivered throughout Cedars-Sinai departments, with many specialists contributing their expertise in specific areas.

The Cedars-Sinai Board of Directors provides organizational leadership in fostering Cedars-Sinai's commitment to community benefit. Cedars-Sinai's Community Benefit Committee – a standing committee of the Board of Directors – functions as an oversight and policy-making body for Cedars-Sinai's community benefit commitments, efforts and strategic alignment with community needs. Community Benefit Committee members meet quarterly to review the status and progress of Cedars-Sinai's community benefit services, programs and activities. Additionally, Community Benefit Committee members assure organizational compliance with relevant community benefit legislation. The Community Benefit Committee is chaired by a member of the Board of Directors. Its membership is made up of Directors, as well as members of the Cedars-Sinai Board of Governors.

Cedars-Sinai's commitment to improve the health of the community – the fourth leg of Cedars-Sinai's mission – has been fully integrated into the governance, executive management and system-wide goals of the organization. Senior management plays a key leadership role in supporting community benefit and allocates significant human and financial resources to this end. The following community benefit oversight responsibilities within the organization are as follows:

Executive Committee of the Board of Directors

- Reviewing and approving the Community Benefit Update and Plan annually
- Reviewing and approving the Community Health Needs Assessment and Implementation Strategy every three years

Community Benefit Committee (Board Committee)

- Engage in Ongoing Committee Education
- Approve Legally Required Community Benefit Documents
- Affirm Community Benefit Priorities
- Advise on Community Benefit Systems and Processes
- Advise on Community Benefit Program Evaluations

III. CEDARS-SINAI'S COMMUNITY

As a leading nonprofit academic medical center, Cedars-Sinai serves patients from the local community as well as from throughout the nation and the world. Most patients come from Southern California, within approximately 10 miles of the Medical Center. The population characteristics below describe Cedars-Sinai's Community Benefit Service Area. The Community Benefit Service Area includes large portions of Service Planning Areas (SPAs) 4 (Metro), 5 (West) and 6 (South), and a smaller portion of SPA 8 (South Bay) in Los Angeles County. The Community Benefit Service Area includes 52 zip codes, representing 25 cities or neighborhoods. To determine the Community Benefit Service Area, Cedars-Sinai takes into account the zip codes of inpatients discharged from the hospital; community need based on the Community Health Needs Assessment process; and long-standing community programs and partnerships.

Population Characteristics

Population Characteristics	Cedars-Sinai Community Benefit Service Area	Los Angeles County
Total Population (# of persons)	1,844,777	10,237,037
Race	Percent	
White	39%	49%
Black/African American	18%	8%
Asian	11%	15%
Native Hawaiian/Pacific Islander	0.1%	0.3%
American Indian/Alaskan Native	0.8%	0.8%
Some Other Race	27%	22%
2+ Races	5%	5%
Ethnicity	Percent	
Hisp/Lat	50%	49%
Not Hisp/Lat	50%	51%
Age	Percent	
0-17	22%	22%
18-24	10%	10%
25-64	56%	55%
65+	12%	13%
Socioeconomic Status	Percent	
Families living below poverty line	22%	13%
Families with children, living below poverty line	17%	10%

Data Source: Claritas updated January 2018

IV. COMMUNITY HEALTH NEEDS ASSESSMENT - CHNA 2016

Cedars-Sinai conducted a state and federally-mandated Community Health Needs Assessment (CHNA). This legislation requires hospitals to assess and prioritize the health needs of the communities they serve; and develop plans and implementation strategies to address health focus areas. The most recent CHNA was completed in 2016. The data below is a summary of Cedars-Sinai's 2016 CHNA. Cedars-Sinai's next CHNA will be completed by June 30, 2019.

Community Benefit Service Area: CHNA 2016

Cedars-Sinai is located at 8700 Beverly Boulevard, Los Angeles, California 90048. The Community Benefit Service Area includes large portions of Los Angeles County Service Planning Areas (SPAs) 4 (Metro), 5 (West) and 6 (South), and a smaller portion of SPA 8 (South Bay). The Community Benefit Service Area includes 52 zip codes, representing 25 cities or communities.

