



Huntington Hospital Community Benefits Plan Fiscal Year 2020

For Submittal to:
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Preface

In accordance with Senate Bill 697, Community Benefits Legislation, Huntington Hospital, a private not-for-profit hospital, submits this Community Benefits Plan for Fiscal Year 2020.¹ Senate Bill 697 requires a not-for profit hospital in California to complete the following activities:

- Review and reaffirm its mission statement to ensure that its policies integrate and reflect the public interest in meeting its responsibilities as a not-for-profit organization
- Complete and update a needs assessment every three years, evaluating the health needs of the community served by the hospital
- Adopt and file a community benefits plan annually, documenting activities that the hospital has undertaken to address community health needs within its mission and financial capacity; and to the extent practicable, assign and report the economic value of community benefits provided in furtherance of its plan

¹ Huntington Hospital fiscal year is from January 1 to December 31.

Introduction to Huntington Hospital

Founded in 1892, Huntington Hospital is committed to providing excellent patient care delivered with compassion and respect. Huntington Hospital is a 619-bed, not-for-profit community hospital located in Pasadena, California. The hospital offers a full complement of acute medical care and community services, ranging from general medicine to the foremost specialized programs in cardiovascular services, oncology, and the neurosciences. The hospital has the only Level II Trauma Center in the region as well as the only Level III Neonatal Intensive Care Unit (NICU). The Emergency & Trauma Center is a paramedic base station for Pasadena and the surrounding communities, Primary Stroke Center, Pediatric Critical Care Center, STEMI (heart attack) Receiving Center, and EDAP (Emergency Department Approved for Pediatrics). It offers immediate on-site testing with CT scanner and radiology areas, a dedicated emergency medicine pharmacist, and social workers to provide counseling as needed. In addition, Huntington Hospital offers women's and children's services, state-of-the art orthopedic surgery, in- and outpatient psychiatric services, Huntington Hospital Senior Care Network, and Huntington Ambulatory Care Center.

Through an ongoing partnership between Huntington Hospital and Shriners Hospitals for Children – Southern California, inpatient surgical and medical services for pediatric patients are available at Huntington Hospital and the medical team provides advanced post-surgical care. A Shriners for Children Medical Center (located across the street from the hospital campus) offers specialty care services for pediatric patients in the region. In 2018, Huntington Hospital and Providence St. Joseph Health entered into an agreement to further expand access to quality care. Providence St. Joseph Health, which includes 12 medical institutions across Los Angeles and Orange Counties, contracts exclusively with Huntington Hospital in the San Gabriel Valley for all acute care hospital and outpatient clinical services. Huntington Hospital also partners with University of Southern California (USC) Institute for Maternal-Fetal Health to offer a Fetal Surgery Program in Pasadena – encompassing high-risk perinatal care, surgery and NICU expertise.

As a teaching facility affiliated with the Keck School of Medicine of USC, Huntington Hospital supported 26 internal medicine and 17 general surgery residents in 2020. Over 70% of post-graduate physicians who complete residencies at Huntington Hospital go on to either establish practices or serve as hospitalists in Southern California, with as many as 30% serving in the Pasadena area.

Recently, Huntington Hospital received numerous awards, recognitions, and certifications:

- Full hospital-wide accreditation from The Joint Commission for achieving national standards for health care quality and safety
- Accredited as a Pediatric Medical Center (PMC)
- Gold Seal of Approval® from The Joint Commission for stroke care
- Gold Seal of Approval® from The Joint Commission for total knee and hip replacement program
- Heart-Check Mark® for Advanced Certification for Comprehensive Stroke Center from the American Heart Association/American Stroke Association
- Designation as a STEMI (ST Segment Elevation Myocardial Infarction) Receiving Center where emergency medical service personnel give patients having possible myocardial infarctions a 12-lead EKG in the field and a hospital team is ready when a patient arrives in the Emergency Department
- Magnet® designation by American Nurses Credentialing Center. Magnet® designation represents the highest level of national recognition to health care organizations that demonstrate sustained excellence in nursing care in a healthy, collaborative, and professional work environment. Only seven percent of all acute care health care organizations have obtained this prestigious recognition.
- Beacon Award for Excellence in critical care by the American Association of Critical Care Nurses (AACN)
- Maximum five-year accreditation from the Accreditation Council for Graduate Medical Education (ACGME)
- Huntington Hospital Trauma Center is certified as a Level II Trauma Center by the Verification Review Committee (VRC), an ad hoc committee of the Committee on Trauma (COT) of the American College of Surgeons (ACS)
- Emergency Department Approved for Pediatrics (EDAP)
- Level III Neonatal Intensive Care Use with California Children's Services (CCS) Certification
- Recognized by Blue Shield of California with a Blue Distinction® Centers for Maternity Care, as part of the Blue Distinction Specialty Care program

