The tradition of excellence endures. Local residents continued to count on Huntington Memorial Hospital when they needed high-quality medical care in 2013.

**Our mission.** To excel at the delivery of healthcare to our community.

**Our vision.** To become the finest community-based regional medical center in Southern California.

The tradition of excellence endures. Local residents continued to count on Huntington Memorial Hospital when they needed high-quality medical care in 2013. **ON THE COVER** Brandon Lew, DO, associate medical director, emergency department.
Dear friends: Huntington Memorial Hospital is committed to ensuring superior patient care and outcomes for all members of our community. It is a commitment that has been a mainstay of our care philosophy throughout our history, and is reflected in our mission, values and vision.

As a result, we are today considered a national leader in the provision of comprehensive healthcare services ranging from high-quality emergency and trauma care and nationally ranked orthopedic care to health-navigation services, spiritual care, community outreach and education, and more.

In the following pages, you will read about some of the very best medical care in the nation, provided right here at Huntington Hospital over the course of 2013. We are also proud to be a leader when it comes to patient satisfaction — but we are not content simply to dwell on our achievements to date. We continue to refine and further enhance our patient-centered care model.

Quality enhancements rely, of course, on our ability to continue attracting and retaining the very best caregivers. In 2013, we continued to work in close collaboration with excellent physicians, while providing graduate medical education to a new generation of physicians. Through our Institute for Nursing Excellence and Innovation, we also provided extensive training and education to our nurses. These skilled and compassionate professionals continue to support excellence in medical care for patients region-wide.

It is thanks to the involvement of generous friends like you that we can make investments in high-quality care. Thank you for making a difference.
Huntington Memorial Hospital at a glance.

- **1892** Year founded
- **625** Licensed beds
- **900** Physicians
- **1,228** Nurses
- **25,963** Inpatient admissions
- **216,570** Outpatient visits
- **3,323** Babies born
- **1,389** Trauma cases
- **3,251** Employees
- **1,400** Volunteers

All data for 2013.
Annual Report 2013

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Huntington Memorial Hospital offers care in line with the very best practices. We bring together multiple clinical disciplines in a comprehensive and integrated way — with services ranging from outreach and prevention to clinical care, post-acute care, care coordination, and emotional and spiritual support.

Patients are at the center of all we do. Research clearly shows that this patient-centered approach leads to better results and the highest patient satisfaction.

Donor spotlight.
Local funders — including UniHealth Foundation, Weingart Foundation and Blue Shield of California — have provided essential support toward Huntington Memorial Hospital’s Patient Partners Program. Gifts from these organizations are helping ensure that patients receive personalized, multidisciplinary support during the transition from hospital to home. We are grateful to these generous funders who, like Huntington Hospital, seek to improve the health of patients with chronic diseases.

OPPOSITE Patient Erma Henriquez is a participant in Huntington Memorial Hospital’s Patient Partners Program. The program helps patients transition successfully from the hospital to home.
From hospital to home

Research shows that patients who are involved as partners in their own care enjoy improved health outcomes and quality of life. Huntington Memorial Hospital's Patient Partners Program — which helps individuals with chronic disease to transition successfully from hospital to home — is just one example of how the hospital encourages this patient-centered approach to care. Patients served include those with congestive heart failure, diabetes and chronic obstructive pulmonary disease (COPD).

Patients receive a great deal of information prior to discharge from the hospital. If they are feeling anxious, ill or confused, it may be difficult for them to recall and act on this information once they are home. “The Patient Partners Program helps patients both before and after they leave the hospital,” notes Edna DeLeon, director, quality management. “It helps them transition home successfully. It helps them establish appropriate health goals and achieve those goals.”

A multidisciplinary care team — including physicians, nursing staff, social workers and others — works to ensure that patients understand their medication regimens, as well as dietary restrictions and recommendations. The team also assists patients to obtain needed home services and supplies and encourages them to see their primary care physician promptly, following the return home. In addition, says Nancy Greengold, MD, vice president, clinical integration, “We help to identify and address challenges that might otherwise result in our patients’ health deteriorating. As a result, people are less likely to return to the hospital soon after discharge, needing additional emergency or inpatient care.”

Making a clear difference

Data for 2013 demonstrate that Huntington Memorial Hospital is helping patients stay healthy, even after they leave the hospital. Based on results gathered during the program’s post-discharge follow-up services:

- Almost 90 percent of all patients served by our Patient Partners Program — and 100 percent of patients with diabetes — report that they are taking all appropriate medications.
- Among patients enrolled in our Patient Partners Program, less than 10 percent* are readmitted to the hospital within 30 days of initial discharge. This compares favorably with a national average of 22.3 percent†.

* Actual percentage varies by condition and is as low as 0 percent for patients with diabetes.
† As reported by the Agency for Healthcare Research and Quality

By the numbers
Helping patients stay healthy

Patient Partners Program helps patients stay healthy even after they leave the hospital.

89.7% of patients report that they are taking all appropriate medications.

91.5% of patients avoid hospital readmission within 30 days of discharge.