Data Collection: CHNA 2016

Secondary Data Collection

Secondary data were collected from a variety of local, county, and state sources to present community demographics, social and economic factors, health care access, birth characteristics, leading causes of death, chronic disease, health behaviors, mental health and substance abuse and preventive practices. Analyses were conducted at the most local level possible for the Community Benefit Service Area, given the availability of the data.

Sources of data include Nielsen Claritas accessed through the Healthy Communities Institute, the U.S. Census American Community Survey, the California Health Interview Survey, the California Department of Public Health, the California Employment Development Department, the Los Angeles County Health Survey, the Los Angeles Homeless Services Authority, the Uniform Data System, the National Cancer Institute, the California Department of Education, and others. When pertinent, these data sets are presented in the context of Los Angeles County and California State, framing the scope of an issue as it relates to the broader community.

Primary Data Collection

Targeted interviews were used to gather information and opinions from persons who represent the broad interests of the community served by the hospital. Given shared service areas, Cedars-Sinai partnered with UCLA Health, Kaiser Foundation Hospital-West Los Angeles and Providence St. John's Health Center to conduct the interviews. Interviewees included individuals who are leaders and representatives of medically underserved, low-income, and minority populations, or local health or other departments or agencies that have "current data or other information relevant to the health needs of the community served by the hospital facility." Input was also obtained from Los Angeles County Department of Public Health officials.

Identification and Prioritization of Significant Health Needs

Significant health needs were identified through a review of the secondary health data collected and analyzed prior to the interviews. These data were then used to help guide the interviews. The needs assessment interviews were structured to obtain greater depth and richness of information, build on the secondary data review, and prioritize needs. The interviews focused on these significant health needs:

- | | |
|------------------|------------------------|
| Access to care | HIV/AIDS |
| Asthma | Homelessness/housing |
| Cancer | Mental health |
| Community safety | Overweight and obesity |
| Dental care | Preventive practices |
| Type 2 diabetes | Substance abuse |
| Heart disease | |

Interviews with community stakeholders were used to prioritize the significant health needs, using the following criteria and a 1-5 ranking methodology:

- The perceived severity of a health issue or health factor/driver as it affects the health and lives of those in the community;
- The level of importance the hospital should place on addressing the issue.

Calculations totaling severity and importance scores from the community stakeholder interviews resulted in the following prioritization of the significant health needs:

Significant Health Needs	Priority Ranking (Total Possible Score of 5)
Access to care	4.5
Substance abuse	4.2
Mental health	4.2
Type 2 diabetes	4.2
Preventive practices	4.2
Overweight/obesity	4.1
Heart disease	4.1
Homelessness	4.0
Cancer	3.9
Dental care	3.6
Community safety	3.5
HIV/AIDS	3.5
Asthma	3.2

Health Focus Areas

Cedars-Sinai chose health focus areas, taking into account the capacity to impact community needs, the strength of community partnerships organizations and the match with Cedars-Sinai's organizational strategic planning efforts.

Access to Care:

Selected Community Benefit efforts focus on increasing and supporting access to essential health care services for the underserved through direct programs and partnerships with local community-based organizations. Programs, partnerships and strategies address the following access-to-care priority health needs:

- Primary care
- Specialty care
- Mental health
- Preventive care

Chronic Disease:

Community Benefit efforts focus on the prevention of chronic health conditions and their underlying risk factors. Programs, partnerships and strategies address the following priority health needs related to chronic disease:

- Cancer
- Cardiovascular disease
- Type 2 diabetes
- Overweight and obesity: healthy food choices and physical activity
- Preventive care

V. MEETING THE NEEDS OF THE COMMUNITY

Cedars-Sinai's wide-ranging efforts to improve the community's health reflect a great deal of study and planning to determine how we can most effectively translate our commitment into action that will ensure a healthier future for those in greatest need. As part of the \$685,583,000 Community Benefit contribution, Cedars-Sinai engages in a variety of approaches ranging from investing in capacity building in vulnerable communities to large scale provision of needed services.

The programs outlined below are highlights of Cedars-Sinai's Directed Community Benefit Initiatives, which are strategic investments implemented to meet specific community needs.

DIRECTED COMMUNITY BENEFIT PROGRAMS

1. Healthy Habits

Cedars-Sinai's Healthy Habits programs provide nutrition education and obesity prevention by helping children and families learn about healthy eating and physical activity with a wide range of education, capacity building and technical assistance programs run by trained health educators, reaching elementary school students, parents of preschool children, and families in underserved communities.