- Received Leapfrog Safety Grade of “A” for Spring 2020, based on 28 measures of publicly available hospital safety data. President and CEO of The Leapfrog Group, recognized that “as the Nation copes with a challenging pandemic, our gratitude extends to hospital leadership and health care workers everywhere for their tremendous dedication.”
- Recognized by *U.S. News and World Report* for Best Hospital Rankings 2020-21, #20 Best Hospital in California, #12 Hospital in Los Angeles, and rated as high performing hospital in five adult specialties and four procedures and conditions, including COPD, gastroenterology and GI surgery, geriatrics, heart failure, hip replacement, knee replacement, neurology and neurosurgery, orthopedics, and urology
- Recognized as among America’s 100 Best hospitals and Excellence Award (2021) for cardiac care and coronary intervention, by Healthgrades; also, Five-Star Recipient (2021) for valve surgery, coronary interventional procedures, treatment of heart failure, and treatment of heart attack
- Huntington Hospital Cancer Center received full three-year accreditation from the American College of Surgeons’ Commission on Cancer
- Jim and Eleanor Randall Breast Center received a full three-year accreditation from the National Accreditation Program for Breast Centers (NAPBC), one of only three hospitals in Los Angeles County to achieve this level of accreditation
- Jim and Eleanor Randall Breast Center recognized as a Breast Imaging Center of Excellence by the American College of Radiology
- Accredited facility for Adult Transthoracic Echocardiography by the Intersocietal Accreditation Commission (IAC)
- Awarded the Baby-Friendly® designation from Baby-Friendly USA, a credentialing program for hospitals that is part of an international initiative led by the World Health Organization (WHO) and the United Nations Children Fund (UNICEF). The designation is considered the gold standard of care and demonstrates our Women’s and Children’s Services commitment to patient and family-centered care.
- Accredited by the Metabolic and Bariatric Surgery Accreditation and Quality Improvement Program (MBSAQIP)

- Recognized by Anthem Blue Cross with a Blue Distinction® Centers for Bariatric Surgery designation, as part of Blue Distinction Specialty Care program
- Participant of the American Joint Replacement Registry (AJRR), a central registry for data on total hip and knee arthroplasties at the hospital and other participating sites throughout the country
- Orthopedic Program named to 100 hospitals and health systems with great orthopedic programs, by Becker's Hospital Review
- Recognized by Anthem Blue Cross with a Blue Distinction® Centers for Knee and Hip Replacement, as part of Blue Distinction Specialty Care program
- Neurophysiology Intraoperative Monitoring Laboratories and Epilepsy Accreditation from the Lab Accreditation Board of ABRET

Huntington Hospital also offers continuing education and learning for the public, employees, medical staff, and other health care professionals, through the availability of health science and community libraries. With social media transforming the way that people communicate, Huntington Hospital has extended its reach into the web community using familiar sites like Facebook, Instagram, YouTube, and Twitter.

Highlights of Huntington Hospital's COVID-19 Response in 2020

Throughout the year 2020, in response to COVID-19, Huntington Hospital experienced dramatic shifts to our hospital and staff operations as well as our community engagement. Many of our community benefits programs and services were affected, but we begin by highlighting some of the operational changes that were made with the end goals of keeping our communities safe and providing needed hospital services.¹

Federal, state, county, and local (Pasadena is one of four city operated health departments in California) regulations were issued for hospitals and health care facilities. Our responses were numerous, with some briefly described here. Initially, the hospital was configured for safe entry of COVID-19 patients as well as dedicated COVID units with enhanced air flows and other equipment, traffic flows, and work and communication flows for care of patients. An onsite command center, staffed by leadership on a 24-hour basis, worked on issues related to logistics, safety, resources, policies and staffing. Staff and physicians were outfitted with the necessary Personal Protective Equipment (such as masks, surgical gowns, and gloves). During times of no in-person visitor policy, virtual visitation – with use of iPads and cellular phones – was used to facilitate patients and families seeing and communicating with each other. Staffing and training were increased to care for our patients. Support services and programs for employees, such as lodging for employees so as to be close to the hospital, were used. Other staff were moved to remote work to preserve PPE for frontline workers and maintain safe practices. When needed, hospital employees and physicians were tested for COVID-19 and later (beginning December 17) received COVID-19 vaccinations. Hospital leadership planned for surge volumes to include a mobile unit on campus and use of the Pasadena Convention Center (in collaboration with the City of Pasadena). Huntington Hospital had one of the highest volumes of coronavirus patients in California. As of May 31, 2021, Huntington Hospital cared for 2,643 COVID-19 patients, tested 42,921 patients for COVID-19, and provided 38,000 COVID-19 vaccines to local community members.

¹ The economic costs of these enhancements are not reported in this Community Benefits Plan for Fiscal Year 2020.