We help to identify and address challenges that might otherwise result in our patients’ health deteriorating. As a result, people are less likely to return to the hospital soon after discharge, needing additional emergency or inpatient care.  NANCY GREENGOLD, MD, VICE PRESIDENT, CLINICAL INTEGRATION
Living better with chronic disease

Nayiri Ketchedjian, nurse practitioner, is part of the Patient Partners Program’s multidisciplinary team. “Navigating the complex tangle of medical and social issues related to chronic disease can be daunting,” she says. “We meet patients where they are, and find out how they’re coping with their disease and what frustrations they’re facing. Then we put patients at the center in working to overcome those challenges.” Because improved health requires patients to make changes to their own lifestyles, “We don’t go in with an attitude of ‘We will fix it,’” adds Nayiri. Rather, “We help patients make their own goals for their health and we help them reach those goals. This gives them decision-making control and helps them achieve a better quality of life in ways they can sustain — and in ways that are meaningful to them.”

Erma Henriquez, age 83, is a participant in Huntington Memorial Hospital’s Patient Partners Program. Erma lives with diabetes, congestive heart failure, hypertension and COPD. Various stresses, including the illness of other family members, have made it more difficult to manage her own health.

The Patient Partners Program helped Erma gain control. “We visited Erma’s home to assess medication safety,” says Nayiri, “and we educated her about her medications. We also talked about lifestyle changes that could help her improve her health, and we provided support to help relieve the stress she was feeling, and reduce her burden in caring for others.”

Today, Erma says, she has a better understanding of how to manage her own health. She regularly checks her own blood pressure, blood sugar and weight, understands her medications, and adheres to a low-salt, low-fat diet. “Once older people go to the hospital,” says Erma, “they often keep going. I’ve learned how to take care of myself, focus on my health and understand my own boundaries, so I can stay out of the hospital longer.”

ABOVE Nayiri Ketchedjian, nurse practitioner (right), is part of the hospital’s Patient Partners Program team. She is pictured here during an in-home visit with patient Erma Henriquez.
Online and personal

Huntington Memorial Hospital’s breast cancer program is a recognized leader in its field, thanks to its comprehensive, patient-centered approach to care. Extending the program’s reach beyond our walls, the hospital launched a new website section in 2013. HuntingtonForHer.com is the brainchild of the breast program’s co-directors, Ruth Williamson, MD, medical director, radiation oncology, and Jeannie Shen, MD, medical director, breast surgery program. “We wanted to create a resource that patients and their families could turn to following initial diagnosis — and throughout treatment and survivorship,” says Dr. Shen. “While there are a lot of online resources available, HuntingtonForHer.com takes a simple, straightforward, and up-to-date approach, and introduces our community to some of the people who make up the Huntington Hospital breast-care team.”

“It’s an expansion of the compassionate approach that has placed our program off the charts in patient satisfaction,” adds Dr. Williamson.

Plans call for HuntingtonForHer.com to expand further, including connection to an educational resource library covering the latest best practices in treatment and survivorship. Drs. Shen and Williamson also envision a space for survivors to connect with others who share their experiences, and Dr. Shen is working on a Mandarin-language version of the site.

ABOVE A new section of the hospital’s website — HuntingtonForHer.com — is an important resource for patients with breast cancer and for others who wish to learn more about the disease and available treatment options.
Leading the way in patient satisfaction

Huntington Memorial Hospital has a strong culture of service, with the goal of ensuring patients have the best possible care experience here. To measure our performance, we use a variety of tools, including the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey — a national, standardized publicly reported tool from the U.S. Department of Health and Human Services.

In 2013, Huntington Hospital achieved patient-satisfaction levels above the California average for 90 percent of all HCAHPS (pronounced H-caps) measures. “The survey allows patients to rank hospitals on a scale — never, sometimes, usually, always — regarding how often they experienced a positive interaction with the hospital. We want to create an always culture,” says Lulu Rosales, RN, director, professional practice/Magnet program.

“We know patients have many options when it comes to healthcare,” adds Lulu, “and we strive to be the provider of first choice for patients in our region, so we’re also particularly pleased that nine out of 10 patients responding to the HCAHPS survey would recommend Huntington Hospital to a friend or family member.”

To increase patient satisfaction still further in 2013, the hospital identified three areas — patient education, call-button response, and care environment — for additional improvement. “All hospital employees receive training to help them strengthen the patient experience,” says Lulu. “We want to ensure that — from the person who parks your car to the person who discharges you from the hospital — your experience is a positive one.”

ABOVE Approximately 1,400 volunteers join with our staff to ensure first-class patient service. Welcoming visitors in our lobby, bringing warm blankets to an inpatient, helping to transport patients across our campus and much more, volunteers make a difference here every day.
Renowned orthopedic care

A perfect score

Thanks to its expert staff, state-of-the-art facilities, and advanced diagnostic and treatment techniques, Huntington Memorial Hospital’s orthopedics program offers the most comprehensive orthopedic care in the San Gabriel Valley. In 2013, The Joint Commission on Accreditation of Healthcare Organizations recertified the hospital as a Center for Excellence for Hip and Knee Replacement. We earned a perfect score from the Joint Commission, indicating a high level of excellence, program-wide.

“The recertification process involves a very intensive review of our hip- and knee-replacement services, including quality of care, patient satisfaction and use of evidence-based practices,” explains Cecilia Cayton, RN, manager, orthopedics/neurology department. “Our well-trained physicians, nurses and multidisciplinary staff, working closely together, have achieved the highest level of distinction.”