Healthy Habits Accomplishments - Fiscal Year 2018:

- Taught 1,331 individual lessons/workshops for a total 30,470 participant encounters, including 3,203 elementary students through Healthy Habits programs in schools
- Reached 232 parents from schools and preschools through Healthy Habits parent workshops and 155 individuals through Exercise in the Park
- Transitioned to an online tracking database, REDCap for all outreach and evaluation data
- Coordinated all-school events at partner schools including:
 - Fit Heart at Shenandoah
 - Fit Heart with LA Clippers at Alta Loma Elementary
 - Heart Health Art Poster Contest at Queen Anne Elementary
 - Basketball court and athletic fields refurbishment with LA Clippers at 24th Street Elementary
 - Healthy Habits Month and Assembly at Saturn
 - Healthy Habits Fair at Wilshire Crest and Arlington Heights
 - Science Fairs at Carson-Gore Academy and Mid-City's Prescott School
 - CPR Training for Parent Champions
- Participated in school events at partner schools:
 - Back to School Night at Queen Anne Elementary
 - LA's Best Annual Family Health Festival
 - Fall Festival at Carson-Gore Academy
 - Career Day at Virginia Rd Elementary

- Thanksgiving Healthy Lunch at Marvin Elementary
- Jump Rope for Heart at Saturn Elementary
- STEAM Resource Fair at 24th Street Elementary
- Walk-a-thon, provided water and music (Marvin)
- Nutrition Fair, tabling and parachute (Marvin)

Healthy Habits Measurable Impacts – Fiscal Year 2018:

After ten weeks of Healthy Habits:

- 87% of second grade students are active for at least 30 minutes every day
- 89% of second grade students eat at least one serving of fruit every day
- 74% of second grade students eat at least one serving of vegetable every day
- 81% of elementary families do physical activity together as a family
- 82% of second grade students made a healthy snack

Healthy Habits, Looking Forward - Fiscal Year 2019:

- Expand Healthy Habits to six additional schools in Koreatown to a total of 21 elementary school partners
- Kick off Healthy Habits internship program, training six graduate level public health student in the Healthy Habits curriculum and community health education
- Offer new programming for parents: Building Healthy Habits for parents of toddlers and pre-K students, and a hands-on cooking program
- Through stronger partnership with Los Angeles Unified School District Wellness Office, train Healthy Start staff in Healthy Habits for Families (HHF) workshops and offer it at ten Healthy Start sites across Los Angeles
- Enter year 3 of the four-year longitudinal evaluation of Healthy Habits curriculum for elementary students
- Develop a train-the-trainer model for the Healthy Habits curriculum
- Establish even more parent-led Step and Sweat walking groups within partner schools
- Hosting or sponsoring school-wide events to foster a culture of health in partner schools, including Fit Heart in celebration of American Heart Healthy Month, Let's Jump! – encouraging student physical activity, walk-a-thons and other school fundraisers.
- Collaborating with Cedars-Sinai Communications and Marketing team, host school-wide rallies featuring the Los Angeles Clippers and Los Angeles Rams
- Modeled after the successful implementation of Healthy Habits Step and Sweat walking program, up to 100 LAUSD Healthy Start sites will be implementing walking groups across Los Angeles. The walking groups will be based on Arthritis Foundation's Walk with Ease program, an evidence-based walking program for adults. Training for the LAUSD Healthy Start staff is funded by Cedars-Sinai Community Benefit Giving Office

2. Community Health and Education

Cedars-Sinai is committed to improving the number of quality life years for adults and seniors in our community. The provision of health promotion, prevention, education, and screening services has been proven, according to the Center for Disease Control, to improve quality life years. In Fiscal Year 2018, we provided a total of more than 13,494 participant encounters in adult-focused community benefit programs, such as screenings, educational and self-help programs, health fairs, immunization clinics and exercise programs. The extensive programs, provided by Cedars-Sinai's registered nurses and other healthcare professionals, occur in underserved communities, churches, synagogues as well as at the Medical Center main campus.