Safe-at-Home orders closed most community sites and prevented home visits to seniors in our Senior Care Network Programs. In a preventive effort to reduce exposure of the COVID-19 virus, Huntington Hospital cancelled all in-person events, tours, classes and support groups. These changes brought new and many well received changes in our community engagement. On the hospital website (<https://www.huntingtonhospital.org>) COVID-19 information dominated our home page and the site transitioned to a resource, updated daily, with links to the latest information and statistics. Our emergency notification system on the website was activated as major changes occurred, such as closing to visitors or cancelling elective surgeries. The website also communicated health information reminding the community of the importance of childhood vaccines, annual flu shots (administered in record numbers in fall 2020 prior to the availability of community vaccines for COVID-19 in 2021), and the safety of obtaining care at the hospital during the pandemic. A system of weekly emails with information and links was activated, which subsequently evolved to every other week, and monthly communications to our community, volunteers and donors. Telephone calls were placed to isolated seniors, offering a friendly voice and check-in. Interns and residents at Huntington Ambulatory Care Center (HACC) used telehealth practices to maintain contact with patients. Many hospital departments delivered virtual information and teaching sessions and support groups. The Trauma-Informed Care Initiative, for example, continued to serve Pasadena Unified School District leadership, teachers and staff, as well as physicians, parents and the community with the development and archiving of numerous virtual sessions. The library remained an effective online resource for physicians and other staff and community members. The hospital's Community Outreach Team was deployed to assist with COVID-19 testing at the Rose Bowl Stadium site and, later, on the hospital campus. The team continued its efforts in providing COVID-19 vaccines in the community in 2021.

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Section 1: Executive Summary

Mission Statement

At Huntington Hospital, our mission is to provide excellent health care and compassionate service to each person by bringing together outstanding physicians, caring nurses, professional staff and advanced technologies. Our vision, mission, and core values guide our organization's commitment to serving our community.

Definition of Community

Huntington Hospital's service area is defined as Greater Pasadena, which comprises the following communities and ZIP codes: Pasadena (ZIP Code 91101, 91103, 91104, 91105, 91106, 91107), San Marino (91108), Altadena (91001), and South Pasadena (91030).

2019 Community Health Needs Assessment (CHNA)

Huntington Hospital and the City of Pasadena Public Health Department partnered to conduct the 2019 Community Health Needs Assessment (CHNA) of Greater Pasadena, continuation of a partnership that completed the 2016 CHNA of Greater Pasadena. The goal of this collaboration was to conduct a joint, systematic analysis of health indicators that provides insight into the health status and needs of residents in the Greater Pasadena area.

The 2019 CHNA included both quantitative and qualitative data from a variety of different sources. The quantitative data focused on population demographics, housing and homelessness, the social environment among school-age children and adolescents, and a variety of health topics such as access to health care, heart disease and stroke, cancer, maternal and infant health, respiratory conditions, mental health, substance abuse, and life expectancy and mortality. The qualitative data was collected via 32 phone interviews with organizational leaders representing various community knowledge and health care expertise and nine focus groups (conducted with various participants in English, Spanish and Mandarin). Representatives in the community engagement included the City of Pasadena Public Health Department, Los Angeles County Department of Public Health, community nonprofit organizations serving youth, seniors, and the homeless; clinical care providers, school district representatives, faith-based organizations, and persons of color.

2020 – 2022 Implementation Strategy Goals

Based on the results of the prioritization and screening processes, a Huntington Hospital CHNA workgroup and the Executive Management Team determined that the Hospital's four priorities for 2020 – 2022 will be:

- Access to Health Care Services, with a focus on improving access to health care services and strengthening the continuum of care
- Older Adults and Aging, with a focus on supporting independence and healthy aging
- Maternal/Infant and Child/Adolescent Health, with a focus on Child and Adolescent Health, with a focus on improving student health and related issues such as mental health, housing and food insecurity
- Exercise, Nutrition and Weight, with an emphasis on supporting healthy lifestyles

Community Benefits Plan Programs and Activities

In Fiscal Year 2020, some of the activities Huntington Hospital conducted in support of these health needs included the following: providing navigation assistance to obtain health insurance or services available and linkages to providers; offering Huntington Ambulatory Care Center (HACC) to serve underinsured and uninsured persons, providing education and information about COVID-19, providing community testing for COVID-19 virus at the Rose Bowl Stadium and on the hospital campus, providing community health education, screening and support programs for numerous health conditions – including heart disease and diabetes – through a dedicated Community Outreach Department; offering specialized programs and services to address elderly and disabled care and independence through Senior Care Network; and providing health information – in multiple formats and languages – for professionals, service agencies, and the general public. Huntington Hospital collaborated with educational institutions to provide graduate medical education programs for general surgery and internal medicine residents, pharmacy residents, nursing students, and other health care professionals.