Orthopedic surgeon Todd Dietrick, MD, notes that the Joint Commission “also recognized our pain-management and anesthesia programs as on par with those offered by leading university medical centers.”

Comfortable recovery

Huntington Hospital garnered still further recognition in 2013, when U.S. News and World Report named the hospital one of the five best in Southern California with regard to this specialty. We continue to review outcomes regularly, in order to identify ways in which we can further improve our already superior performance. In 2013, for example, the hospital introduced a new pain-management protocol, involving nerve-block medication following hip- or knee-replacement surgery. We also introduced a pre-operative class for patients undergoing joint-replacement surgery, providing information about the procedure and recovery process and teaching self-care techniques that can improve outcomes.

“Huntington Hospital recognizes the importance of what happens not only during surgery, but before and after surgery as well, in improving patient outcomes,” says Paul Gilbert, MD. “Our care team works hard to ensure patients have everything they need to do well while they’re in the hospital, and after they return home.”
Caregiver excellence

High-quality healthcare relies on excellent caregivers and at Huntington Memorial Hospital, our commitment to caregiver excellence is evident in many ways. Among them: We partner with physicians who are champions for quality. We recruit highly qualified nurses and provide ongoing opportunities for their professional advancement, thus further elevating bedside care. We engage clinical experts at all levels to ensure superior performance.
Huntington Hospital’s quality and patient-experience goal is to be in the top 10 percent of hospitals nationwide. Our success requires strong collaboration with physicians, and with our dedicated and committed employees. STEPHEN A. RALPH, PRESIDENT AND CEO

**Partnering with physicians in pursuit of quality**

For more than a century, Huntington Memorial Hospital has been at the forefront of high-quality medical care. Today, as the healthcare industry grapples with difficult questions regarding how best to measure quality, we are again leading the way.

Physicians themselves help drive quality at our hospital. “The practice of quality assessment in medicine is still maturing,” explains Paula Verrette, MD, senior vice president, quality and physician services, and chief medical officer. “Whereas there have been standard quality measures in fields like accounting for a long time, various competing ways of defining quality exist across the healthcare industry. At Huntington Hospital, physicians — those on the front lines of patient care — are key participants in the quality conversation.”

To further support physician involvement, Huntington Hospital appointed Nancy Greengold, MD, to the newly created position of vice president, clinical integration, at the hospital, in 2013. Dr. Greengold liaises closely with community physicians to develop and implement innovative care models, enhance care delivery, and improve quality still further.

As a result of input from physician leaders, the hospital is now utilizing the gold standard of hospital surveys — Leapfrog — to measure quality performance. This comprehensive survey provides unambiguous results that are relevant to our goals and that can be used to inform investments in ongoing quality improvement. As a result, we’re confident it will help us remain at the very forefront of care. JAYNIE STUDENMUND, MEMBER, BOARD OF DIRECTORS, AND CHAIR, QUALITY COMMITTEE
**Quality champions**

*Physicians are leaders in the pursuit of ongoing quality improvements at Huntington Memorial Hospital. Here, three members of our medical staff talk about the ways in which their own departments raised the quality bar in 2013.*

**Timely, effective**

“Every one of the physicians, nurses and other staff members in Huntington Hospital’s Emergency & Trauma Center is dedicated to excellence,” says Brandon Lew, DO, associate medical director, emergency department.

Dr. Lew notes that our Nan and Howard Schow Emergency & Trauma Center’s on-call panel includes experts in a broad range of specialties, from plastic surgery to orthopedics, neurosurgery and more. “This level of comprehensive care is rare for a community hospital,” says Dr. Lew. In addition, he notes, “the tremendous support we receive from clinical and administrative leaders reflects a hospital-wide commitment to the best of care.”

In 2013, Dr. Lew — along with the center’s medical director, Stanley Kalter, MD, and associate medical director, Robert Goldweber, MD — examined ways to further reduce wait times for patients. This involved working with other departments, hospital-wide. “Our team analyzed how patients progress through the system, so we could identify additional ways in which the process can be improved,” Dr. Lew says. “Making care more timely and more efficient translates into even better patient outcomes. Our work in 2014 will continue,” he adds, “and will be supported by the hospital’s new electronic medical records system and by completion of the new emergency department.”

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**By the numbers**

**2013 Improvements in Emergency & Trauma Center**

- Time from patient arrival to triage decreased from 14 minutes to eight minutes.
- Time from patient arrival to examination decreased by more than 58 percent.
- Time from patient arrival to departure decreased by approximately 20 percent.*

*For patients not admitted to inpatient care.
“Quality care is only possible when a hospital and its affiliated physicians share a common vision for what quality looks like,” says Yafa Minazad, DO, medical director, neurophysiology laboratory. “Huntington Hospital’s culture encourages physicians to propose programs that improve the quality of care. It then analyzes the available information and dedicates resources to implementation. This in turn,” she adds, “attracts other innovative and entrepreneurial physicians to work here.”

One of the entrepreneurial physicians attracted by Huntington Hospital’s culture of quality and collaboration, Dr. Minazad recently led the creation of our new neurophysiology laboratory. The lab is a critical component in the creation of a comprehensive stroke center here: Already designated a primary stroke center, we are now expanding the range of care we provide for stroke patients and their families.