Community Health and Education Accomplishments - Fiscal Year 2018

Development, implementation, and coordination of:

- Cardiovascular disease, Type 2 diabetes, hypertension and related preventative programs and services
- Influenza immunization programs
- Health promotion and prevention programs for adults and seniors
- Health information handouts for adults and seniors
- Physical exercise programs for adults and seniors
- Outreach/Networking with Community Partners
- Cancer education and screening programs
- Health education lectures at Cedars-Sinai and Community sites

PROGRAMS	FY 2018 participant encounters
Health Education	2153
Health Lectures	1914
Health Screenings: Diabetes, Cholesterol, Blood Pressure Screening	5257
Other Screenings: Prostate, Podiatry, Skin Cancer, Colorectal Cancer, BMI, Waist Measurement, Clinical Breast Exams and Breast Health Screenings	2213
Seasonal Flu Immunization	696
Center Strutters	778
Clinical Counseling	483
Total	13,494

Cedars-Sinai's Community Health and Education programs:

- Reach thousands of underserved Los Angeles County residents in the Community Benefit Service area.
- Provide health education and prevention services to promote increased awareness of health and healthy behaviors.

- Receive high satisfaction marks, are well-received, and are perceived to be of excellent quality by the participants.
- Reach out to the community to empower vulnerable adults to live healthy lives.

Community Health and Education Programs are responsive to community needs; and help increase access and reduce barriers to accessing health services for many at-risk and vulnerable residents of the Community Benefit service area.

Community Health and Education, Looking Forward - Fiscal Year 2019

- Continue all adult and senior programs will continue in Fiscal Year 2019
- Expand blood pressure and chronic disease screenings and education in local senior centers and local faith-based organizations and other community sites.
- In collaboration with the Cedars-Sinai Samuel Oschin Comprehensive Cancer Center, (SOCCI) continue to expand community-based cancer education and screening programs for the prevention and early detection of various cancers in underserved populations.

3. COACH for Kids® Community Outreach Assistance for Children's Health (COACH)

Cedars-Sinai operates two state-of-the-art mobile medical clinics staffed by an expert team of bilingual English/Spanish nurse practitioners, registered nurses, social workers, dental hygienist, and other healthcare professionals from Cedars-Sinai Medical Center. COACH preventive services include well-child and immunization clinics for children, dental screenings and fluoride varnish services for children and adults, BMI/BP screening clinics for adults, nutrition and fitness education, and linkages to health homes.

COACH serves communities in Downtown/Skid Row, Pico-Union/Central Los Angeles, South Los Angeles, Watts, Compton, Inglewood, Crenshaw/Mid-City, and Hollywood/West Hollywood. Healthcare services are provided at Head-Start Centers, elementary, middle, and high schools, community-based agencies, family homeless shelters and public housing developments.

COACH collaborates with more than 200 public and private community organizations, including the Los Angeles Unified School District, Children’s Institute Inc., Inglewood Unified School District, the Housing Authority of the City of Los Angeles (HACLA), South Los Angeles Health Projects WIC, Public Health Foundation Enterprises WIC, and Upward Bound House Shelters. Current supporters of COACH include the Children’s Health Fund.

COACH Accomplishments and Highlights - Fiscal Year 2018:

Services/Programs	FY 2018 Participant Encounters
Medical Visits	3,284
Case Management Visits	900
Dental Visits	2,912
Mental Health Visits	1,006
Health Education Visits	14,516
Nutrition Visits	139
Total FY 2018	22,756