In addition, Huntington Hospital continued to provide charity care for patients without the ability to pay for necessary treatment, absorbed the unpaid costs of care for patients with Medi-Cal and Medicare, and operated other medical programs in support of the community, such as an emergency and trauma center, neonatal nursery, and high-risk perinatal program.

Economic Value of Community Benefits Provided

In Fiscal Year 2020, the economic value of community benefits provided by Huntington Hospital is estimated at **\$135,181,987** (economic value includes Medicare Program Shortfall of \$42,707,200).

Section 2: Our Mission, Vision, Core Values, Commitment, and Diversity, Equity and Inclusion Pledge

Huntington Hospital's Mission, Vision, Core Values and Our Commitment to You follow. These guide our organization in serving our community.

Mission Statement

To provide excellent health care and compassionate service to each person by bringing together outstanding physicians, caring nurses, professional staff and advanced technologies.

Vision Statement

To be the leader in creating community well-being through world-class health care delivered with kindness and dignity.

Core Values

Respect • Integrity • Stewardship • Excellence • Collaboration

Our Commitment to You

Thank you for allowing us to care for you. We take every step to exceed your expectations, and we encourage you to play an active role in your care. As part of our commitment to you, we will:

- Treat you with courtesy and respect.
- Listen carefully.
- Explain things in ways you understand.
- Address your needs.
- Answer your questions to keep you informed.
- Respond to your concerns.
- Provide a safe and clean environment.
- Include you and your family in your care.
- Be sensitive to your cultural needs.
- Work together as a team to care for you.

Approved by Board of Directors, 2016

Diversity, Equity and Inclusion Pledge

We are committed to addressing health disparities that exist so that all communities may thrive. We acknowledge historical barriers, societal inequities and biases that disproportionately impact low-income households, communities of color, people with disabilities and other underserved communities that make it harder for these groups to have equitable access to care, higher education, housing, and jobs.

We actively pledge to:

- Apply an equity lens to all aspects of our business, care, and will collaborate with our community to prioritize their voices.
- Partner with others to breakthrough economic, cultural, and language barriers. We want to ensure that all receive high-quality care – regardless of income, sexual orientation, gender identify, race, ethnicity, or language – and can reach their full potential.
- Enforce equitable processes and policies in hiring, promotions, and employee compensation.
- Develop ways to measure, track, and share our progress on these commitments to ensure accountability and impact.
- Revisit and update these commitments annually as part of our ongoing journey to an equitable future.

Approved by Board of Directors, 2021

Section 3: 2019 Community Health Needs Assessment Summary

Huntington Hospital's 2019 Community Health Needs Assessment and Implementation Strategy are available at www.huntingtonhospital.org and www.healthypasadena.org

Huntington Hospital and the City of Pasadena Public Health Department partnered to conduct the 2019 Community Health Needs Assessment (CHNA) of Greater Pasadena, continuation of a partnership that completed the 2016 CHNA of Greater Pasadena. The goal of this collaboration was to conduct a joint, systematic analysis of health indicators that provides insight into the health status and needs of residents in the Greater Pasadena area.

The 2019 CHNA included both quantitative and qualitative data from a variety of different sources. The quantitative data focused on population demographics, housing and homelessness, the social environment among school-age children and adolescents, and a variety of health topics such as access to health care, heart disease and stroke, cancer, maternal and infant health, respiratory conditions, mental health, substance abuse, and life expectancy and mortality. The qualitative data was collected via 32 phone interviews with organizational leaders representing various community knowledge and health care expertise and nine focus groups (conducted with various participants in English, Spanish and Mandarin). Representatives in the community engagement included the City of Pasadena Public Health Department, Los Angeles County Department of Public Health, community nonprofit organizations serving youth, seniors, and the homeless; clinical care providers, school district representatives, faith-based organizations, and persons of color.

Our Community: Greater Pasadena

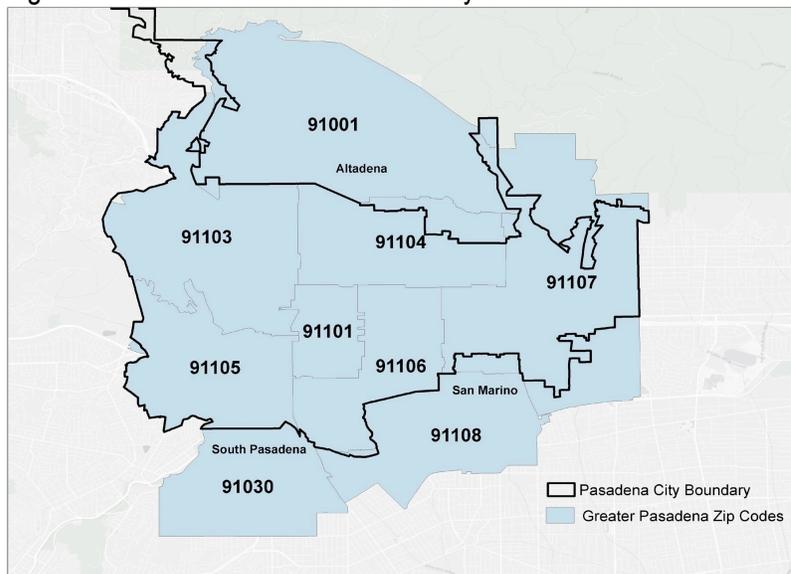
The 2019 CHNA focuses on the geographic area of Greater Pasadena, which includes Pasadena, San Marino, Altadena, and South Pasadena and is comprised of nine contiguous ZIP Codes. The total population of Greater Pasadena is 235,819 persons, approximately 2.3% of the entire population of Los Angeles County. Among the highlights (2019 estimates):