**Delivering excellence**

Laura Sirott, MD, chairs the hospital’s department of obstetrics and gynecology, which in 2013 implemented a number of care enhancements. “In 2013, we provided training to our physicians and nurses regarding the latest best practices in monitoring fetal heart rate during labor and delivery,” she notes, by way of example. Such training was part of a broader educational schedule that keeps clinicians’ skills at the very highest level. “There are some high-risk obstetrical situations that we rarely encounter, but that we must be prepared for,” Dr. Sirott explains. “Training, education and regular drills ensure we’re fully prepared when the need arises.”

Dr. Sirott notes that she and her colleagues are also exploring the introduction of a laborist model, at the hospital. “The model involves highly qualified physicians, who would be available here around the clock to provide coverage for patients, to ensure the greatest level of care and patient safety,” Dr. Sirott says. Laborists could provide critical back-up in case of emergency, for example, or when the patient’s regular physician is out of town. “In addition to the benefits to patients,” notes Dr. Sirott, “there’s evidence that the model helps increase physician satisfaction — and that’s important if you want to retain the very best.”
Developing our nursing workforce

Through the Institute for Nursing Excellence and Innovation, Huntington Memorial Hospital is expanding educational opportunities for our nursing workforce. To increase the number of our nurses who hold bachelor’s and master’s degrees in nursing, the Institute in 2012 introduced a higher-education program in partnership with Western Governors University. The program combines online higher-education courses with rigorous clinical training on our care campus. In 2013, an initial group of 13 nurses completed their studies. An additional 20 are currently enrolled.

“Nurses represent the front line in providing patient care,” says Lynette Dahlman, RN, director, clinical education and academic partnerships, who herself holds a Master of Science in nursing. “A well-trained nursing team is essential in fulfilling the hospital’s mission, providing quality care, and meeting our region’s needs into the future.”

BELOW To ensure that the best of care remains available for local patients, Huntington Memorial Hospital provides extensive educational opportunities for nurses through our Institute for Nursing Excellence and Innovation.
Excellence, certified!

Huntington Memorial Hospital’s Institute for Nursing Excellence and Innovation is helping to increase the number of nurses on our staff who hold specialty certification in their fields. As of 2013, nearly half of all nurses and more than 75 percent of nurse managers at the hospital were certified in their area of specialty — compared to about 34 percent of nurses nationwide.

Through the Institute’s Clinical Nurse Recognition Program, eligible nurses may apply for reimbursement for the cost of pursuing certification. The program — made possible thanks to private contributions — also helps with other educational expenses. “The research is clear,” says Gloria Sanchez-Rico, vice president and chief nursing executive. “Nurses who are certified in their area of practice make a positive difference in patient outcomes and patient satisfaction. With a knowledgeable and skilled nursing workforce, we can continue to excel at the delivery of healthcare to our community.”

ABOVE High levels of specialty nurse certification at Huntington Memorial Hospital contribute to excellent care.
Nurse-led research

Through Huntington Memorial Hospital’s Institute for Nursing Excellence and Innovation, a doctorate-level nurse researcher trains nurses in research techniques — and provides consultation to those engaged in research studies. (A Nursing Evidence-based Practice and Research Council at the hospital establishes guidelines for nurse-led research and ensures best practices are employed.) In 2013, three nurses (see sidebar) presented strong research proposals and became the first participants in the Institute’s new nursing research fellowship program, which provides participating nurses with mentorship, training and other resources to support their research studies.

“The fellowship program represents an opportunity for our nurses to identify research questions and conduct meaningful research,” says Jennifer McFarlane, RN, clinical nurse specialist. Results from the first round of nurse-led research are anticipated in 2014 “and what we learn through this research will not only influence patient care at the hospital,” says Jennifer. “As findings are shared with other medical institutions, our nurses’ work also has the potential to improve care on a national scale.”

ABOVE  Nurses at the hospital are involved in research to advance care for local patients and inform national best practices. Nurse research fellows in 2013 were (front row, from left) Amye Varnum, RN; Angelie Lorca, RN; and (back row, far right) Sarah Sumner, RN. Providing nurse research fellows with mentorship and support were (back row, from left) Susan D’Antuono, RN, clinical nurse specialist; Candy Corral, RN, clinical nurse specialist; and Jennifer McFarlane, RN, clinical nurse specialist.

Nurse research fellows

Angelie Lorca, RN  
Oncology, 6 East  
Application of Cold Therapy and its Effect on Pain in Total Knee Arthroplasty Patients

Sarah Sumner, RN  
Oncology, 6 West  
Is there a Relationship Between Compassion Fatigue and Psychological Empowerment?

Amye Varnum, RN  
Psychiatry  
Does the Use of a Standardized Tool for Assessment of Potential for Violence Paired with Validated Interventions to Calm and Distract Decrease Violent Outbursts and Staff Injury in an Inpatient Psychiatric Unit?
Innovation

In a field in which constant change drives constant improvement, Huntington Memorial Hospital’s investments in clinical research, superior care technologies and state-of-the-art facilities help us remain at the forefront.

Donor spotlight.
Huntington Memorial Hospital is extremely grateful for the generous involvement of board member Paul L.H. Ouyang and his family. The Ouyang family’s most recent leadership gift is supporting further enhancements to the quality of care for patients in our region.