- Expanded the Neighborhood Health Project, providing monthly BMI/BP screenings for parents, grandparents and caretakers at Jordan Downs Housing Development, and collaborating with other community partners, including Watts Healthcare Foundation, to provide adult immunizations services and dental screenings.
- Provided health screenings and education at housing developments in the Watts and South Los Angeles neighborhoods: Imperial Courts, Gonzaque, Avalon Gardens, Nickerson Gardens, and Pueblo del Rio.
- Awarded grant from the Samuel Oschin Comprehensive Cancer Institute (SOCCI) 2018 Prevention and Genetics Program Discovery Fund to expand HPV education and immunization program in underserved communities.
- Continued to provide HAPPI (Healthy Aging Partnerships in Prevention Initiative) education and screening services for six Clinical Preventive Services (CPS) for low-income African American and Latino adults age 50 plus. The target six CPS are:
 - Colorectal Cancer Screening
 - Breast Cancer Screening
 - Cervical Cancer Screening
 - Cholesterol Screening
 - Influenza Immunization
 - Pneumococcal Immunization
- Provided medical supplies, consultation and technical support for 32 churches participating in the First Ladies Health Initiative.
- Coordinated Cedars-Sinai's registered nurses to provide health screenings in underserved communities for children and their parents.
- Continued to provide comprehensive nutrition assessments, counseling and monitoring for overweight and obese children on the mobile medical units.
- Continued the COACH 2018 Safe Summer Campaign, which included education for children and families regarding sun protection, water/pool safety, and swimming for health.
- Expanded HPV Vaccine education intervention and follow-up processes to improve vaccine uptake for 1st and 2nd doses in pre-adolescent/adolescent children.
- Continued Connections to Care program by establishing new and strengthening existing partnerships with Federally Qualified Health Centers: Eisner Health, Saban Community Clinic, THE Clinic, Watts Healthcare Foundation, Central City Clinic, South-Central Family Health Center, R.O.A.D.S. Clinic, UMMA Clinic, and South-Central Regional Center. Partnered to establish a rotation of promotoras and clinic outreach coordinators to improve COACH patients' connections to primary care medical homes within their communities.
- Developed new COACH guidelines for obtaining Cedars-Sinai Release of Information at time of COACH visit to better facilitate referral management.

COACH, Looking Forward - Fiscal Year 2019

- Continue expansion of neighborhood health services for parent, grandparents, and caregivers at Watts and South Los Angeles housing developments.
- Continue Connections to Care to facilitate referral management and improve COACH patients' connections to primary care medical homes can specialty care within their communities.
- Expand collaboration with SOCCI and the Research Center for Health Equity (RCHE) to bring cancer prevention education and screening services to underserved communities.

4. Share and Care

Since 1981, Cedars-Sinai's school-based mental health programs help victims of trauma, filling crucial needs for prevention, intervention crisis intervention, and training that would otherwise be unmet. Programs and trainings - for children, teachers, parents and school principals - run by licensed mental health practitioners, enhance an at-risk child's ability to learn in the classroom, change destructive behaviors and envision a brighter and happier future. Share and Care counselors facilitate 12-week group art-therapy curricula that provide a therapeutic environment to improve students' ability to concentrate on their lessons. Therapy groups focus on trauma, loss and grief, self-esteem, bullying, socialization, anger management, divorce, shyness, students with an incarcerated parent and substance abuse.

Share and Care Accomplishments – Fiscal Year 2018:

- Share and Care programs counted 30,579 total encounters with children, teachers and parents.
- 28 interventions were provided in classrooms totaling 616 encounters
- Provided full services at 26 schools (20 Elementary Schools, 5 Middle Schools and 1 High Schools) and partial services at 4 schools.
- 957 unduplicated students were seen in the 26 schools, 3,781 children's group art therapy sessions were provided, with a total of 16,061 encounters.
- 221 unduplicated parents were seen, 74 parent workshops were provided with a total of 3,549 encounters.
- 6,736 individual teacher encounters, provided 31 teacher trainings with 688 teacher encounters.
- Conducted presentations for LAUSD's District West's Parent Engagement Day, and the L.A. Expressive Therapies Summit.
- Held three Share and Care Principals' Meetings focused on caring, compassion and empathy for the classroom and staff, plus social emotional learning tools to address trauma.
- Hosted full day conference, plus 3 workshops offering LAUSD teachers 1 full salary point, titled Building Character; Empathy, Compassion and Kindness.
- Rebranded the Share & Care program along with updating all written material.
- Created resource guides for teachers on the following topics: Creating a Welcoming Classroom Environment, Mindfulness, Random Acts of Kindness, Bullying, Tips for Teachers following a Traumatic Event. For parents developed: How to help Your Child Succeed in School, Importance of Parent Involvement, Tips for Parents following a Trauma. All parent forms are in English and Spanish.
- Developed a bullying education program for elementary schools grades 3 through 6, resulting in teachers' ownership of an anti-bullying friendship program.
- Conducted site visits with LAUSD Health and Human Services Team, Cedars-Sinai Board of Directors members and Community Benefit Committee members.
- Converted all forms to scan-tron, input all data into SPSS.
- Provided a series of Parent Education workshops in Watts, and West Los Angeles.