- There are 25,628 children under 18 years of age in Greater Pasadena (18% of the population) and 21,921 adults over 65 years of age in Greater Pasadena (15% of the population). In the

last ten years, the percentage of children has decreased by 10% and the percentage of older adults has increased by 15%.

- The population of Greater Pasadena is racially and ethnically diverse, with Whites comprising approximately 36% of the total population, Hispanics 34%, Asians 16%, and Blacks (10%)
- The majority of the population speaks English at home (57%), followed by Spanish (23%), Mandarin and other Asian languages (13%), and Indo-European languages including Armenian (6%)
- Median household income is \$92,266
- Median income was significantly lower in two of the ZIP codes of the Greater Pasadena area (median household income was \$64,223 in ZIP Code 91101 and \$69,334 in ZIP Code 91103)
- Educational attainment of adults 25 years and older is high, with approximately 51% having earned a Bachelor's Degree or higher; however, approximately 12% of adults do not have a high school diploma
- An estimated 8.3% of families in Greater Pasadena lived below the Federal Poverty Level
- 16.3% of persons 65 years and older lived below in the Federal Poverty Level
- There were 677 homeless individuals in the City of Pasadena as of January 2019; 25% are chronically homeless and 40% are over age 50 years

Figure 1: Greater Pasadena and the City of Pasadena



2020 – 2022 Implementation Strategy: Goals

Based on the results of the prioritization and screening processes, a Huntington Hospital CHNA workgroup and the Executive Management Team determined that the Hospital's four priorities for 2020 – 2022 will be:

- Access to Health Care Services, with a focus on improving access to health care services and strengthening the continuum of care
- Older Adults and Aging, with a focus on supporting independence and healthy aging
- Maternal/Infant and Child/Adolescent Health, with a focus on Child and Adolescent Health, with a focus on improving student health and related issues such as mental health, housing, and food insecurity
- Exercise, Nutrition and Weight, with an emphasis on supporting healthy lifestyles

These four areas were selected because approaches to their improvement are compatible with the Hospital's mission, values, strengths, and resources, providing the best opportunity to positively impact the community.

2020 – 2022 Implementation Strategy: Measurable Objectives and Strategies

In 2020 through 2022, Huntington Hospital and its partners will focus efforts on the following objectives and supporting strategies through the implementation of various programs and services.

Health Need 1: Access to Health Care Services

Measurable Objective: Increase access to health care services for nonelderly residents of Greater Pasadena.

Strategies to Meet Need:

- Provide navigation assistance to obtain health insurance or services available for vulnerable persons
- Provide healthcare outreach services
- Offer affordable, high-quality primary and specialty healthcare to the underserved population
- Provide medical clinics in the community to supplement existing services to reach adult underserved residents
- Provide support to public and private entities to enhance health care services

Health Need 2: Older Adults and Aging

Measurable Objective: Increase access to a variety of dedicated programs for seniors that foster independence and well-being

Strategies to Meet Need:

- Provide older adults and their family caregivers with enrollment assistance, services, information, education, and support
- Coordinate, inform, and administer flu shots during flu season in a variety of convenient locations
- Support persons with chronic diseases, limited resources and psychological issues which lead to hospitalization and threaten independence
- Support low-income seniors to live independently in their homes
- Support low-income seniors who lack transportation to live independently in their homes
- Offer ongoing, year-round opportunities for volunteering, as a means to increase social participation and healthy aging

Health Need 3: Maternal/Infant and Child/Adolescent Health

Measurable Objective: Increase access to a variety of programs that foster health and well-being.

Strategies to Meet Need:

- Provide routine maternity tours and orientations, prepared childbirth education classes, support programs to assist with pregnancy and postpartum, and specialized programs for parents with an infant in the NICU
- Provide no-cost services including individual asthma education and an asthma clinic for children, adolescents and adults
- Pursue development of strategies to reduce hospital surplus food via partnering with community organization to redistribute food
- Continue grant-funded effort to institute specialized programming with Pasadena Unified School District (PUSD)
- Work collaboratively with PUSD and area public and community organizations to enhance efforts to assist homeless children and their families

Health Need 4: Exercise, Nutrition, and Weight

Measurable Objective: Increase participation in dedicated community programs and services to maintain healthy lifestyles.