OPPOSITE In November 2013, Lisa Perkins was treated for kidney cancer via robotic surgery at Huntington Memorial Hospital. Armen Dikranian, MD, medical director, robotic surgery program, performed the minimally invasive procedure with just one small incision. “We all lead very fast-paced lives,” says Lisa. “I can’t tell you how grateful I was to be back on my feet so shortly after surgery. Dr. Dikranian and his staff were incredibly helpful and accommodating, and I recovered much more quickly than I have after other surgeries.”
Pioneering advances

In 2013, Huntington Memorial Hospital physicians were engaged in a variety of important clinical research projects. The following is just one example of leading-edge research at the hospital that is advancing the field of medicine.

Targeting bad cholesterol

Cardiologist Gary Conrad, MD, is principal investigator of a phase-II international study that is examining a new way to lower cholesterol among patients who are intolerant to statins — or for whom statins alone are ineffective in lowering cholesterol to manageable levels. “In 2003, researchers discovered a family in France with extremely low levels of cholesterol and no heart disease,” says Dr. Conrad. “Family members were found to have a genetic anomaly — a deficit of a certain problematic protein that interferes with the body’s ability to regulate low-density lipoprotein (LDL), also known as ‘bad’ cholesterol.

“Our study is looking at what happens if we replicate this anomaly by removing this protein from the equation,” he explains. “We believe LDL regulators will get stronger, and this will lower cholesterol and reduce the production of the plaque that leads to heart disease.”

The treatment under study involves twice-monthly injections with an antibody that “ties up” the problem protein. Beginning in 2013, research is slated to continue for five years. Initial results are promising: Investigators have seen a reduction of as much as 60 percent in LDL levels among participants to date. “While it’s too soon to say much about outcomes, we know that prior therapies that have reduced LDLs by this much have always led to dramatic reductions in heart attack, stroke and death,” Dr. Conrad says. “This could be a very promising new therapy.”
**Ahead of the curve in cancer care**

Huntington Memorial Hospital in 2013 became one of the first hospitals in the Los Angeles area to make the new cancer drug Xofigo available to patients with advanced-stage prostate cancer that has spread to the bones. (Its use was approved by the Food and Drug Administration in May 2013.) “This drug has been shown to extend life, and to improve the quality of life for patients who are in the final months of their battles with prostate cancer,” says Huntington Hospital radiation oncologist Kenneth Lam, MD.

Following FDA approval, Dr. Lam prescribed Xofigo to patient Alan Logan, who was suffering from advanced prostate cancer and experiencing tremendous pain. The high doses of morphine Alan required to manage his pain had impacted his ability to spend quality time with his family during the final months of his life.

Administered intravenously, Xofigo moves quickly through the patient’s blood and is absorbed like calcium into the bone, where it delivers radiation that targets tumor cells. “Upon receiving my first treatment” with Xofigo, Alan said, “I could feel the sensation of the drug actually working on my bones. I felt relief almost immediately.”
**Instrumental in improvement**

Huntington Memorial Hospital is a leader in minimally invasive surgery, having first introduced minimally invasive procedures in 1990. In 2005, we acquired a da Vinci surgical robot, which allows surgeons to perform procedures using tiny incisions. In 2013, a second da Vinci robot — with the ability to perform single-site surgery — was added. The technology, which enables surgeons to operate through just one small incision, is contributing to speedier recovery and other benefits for patients.

With a growing number of robotic surgeries performed here, the hospital’s Robotic Surgery Steering Committee plays a critical role. Its 11 members are drawn from multiple disciplines. They are surgeons, nurses and anesthesiologists with substantial leadership experience.

“The committee helps ensure the highest quality across our robotic surgery program,” says Lila Cheney, RN, executive director, obstetrical and surgical services. Among other responsibilities, members ensure that all 24 surgeons performing robotic surgery at Huntington Hospital are appropriately credentialed and receive rigorous ongoing training. “As with any surgical technique,” Lila adds, “when you have better skills, you have better outcomes.”

**Expanding expertise**

Helping to ensure the highest-quality care for our patients, Huntington Memorial Hospital maintains a cadre of staff — including surgeons and anesthesiologists — skilled in the latest advancements in robotic surgery. In 2013, we expanded our robotic surgery team to include a registered nurse first assistant — a nursing professional with specialty training in advanced laparoscopy and robotic surgeries, who works with surgeons in the operating suite. “The availability of an RN first assistant is now considered a best practice in the field of robotic surgery,” says Armen Dikranian, MD, medical director, robotic surgery program, “and the addition of this new team member is one additional way we’re ensuring the very best of care to our patients.”

Among other advances in robotic surgery, Dr. Dikranian notes that the hospital recently upgraded available surgical technologies. This included acquisition of an advanced simulator, which surgeons use for ongoing practice to ensure their skills remain at the leading edge. “Many hospitals struggle to afford the kind of robotic surgery program that our hospital offers,” adds Dr. Dikranian. “Our community has provided generous support that helps ensure Huntington Hospital is among the very best. The surgeons here — myself included — truly appreciate this.”
New tools for diagnosis

In 2013, Huntington Memorial Hospital introduced a new minimally invasive procedure to help patients with pulmonary disease, including cancer of the lung. Some medical experts have referred to the procedure — electromagnetic navigation-guided bronchoscopy — as “GPS-guided bronchoscopy,” in reference to the way in which it creates a three-dimensional roadmap of the patient’s respiratory system.