Sample of Share and Care Measurable Impacts - Fiscal Year 2018

- 71% of parents saw improvement in their child's self-esteem
- 74% of students showed improved self-esteem
- 89% of students showed improved behavior

Share and Care, Looking Forward - Fiscal Year 2019

- Continue site visits for elected officials from Los Angeles City Council and LAUSD Board of Education members, including the school district's superintendent.
- Expand the principals' meetings from one location to three.
- Expand the elementary school bullying education program to additional school site.
- Provide Resource Guides to non-Share & Care schools.
- Expand the Resource Guides to include the following new topics: Tips for Grandparents, Holidays, Self-Care for Teachers and Parents, Creative Expression and LGBTQ.

5. Youth Employment and Development (YED) Health Careers Academy

In partnership with the Los Angeles Unified School District and the Regional Occupational Program, the YED Health Careers Academy includes school-based and work-site learning and mentoring. 50 students are exposed to a variety of health care careers. The Health Careers Academy is a two-year program which starts in 11th grade year with participants earning five elective credits each semester towards graduation. A variety of departments at Cedars-Sinai provide students with an opportunity to apply what they learn in the classroom at the work-site while being exposed to careers.

Annually, Cedars-Sinai partners with the City of Los Angeles and the Los Angeles Chamber of Commerce as a part of their HIRE LA Youth Campaign during the summer months, providing students from various areas in Los Angeles an opportunity to be exposed to health careers for every summer.

YED Accomplishments – Fiscal Year 2018:

- Throughout the year, over 60 students (YED and alumni) assisted with registration, interpretation and other duties for community health fairs and programs.
- Hosted 12 middle school students for a career day.
- 50 students presented year-end projects that highlight careers of interest to Cedars-Sinai staff, parents and school district officials at the YED Showcase open house. This year the program celebrated 25 years. Students worked in teams to give a look back at what accomplishments the program has had, it's history, partners of the program (Fairfax, Cedars-Sinai supervisors), community projects and alumni.
- Engaged speakers from internal Cedars-Sinai departments, including Imaging, Trauma, Work/Life Matters, Organization Development, Regenerative Medicine Institute and Nursing to introduce students to various careers in their areas.
- Implemented group peer mentoring with all YED participants, encouraging students to share insights from each other regarding YED program and concerns at school.
- Seniors were provided Stop the Bleed and CPR training and certification.
- Seniors were provided a tour of the research department, including hands-on experience in the Cedars-Sinai Women's Guild Simulation Center.
- Offered professional development workshops to alumni through Organizational Development, e.g. "Crucial Conversations," "Emotional Intelligence."
- Collaborated with Work and Life Matters to create workshops for YED alumni as they prepare for job searches, including resume writing and emotional well-being.
- Developed survey for alumni to evaluate their experience, resulting in 100% participation.

YED, Looking Forward - Fiscal Year 2019:

- For Fiscal Year 2019, the YED Health Careers Academy will downsize based on the budget from 50 to 40 participants. The alumni program will be eliminated and changes to the Health Academy will be on the following:
 - The redesign of the YED Academy program
 - Curriculum
 - Worksite exposure (4 to 3 days)
 - Speakers Bureau
 - Mentoring: peer and worksite (elimination of alumni)

6. Community Grants – Fiscal Year 2018

Cedars-Sinai Community Clinic Initiative: Strengthening L.A.'s Safety Net focuses on bolstering leadership and effectiveness in the safety net. Reaching the majority of clinics in Cedars-Sinai's Community Benefit service area, Cedars-Sinai has funded yearlong capacity-building programs focusing on quality, leadership, and financial sustainability. For this fourth year of Community Clinic Initiative grant-making totaling over \$3 million, Cedars-Sinai added funding for two behavioral health integration programs: 1) a primary care psychiatry fellowship led by faculty at UC Irvine and UC Davis, and 2) a technical assistance program for clinics implementing Medication-Assisted Treatment services for patients with opioid addiction led by the Center for Care Innovations. Thirty-three clinics (or over 90% of those eligible) have participated in one or more capacity-building programs over the past three years. Clinics in the community benefit service area serve over 900,000 low-income individuals each year. Additional Cedars-Sinai Community Clinic Initiative grants included:

- Grants to renew and grow programming in quality improvement, financial acumen, and data quality
- Development of a field-enhancing fund to continue support for graduates of Cedars-Sinai-supported programs, with a focus on mentorship, career coaching opportunities, and networking events for cross-program alumni