Strategies to Meet Need:

- Provide health education and support in the community
- Provide health education and support for individuals and caregivers with diabetes
- Pursue development of a program of targeted outreach – via barbershops – to African American men
- On an ongoing basis, offer specialized support for groups and services for individuals, families and caregivers

Section 4: Community Benefits Planning Process

In compliance with Senate Bill 697, Huntington Hospital prepared this community benefits plan based on its 2019 Community Health Needs Assessment and in consideration of the Hospital's strengths, mission and resources, opportunities for partnership, solutions impact multiple community health needs, and effective methods are available.

The Executive Director, Philanthropy and Public Affairs and a Manager of Community Outreach and Community Benefits participate in the planning and development of organizational community initiatives, represent Huntington Hospital in promoting the total health of the community through partnerships and collaborative efforts with local community organizations and individuals as well as the Health Consortium of Greater San Gabriel Valley to improve quality of life and achieve Healthy People 2020 objectives, and collect data that captures hospital-wide community benefits activities, and, in collaboration with the hospital's Strategic Financial Analysis team, ensures compliance with regulatory requirements pertaining to not-for-profit hospitals.

In Fiscal Year 2020, Huntington Hospital again supplemented its annual community benefits reporting process with the use of Lyon Software's CBISA Plus™ (Community Benefit Inventory for Social Accountability) software. The software uses key modules – needs, goals, partnerships, programs and statistics, indicators, narratives and outcomes – to capture quantitative and qualitative information for the hospital's fiscal year. Community benefit activity/program information was entered for many hospital departments, including: Administration, Ambulatory/Physician Information Systems, Blood Donor Center, Cancer Center, Cardiology, Cardiac Rehabilitation, Care Coordination, Center for Health Evidence, Clinical Laboratory, Clinical Education and Practice, Community Outreach, Disaster Preparation, Emergency/Trauma Services, Food and Nutrition Services, Health Navigation, Huntington Ambulatory Care Center (HACC), Huntington Hospital Community Asthma Program (HHCAP), Huntington Collection, Integrative Oncology, Labor and Delivery, Medical Post-Graduate Education, Neonatal Intensive Care Unit (NICU), Neurosciences, Non-Invasive Cardiology, Nursing Research, Occupational Therapy, Outpatient Rehabilitation, Parking, Patient Experience, Pediatrics, Perinatal Health Education, Pharmacy, Philanthropy, Physical Therapy, Public Relations, Radiology, Respiratory Care Services, Senior Care Network, Social Work Services, Speech-Language Pathology, Stroke Program, Volunteer

Services, and Workforce Development. To accurately report the economic value of community benefits, Finance reported information on the unreimbursed costs of many programs and services, including charity care, shortfalls in government-sponsored programs, and other programs operated by the Department of Community Outreach, Senior Care Network, Huntington Ambulatory Care Center, Graduate Medical Education (GME), Center for Health Evidence, Clinical Research, Perinatal Education, Palliative Care, and Health Navigation.

On an annual basis, Huntington Hospital will monitor and report measures of plan progress (metrics). In addition, staff at Huntington Hospital reported information three times a year to a Community Benefits Committee – via Zoom in 2020.

Section 5: Community Benefits Plan Update

This section includes a description of programs and services provided by Huntington Hospital and key measurements of outcomes accomplished (metrics) in Fiscal Year 2020. Programs and services are organized in response to the four significant health needs identified in the 2019 Community Health Needs Assessment. In addition, due our strengths in cancer prevention, awareness and support and health education and training, summary descriptions of key programs and services are also included. See **Appendix A** for a listing of the hospital's collaborations among organizations, service agencies, government and private providers in the San Gabriel Valley.

Access to Health Care Services

Programs and Services Offered:

- Huntington Hospital offered multiple programs to provide navigation assistance to obtain health insurance or services available including:
 - An on-site Medi-Cal Eligibility Worker was available to assist patients who qualified to enroll for health insurance coverage
 - A community navigator assists vulnerable populations, including the homeless, in addition to two community homeless coordinators.
 - Community members telephoned a dedicated number for free referral services for physicians, programs, health classes or support groups, serving 13,212 callers. During Fiscal Year 2020, this free service was used for COVID-19 information communications, including a dedicated elective surgery line to handle questions related to cancellations and rescheduling.
- Following extensive program planning through Fall 2020 – including Health Consortium of Greater San Gabriel Valley, five member hospitals, Union Station Homeless Services, and United Way of Greater Los Angeles – the Service Planning Area 3-San Gabriel Valley Patient Navigation Pilot launched jointly at Huntington Hospital and Methodist Hospital. This 18-month pilot program will provide post-discharge case management for homeless patients, connecting patients to support and needed services. Following this, the Patient Navigation Pilot program will be evaluated to explore the overall effectiveness of the pilot across varying metrics.