Bronchoscopy involves introduction, via the upper airway, of a small, flexible camera, along with tiny instruments that are used to collect tissue samples from the lungs’ airways. The previously two-dimensional diagnostic technique has now been improved by marrying it with computed tomography (CT): Specialized technology overlays the CT image on the patient’s actual body position and allows the bronchoscope to be guided and tracked in three dimensions.

In an additional improvement, new bronchoscopy tools can be maneuvered more easily and can be used to access both curved and narrower anatomical areas.

“As better CT scanners were introduced, it allowed us to find smaller nodules,” says Ayman Saad, MD, pulmonary and critical care medicine, “but we sometimes need more information about them to develop an appropriate treatment plan. Using the new bronchoscopy system can sometimes confirm that the patient has a non-malignant condition and thus rule out the need for surgery.”

“We want to be the most comprehensive lung cancer-treatment facility in Southern California,” says Dr. Saad, “and the introduction of electromagnetic navigation-guided bronchoscopy is one of the ways we’re achieving that goal.”

ABOVE Ayman Saad, MD, pulmonary and critical care medicine, utilizes electromagnetic navigation-guided bronchoscopy — a new minimally invasive procedure — to treat patients with pulmonary disease at Huntington Memorial Hospital.
The latest in care for infants

In 2013, Huntington Memorial Hospital became the first hospital in California to acquire a CritiCool® cooling therapy system. This advanced system uses cooling blankets to prevent or minimize neurological injuries to infants, in a variety of circumstances.

Surrounding the baby’s body and programmed to provide precise temperature control, CritiCool’s ThermaKid blankets also promote babies’ comfort — and parents can hold their child in their arms during treatment, which strengthens parent-child bonding.
Community health

As a nonprofit community institution, Huntington Memorial Hospital’s commitment to excellent care extends beyond our walls, and into the broader community. Supporting the well-being of local residents, we provide a comprehensive array of outreach, education, prevention and other healthcare services — often in collaboration with other local organizations. Throughout, our services are designed to ensure that community members of all ages have access to the right care, in the right place, at the right time.

Donor spotlight.
SCRUBS is a group of forward-thinking, next-generation philanthropists. Most recently, the group’s members pledged to raise $1.8 million by the end of 2014, toward refurbishments to our pediatric and pediatric intensive care units. This commitment is enhancing Huntington Memorial Hospital’s ability to provide high-quality care for ill and injured young patients and we are deeply grateful.

OPPOSITE Through Covered Pasadena (see page 30), Huntington Memorial Hospital collaborates with Community Health Alliance of Pasadena (ChapCare) and others to enroll local residents in affordable health coverage. Outreach takes place at local malls, community events and other locations. Here, ChapCare’s chief medical officer, Grace Floutsis, MD, at ChapCare’s enrollment site in Old Pasadena.
Increasing insurance enrollment — collaboratively

Huntington Memorial Hospital convened a group of local safety-net providers in 2013 to help local residents enroll in health insurance following rollout of the Affordable Care Act. The collaborative, dubbed Covered Pasadena, includes Huntington Hospital, Young & Healthy, the Pasadena Department of Public Health, Community Health Alliance of Pasadena (ChapCare), and Bill Moore Community Health Clinic. “We’re bringing more local providers into the fold as we move forward,” says Mary Donnelly-Crocker, executive director, Young & Healthy. “Our goal is to ensure that anyone in our community who’s eligible for Medi-Cal or for private health insurance is able to obtain it.”

The organizations participating in Covered Pasadena collectively employ nearly 40 enrollment counselors, all of whom have completed training for certification through the state’s health insurance exchange (Covered California). The group’s goal is to enroll 8,880 Pasadena and Altaadena residents via the exchange by the end of 2015.

“Huntington Hospital believes strongly in working collaboratively,” says Jane Haderlein, senior vice president, philanthropy and public affairs. “Covered Pasadena is an example of how we’re working to create local solutions to pressing healthcare challenges, and to ensure the health and well-being of our community.

“Once insured,” Jane adds, “local residents have a range of options for high-quality medical care — provided by our partners, by Pasadena Community Urgent Care, and by the hospital itself.”
Committed to kids

In 2013, Huntington Memorial Hospital invested $2 million to renovate and refurbish our pediatric and pediatric intensive care units. This important investment is in line with our continued commitment to this region’s children and comes at a time when other hospitals are eliminating pediatric beds: Huntington Hospital is now the only remaining hospital in the San Gabriel Valley with both an inpatient pediatric unit and a pediatric intensive care unit.

The child-friendly renovation includes upgrades that are already resulting in higher patient and family satisfaction, as well as an improved work environment for caregivers. The work further enhances our ability to provide the very best inpatient care for local children. Please visit www.HuntingtonForKids.com for additional information regarding the refurbishment, and the provision of world-class pediatric care at Huntington Hospital.