Cedars-Sinai's Behavioral Health Initiative launched this past year as a maturation of Cedars-Sinai's historic community mental health grants. With a goal of increasing access to high-quality behavioral health services through support for capacity-building programs and direct service continuity grants, the Behavioral Health Initiative aims to promote effective linkages to care. The Behavioral Health Initiative awarded \$850,000 to 13 organizations located in underserved areas of Los Angeles. Since its inception in 2012, the program has increased access to behavioral health care by supporting programs that treat adults, children and families with mental health and substance use needs who are uninsured and underinsured. In its new form, the Behavioral Health Initiative will continue to focus on increasing access to needed behavioral health services with an emphasis on primary care integration and supportive patient navigation.

Institutional Grants— Each year, Cedars-Sinai supports local, regional, and national partners whose missions closely align with Cedars-Sinai's priorities. While there are many different kinds of partners supported through Institutional Grants, there is a growing homelessness portfolio. The homelessness grants supported through these funds include the development of Imagine L.A.'s ambassador program focused on recruiting volunteers to build bridges out of homelessness, Step Up on Second's Multidisciplinary Integrated Team to provide street-based mental health and first aid for individuals experiencing homelessness, as well as United Way's Home for Good regional effort to help end chronic and veteran homelessness in Los Angeles.

VI. COMMUNITY BENEFIT INVENTORY OF SOCIAL ACCOUNTABILITY (CBISA)

Fiscal Year 2017: July 1, 2017–June 30, 2018

Categories	Programs		Encounters	
	Definition by Category	Number	Definition by Category	Number
<u>Community Health Improvement</u> <i>Programs/activities that improve community health</i>	Number of programs or activities	4,247	Number of encounters	154,169
<u>Health Professions Education</u> <i>Educational programs for physicians, nurses and other health professionals</i>	Number of educational rotations, e.g. internships, mentorships, preceptorships	958	Number of training sessions, rotations or classes scheduled with trainees	9,506
<u>Financial and In-Kind Contributions</u> <i>Funds and in-kind services donated to benefit the community</i>	Number of programs or activities	427	Number of encounters	15,941
<u>Community Building</u> <i>Programs/activities that help build the capacity of the community to address “upstream” factors and social determinants that impact health</i>	Number of programs or activities	53	Number of encounters	601
<u>Community Benefit Operations</u> <i>Includes costs associated with identifying community health needs, implementing community health improvement commitments, strategy-building and planning</i>	Number of programs or activities	14	Number of encounters	400
Total		5,700		180,617

VII. COMMUNITY BENEFIT CONTRIBUTION FY 2018

Unreimbursed Cost of Direct Medical Care for the Poor and Underserved (Excludes the unreimbursed cost of caring for Medicare patients)	\$ 93,237,000						
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Charity care & uncompensated care for the uninsured/underinsured</td> <td style="text-align: right; padding: 2px;">\$23,809,000</td> </tr> <tr> <td style="padding: 2px;">Unreimbursed cost: Medi-Cal patients</td> <td style="text-align: right; padding: 2px;">\$69,428,000</td> </tr> </table>		Charity care & uncompensated care for the uninsured/underinsured	\$23,809,000	Unreimbursed cost: Medi-Cal patients	\$69,428,000		
Charity care & uncompensated care for the uninsured/underinsured	\$23,809,000						
Unreimbursed cost: Medi-Cal patients	\$69,428,000						
Unreimbursed Cost of Direct Medical Care for Medicare Patients	\$401,478,000						
Unreimbursed Cost of Specialty Government Programs	\$ 2,148,000						
Community Benefit Programs, Charitable Contributions and Education and Training for Physicians and Other Health Professionals (Includes hundreds of free community education and medical screening/immunization programs offered at the Medical Center, in local schools, homeless shelters and community centers)	\$112,113,000						
Research Programs	\$ 76,607,000						
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">Total Cost of Research</td> <td style="text-align: right; padding: 2px;">\$213,662,000</td> </tr> <tr> <td style="padding: 2px;">Less: Research funding from grants</td> <td style="text-align: right; padding: 2px;"><\$137,055,000></td> </tr> <tr> <td style="padding: 2px;">Net Costs of Research</td> <td style="text-align: right; padding: 2px;">\$ 76,607,000</td> </tr> </table>		Total Cost of Research	\$213,662,000	Less: Research funding from grants	<\$137,055,000>	Net Costs of Research	\$ 76,607,000
Total Cost of Research	\$213,662,000						
Less: Research funding from grants	<\$137,055,000>						
Net Costs of Research	\$ 76,607,000						
Total quantifiable community benefits	\$685,583,000						