- To empower members of the community to enjoy the healthiest lifestyles possible, registered nurses from the Community Outreach Department conducted free two-hour health screenings and counseling at 17 different screening clinics on alternating days each month from January through Mid-March (in adherence with safety protocols associated with COVID-19) screening 550 persons. These health screenings/counseling locations included both locations previously visited as well as new locations (marked by an asterisk), including: Pasadena Senior Center, Altadena Senior Center, South Pasadena Senior Center, Jackie Robinson Community Center, Villa Parke Farmer's Market, Foothill Unity Center – Pasadena, Pasadena Central Library, Crowell Public Library, Pasadena Unified School District Office of Student and Family Services, Friends In Deed, Pacific Clinics, Grassroots Natural Market and Kitchen*, Pavilions grocery store*, Von's grocery stores*, Victory Park Farmer's Market in Pasadena*. Schedules of these free health counseling and screenings by registered nurses were available in English, Spanish and Chinese.
- During January and February 2020, Community Outreach Department nurses offered health-related classes in a variety of community settings, including senior centers and public schools. Topics covered included: constipation, asthma, medication education, positive aging, emotional fitness, oral health, and choices in palliative care. A total of 13 chair yoga classes were offered at various community locations throughout the year, serving 153 persons. In addition, registered nurses from the Community Outreach Department attended one community health fair (due to safety related protocols associated with COVID-19), providing a variety of services including blood glucose screenings, blood pressure screenings, and Body Mass Index (BMI) measurements.
- Staff from multiple hospital departments assisted with community COVID-19 testing at the Rose Bowl Stadium. The site was operated by the city, county, and Huntington Hospital and was among the first public coronavirus testing sites to open in the county. During the period beginning April 8 through May 29, 2020, 38 events were held testing over 9,000 local residents and essential workers. Pasadena residents who tested positive for COVID-19 were subsequently contacted by members of the Pasadena Public Health Department to advise on self-isolation protocols and perform contact tracing for additional positive cases. Following the Rose Bowl site closure, testing transitioned to local clinics.

- Huntington Ambulatory Care Clinic, staffed by the hospital's internal medicine residents, provided primary and specialty care for uninsured and underinsured residents, providing 2,960 visits in Fiscal Year 2020.
- Huntington Hospital's Emergency and Trauma Center is the sole provider of emergency services in Pasadena, providing 60,191 visits in Fiscal Year 2020.
- For patients' urgent care needs, Huntington Hospital partnered with Exer Urgent Care, offering two convenient locations – in Pasadena and La Canada Flintridge. Staffed by the same physicians who work in the hospital's Emergency Room, these Exer Urgent Care facilities are open seven days a week and offer advanced urgent care including on-site laboratory (including COVID-19 testing), imaging and pharmacy services.
- Service providers and the public accessed the hospital-sponsored Healthy Pasadena website for data and information about community health status (morbidity and mortality), social factors, staying healthy, living longer, critical prevention, and healthy aging. Recent collaborative Community Health Needs Assessments, the hospital's Implementation Strategies and corresponding Community Benefits Plans as well as the 2018 – 2022 Greater Pasadena Community Health Improvement Plan (CHIP) prepared by the Pasadena Public Health Department can be accessed from the site.
- Community members accessed the hospital's website for pertinent health information and news, patient and visitor information, details about upcoming events and education classes, and a physician directory (with selection criteria including specialty, gender, location, insurance accepted and language spoken) In Fiscal Year 2020, during the COVID-19 crisis, the website was the primary vehicle for keeping the public informed and was updated frequently with the latest information, including information on visitor policy, COVID-19 testing, frequently asked questions about the hospital and vaccine resources, and donating blood. A key feature was a COVID-19 dashboard, displaying the numbers of ICU and total COVID-positive admitted patients and COVID tested as well as a graphical display of hospitalized COVID-positive patients. Over 640,000 persons accessed the website in Fiscal Year 2020.
- To facilitate communication between hospital caregivers and patients, the department of Patient Experience at Huntington Hospital offered three specialty services for interpretation in 22 languages and sign language: Language Line (two way handset for phone interpreting),

Video Interpretation, and Life Signs for Hearing Impaired (in-person interpreter for American Sign Language), serving 12,537 persons in Fiscal Year 2020.

- The continued availability of Health eConnect offered consumer education and patient involvement in their health care, a vehicle for improving quality and safety of patient care by reducing medical and medication errors, and provided caregivers with clinical decision support tools for more effective care and treatment. In Fiscal Year 2020, Health eConnect was broadly used at Huntington Hospital and in community physician offices to view patient records by the hospital, Hill Radiology Centers, and approximately ten physician offices that contributed data to the exchange (each month, over 800 unique users accessed patient records). ChapCare, a local federally qualified health center, maintained nine active users of Health eConnect.