A world-class partnership

Huntington Memorial Hospital recently entered into an important relationship with Shriners Hospitals for Children — a leader in pediatric orthopedics, plastics and other specialties. “Through this exciting new partnership,” says Jean Maines, department manager, children’s services, at Huntington Hospital, “children in our region have more resources available through their local hospital.”

Shriners specialists will now perform inpatient surgical procedures at Huntington Hospital and our highly qualified clinical team will collaborate with Shriners surgeons to provide post-surgical care. “We’re proud to partner with another world-class medical institution,” says Jean, “and to broaden the scope of high-quality surgical care available for children here.”
Pasadena Community Urgent Care (PCUC) was founded via a collaboration among Huntington Memorial Hospital, the City of Pasadena, Huntington Medical Foundation and Community Health Alliance of Pasadena (ChapCare). In 2013, the urgent care center continued to provide high-quality care for community members drawn from throughout the San Gabriel Valley.

PCUC helps to ensure timely, appropriate care for non-emergent conditions. In so doing, it also relieves overcrowding at Huntington Hospital’s Nan and Howard Schow Emergency & Trauma Center. In 2013, PCUC provided care for 19,709 patients (36 percent of whom were Pasadena residents) through 32,909 patient visits.

Donor spotlight.

Donor support makes our Patient Assistance Program possible. Patart Kates Foundation, Good Hope Medical Foundation and Women’s Auxiliary are among generous donors to the program. Their support bridges the gap for patients in need by helping to underwrite the cost of medications, laboratory work, x-rays and other vital medical services.
When care won’t wait

When Charlene Thompson* first visited Huntington Ambulatory Care Center (HACC) in mid-2013, she was just two months shy of her 65th birthday — and Medicare eligibility. A pet sitter, Charlene lacked private insurance and did not have the means to pay for care out of her own pocket. She had been determined to wait until becoming Medicare-eligible to see a doctor about her health problem, until close friends urged her to visit HACC.

Charlene had a large growth on her back. It had been present for several years, but had grown significantly in the last year, notes HACC social worker Sophia Herrera. “She was unfortunately diagnosed with metastatic melanoma,” adds Sophia, “and, as with most cancers, time was of the essence.”

Sophia helped Charlene enroll in HACC’s Patient Assistance Program, which provides bridge support for eligible patients until they are able to obtain health insurance or another form of patient assistance. As a result, Charlene did not have to wait for the potentially lifesaving surgery to remove the mass on her back, says Sophia. “She’s now enrolled in Medicare and is determined to battle and beat this cancer,” Sophia adds. “This simply wouldn’t have been possible without the help of patient assistance funds.”

* Name has been changed to protect patient confidentiality.

ABOVE Sophia Herrera is a social worker at Huntington Ambulatory Care Center (HACC). She helps patients enroll in HACC’s Patient Assistance Program, which provides medications, as well as diagnostic and treatment procedures, for patients with no other means of access.
Assessing and addressing local needs

Every three years, Huntington Memorial Hospital conducts a broad-reaching Community Health Needs Assessment. This study helps us hone our focus and achieve the greatest impact possible, in pursuit of our mission: to excel at the delivery of healthcare to our community. Based on results of the assessment conducted in 2013, the hospital is further prioritizing early detection of breast cancer, as well as access to immunizations (particularly, vaccination against influenza) in its programming and outreach.

“These are two areas of community need that align closely with Huntington Hospital’s mission, strengths and resources,” says Jane Haderlein, senior vice president, philanthropy and public affairs, “and, partnering with other local organizations, we believe we can make a measurable difference in the coming years.”

ABOVE Based on findings of a community-wide assessment, Huntington Memorial Hospital is responding to the need for enhanced early breast-cancer detection.
Helping to learn and thrive

Huntington Memorial Hospital’s community outreach program introduced a new health education curriculum in 2013. Developed by community outreach nurses Kathy Eastwood, RN, Carla Partma, RN, and Ruth Pichaj, RN, the curriculum includes five new classes and is designed to address the identified health needs of local residents. Topics range from exercise and emotional well-being to prevention and management of diabetes and hypertension. The expanded program includes physical movement and yoga classes that help increase participants’ flexibility and endurance. (The multiple health benefits of these activities include fall prevention — a major cause of trauma admissions.) During the year, community outreach nurses provided health education to more than 600 community residents. Classes were offered in both English and Spanish at community-based locations including senior centers, community centers, libraries and schools. In all, Huntington Hospital’s community outreach services impacted thousands of local residents in 2013.

By the numbers
Community health

Huntington Memorial Hospital’s community outreach program provides important health outreach and education services for local community residents. Below are some of the numbers for 2013:

- 132 Nurse visits to community sites to provide health screening/counseling
- 1,432 Residents who received health screening/counseling at community sites
- 578 Health fair attendees who received health screening/counseling
- 2,440 Influenza vaccines administered
- 262 Patients served by asthma education and management clinics

ABOVE Kathy Eastwood, RN, is a member of our community outreach team, which provides important screening and education services to the community.
2013 Financial Review
Huntington Memorial Hospital and Affiliates