Cedars-Sinai Medical Center is driven by its mission to improve the health status of the community and to provide leadership and excellence in patient care, research and education. In collaboration with expert medical staff, administrative leaders and community partners, Cedars-Sinai has made a significant contribution—both in quantifiable and non-quantifiable terms—to the benefit of the community. Cedars-Sinai provides a breadth of services to meet identified health needs in the community. Many Cedars-Sinai programs are operated at a financial loss, but continue to be offered because they are an important part of the medical center’s mission to serve the community’s health needs.

Unreimbursed Cost of Direct Medical Care for the Poor and Underserved – includes the unreimbursed cost of free and discounted healthcare services provided to persons who meet the organization’s criteria for financial assistance and are therefore, deemed unable to pay for all or a portion of the services. If there is any subsidy donated for these services, that amount is deducted from the gross amount. Traditional Charity Care is included in the Internal Revenue Service (IRS) Form 990 Schedule H Part I Line 7a.

Unpaid Cost of State Programs – also benefits the indigent, but is listed separately. This amount represents the unpaid cost of services provided to patients in the Medi-Cal program and enrolled in HMO and PPO plans under contract with the Medi-Cal program. These costs are included in the IRS Form 990 Schedule H Part I Line 7b. In the State of California the Medicaid program is called Medi-Cal.

Unreimbursed Costs of Specialty Government Programs – also provides community benefit under such programs as the Veterans Administration, Los Angeles Police Department, Los Angeles County Trauma, and other programs to benefit the indigent. This amount represents the unpaid cost of services provided to patients in these various means-tested programs. If this community benefit was not provided, the federal, state or local governments would need to furnish these services. These costs are included in the IRS Form 990 Schedule H Part I Line 7c.

Unreimbursed Cost of Direct Medical Care for Medicare Patients - primarily benefits the elderly. This amount represents the unpaid cost of services provided to patients in the Medicare program and enrolled in HMO and PPO plans under contract with the Medicare program. These costs are included in the IRS Form 990 Schedule H Part III Section B.

Community Benefit Programs, as well as Education and Training for Physicians and Other Health Professionals – cost of services that are beneficial to the broader community. This category includes unreimbursed costs of Health Professions Education, Community Health Improvement, Community Benefit Operations, and Cash and In-Kind Donations. These costs are included in the IRS Form 990 Schedule H Part I Lines 7 e, f, and i. Below are some examples of costs included in this category of the Community Benefit contribution:

Health Professions Education

As an academic medical center, Cedars-Sinai offers graduate medical education and many other education programs for a variety of health professionals. They include offering graduate education training programs in over 70 physician specialty and subspecialty areas; and other health professions education programs including degree programs and extensive educational resources for aspiring and current nurses, dietitians, psychologists, paramedics, pathologists, researchers, rehabilitation professionals and chaplains.

Community Health Improvement

- Clinical services are provided to underserved communities daily, through an on-site primary adult care clinic; and through mobile medical units and free and community clinics throughout Los Angeles – all serving underserved, uninsured and underinsured populations.
- Each year, Cedars-Sinai takes part in community-based activities including health fairs, exercise programs, and screening programs for conditions such as cardiovascular disease, depression, diabetes and hypertension, as well immunization programs, lectures and workshops. Also offered are disease-specific support groups, patient education programs and program affiliates.
- Cedars-Sinai plans and implements long-term comprehensive strategies to meet the health needs of underserved communities. Signature Community Benefit programs seek to improve health in communities by building strong partnerships, building community capacities and providing direct education.

Research Programs – Cedars-Sinai's currently has more than 900 active research projects and has made significant contributions to the development of new medical technology, medical knowledge and practice. Cedars-Sinai ranks among the nation's top non-university hospitals in National Institutes of Health (NIH) research funding - Cedars-Sinai received over \$137 million in research funding this year. These costs are included in the IRS Form 990 Schedule H Part I Line 7.



CEDARS-SINAI®

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