<table>
<thead>
<tr>
<th>Balance sheet (in $ millions)</th>
<th>2013*</th>
<th>2012*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Property and equipment</td>
<td>479</td>
<td>459</td>
</tr>
<tr>
<td>Cash and marketable securities</td>
<td>379</td>
<td>324</td>
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<tr>
<td>Other assets</td>
<td>288</td>
<td>294</td>
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<tr>
<td>Total assets</td>
<td>1,146</td>
<td>1,077</td>
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<tr>
<td>Long-term obligations</td>
<td>207</td>
<td>214</td>
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<tr>
<td>Other liabilities</td>
<td>141</td>
<td>215</td>
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<tr>
<td>Net assets</td>
<td>798</td>
<td>648</td>
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<tr>
<td>Total liabilities and equity</td>
<td>1,146</td>
<td>1,077</td>
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</table>

<table>
<thead>
<tr>
<th>Statement of operations (in $ millions)</th>
<th>2013*</th>
<th>2012*</th>
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</thead>
<tbody>
<tr>
<td>Patient services and revenues</td>
<td>475</td>
<td>458</td>
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<tr>
<td>Other revenues</td>
<td>40</td>
<td>42</td>
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<td>Salaries and employee benefits</td>
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<tr>
<td>Other expenses</td>
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<td>195</td>
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<tr>
<td>Capital costs</td>
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<tr>
<td>Total expenses</td>
<td>522</td>
<td>501</td>
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<tr>
<td>Income/(loss) from operations before state program</td>
<td>(7)</td>
<td>(1)</td>
</tr>
<tr>
<td>State program†</td>
<td>(3)</td>
<td>10</td>
</tr>
<tr>
<td>Net income/(loss) from operations</td>
<td>(10)</td>
<td>9</td>
</tr>
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Huntington Memorial Hospital generated funds sufficient to cover standard operating expenses in 2013. Our budget for the year, however, took into account several unusual circumstances. These included upfront costs related to creation of a new Accountable Care Organization and development of a new electronic health information system. Such expenses — while leading to a net operating loss for the period — were deemed essential to ensure the long-term sustainability of our region’s premier medical center, helping us deliver the right care, in the right place, at the right time. In addition, adjustments in accounting requirements for the mandatory California Hospital Fee program impacted the hospital’s bottom line in 2013. Numbers above do not reflect approximately $13.5 million in new gifts and pledges from generous community members in 2013, including support toward both operating and capital needs. Gifts designated toward operations helped close the gap between costs and reimbursements for the year.

Community Benefits Huntington Memorial Hospital provided approximately $92.9 million in qualified community benefits during the 2013 reporting period, including $31 million in support to the Medicare population. Community benefits also include charity care, health research, training and education, and community outreach and education. Calculations based on report filed with the State of California in May 2014.

* Inclusive of Collis P. and Howard Huntington Memorial Trust. †Mandatory participation program for hospitals in California.
Huntington Memorial Hospital is sincerely grateful for the support of the following donors in 2013. Without the generosity of these dedicated individuals and organizations, the lifesaving work described throughout this publication would not have been possible.
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<thead>
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<th>Name</th>
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<td>Mr. Richard P. Shooshan</td>
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<td>Wendy &amp; John Siciliano</td>
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<td>Kimball D. Smith</td>
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<td>Patricia Thomas</td>
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<td>Dr. &amp; Mrs. Kwang-Chi Yu</td>
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Dear friends:

As a nonprofit medical institution, Huntington Memorial Hospital relies on philanthropic community partners to provide high-quality care. As you have read in the pages of this report, contributions from these partners are helping us bring the most advanced medical care to local residents.

In today’s quickly evolving healthcare landscape, our longstanding partnership with our community is especially important — helping the hospital respond promptly and flexibly to evolving needs and ensuring that care provided here remains of the highest caliber.

Helping to ensure the continued strength of medical services at the hospital in the current climate is our investment in a strong and highly qualified workforce — including physicians and nurses who are not only the most capable, but also the most caring. Once again, support from friends like you remains indispensable — helping to provide superior educational opportunities for our clinical team, and providing them with the tools and technologies they need to remain at the forefront of medicine. This in turn maintains excellent care for our region.

As you know, Huntington Hospital’s commitment to excellence also extends far beyond our own walls. In collaboration with numerous community partners, we offer essential programs and services to help all local residents gain access to care and enjoy improved quality of life. Our outreach, education and prevention programs would also not be possible without generous private support.

I urge you to join me in supporting excellent healthcare for our community. Please make a contribution to Huntington Hospital today. Thank you.
Huntington Memorial Hospital is committed to improving the environment. The 2013 Annual Report has been printed entirely on Forest Stewardship Council-certified paper. FSC certification ensures that the paper used contains fibers from well-managed and responsibly harvested forests that adhere to strict environmental and socioeconomic standards. We are proud to make this significant move to help our environment.

Please visit HuntingtonHospital.com/EMT to learn more about our executive team.
Excellent care. Lifesaving results.

Huntington Memorial Hospital patient Chuck Marikian (pictured, center, with Amanda Copenhaver, RN, and Edmund Tse, MD, medical chief of staff) received lifesaving care at the hospital in 2013. During his three-month inpatient stay, he underwent multiple surgeries and received care from several physicians. “The doctors and nurses at Huntington Hospital are extraordinary,” Chuck says.

“Chuck wouldn’t be here today if it weren’t for the team of nurses and physicians at Huntington Hospital,” adds his wife, Lucy. “They saved his life and made it possible for him to walk again.”