Older Adults and Aging

Programs and Services Offered:

- Huntington Hospital Senior Care Network (SCN) is a nationally recognized not-for profit program that has helped older adults and adults with disabilities and their families remain healthy and independent since 1984. Care coordination programs – provided by expertly trained Bachelor’s and Master’s degree social workers and nurses – offer assistance with solving care problems, help connect to resources such as personal care and meals, coordinate service delivery and monitor progress, educate about managing hospital stays and returning home, assist with changes in living arrangements when needed, and serve as a representative for out-of-area families. In Fiscal Year 2020, SCN programs – including the Multipurpose Senior Services Program (MSSP) and Assisted Living Waiver (ALW) Program – served approximately 677 unduplicated clients.
- Huntington Hospital’s Senior Care Network Resource Center served the community through the following programs and services:
 - Offering a free 50+ Health Connection Membership program (6,580 members)
 - Responding to 3,261 telephone inquiries
 - Assisting 1,044 patients identified by the Resource Center Hospital Liaison and other staff with post-discharge follow-up and as-needed assistance with care transitions
 - Offering twelve Noon and Tele-Noon Hour lectures on topics such as update on Medicare, advanced healthcare directive, risk factors for heart disease and how to manage them, new treatment options for cardiovascular risk reduction, answering questions about COVID-19, stroke care in 2020, resilience and flexibility in aging, updates on COVID-19, the latest on screening and treatment for prostate cancer, maintaining breast health for life, caring for someone with dementia during the coronavirus pandemic, and family gatherings in the time of COVID-19 (attended by 721 persons). Of note, the two lectures on COVID-19 – offered in May and August – were the highest attendance events.
 - Distributing two *50+ Health Connection* newsletters, including information and advice about aging and disease management as well as an events calendar and description of ongoing programs and a separate events calendar

- Attending eight Pasadena Senior Commission meetings as well as subcommittee working group meetings
- With assistance from a grant from Pasadena Community Foundation and other donors, Senior Care Network's Senior Caring Fund provided one-time health-related expenses that are not met through insurance or other sources to 241 recipients, as follows: technology, such as iPads, for telehealth (49 recipients), health and personal care items and services (52 recipients), clothing and household items (76 recipients), and food, shelter and transportation (64 recipients).
- In Fiscal Year 2020, registered nurses from Huntington Hospital administered 3,182 free flu shots at 27 flu shot clinics during mid-September through mid-December. Of note, the number of flu shots administered represented a 43% increase from the prior flu season. For the 2020-2021, flu season, Huntington Hospital communications emphasized the importance of getting a flu shot early in the fall and continuing to take steps to protect from COVID-19 as well as the flu. Nurses conducted flu shot clinics at a variety of locations, including: area community centers, senior centers, senior supportive living centers, service agencies and centers in the community, churches, schools, public libraries, community events, farmer's markets, Huntington Ambulatory Care Center, and Huntington Collection. For the convenience of the community, many sites featured drive-through flu shots and outside tables for flu shot administration. To maximize the vaccine supply and avoid duplication of efforts, registered nurses from Huntington Hospital Community Outreach coordinated dates and sites with Pasadena Public Health Department.
- To increase social participation and healthy aging, over 1,700 volunteers each year provide valuable service to the hospital, in almost every department, supporting staff on nursing units, transporting patients, delivering specimens to the laboratory, staffing the gift shop and Huntington Collection, greeting and guiding patients and visitors at the information desks, and helping with clerical work. Due to the pandemic, volunteers still found ways to give and benefit from volunteering. Many called seniors on a weekly basis to maintain a relationship with those who may be isolated. Others spent hundreds of hours making handmade face masks, scrub caps and ear savers for the comfort of staff who wore PPE for their entire shifts. Volunteers took minutes at virtual staff meetings for nursing stations.

- A group of nurse navigators and a community navigator assisted patients in improving their hospital experiences and ensuring safe and successful transitions to their homes following hospitalization. These navigators assisted patients hospital-wide, based on nursing units and health conditions. Navigators collaborated with other medical personnel, families, and service centers; clearly communicated patients' needs to other health care personnel; assisted with information about medical conditions, treatments, and services; explored patients' goals, any barriers, and needs in self-management; and assisted with setting up appointments, obtaining transportation and medications and linking patients with community resources. In Fiscal Year 2020, nurse and community navigators assisted 4,083 unique patients. A Geriatric Certified Nurse Specialist rounded on 193 patients in Fiscal Year 2020.
- To help patients overcome transportation-related barriers to care, Huntington Hospital provided 24-hour transportation assistance – via Uber/Lyft, taxi, wheelchair or other van – to 1,113 persons in Fiscal Year 2020.

Maternal/Infant and Child/Adolescent Health

Programs and Services Offered:

- To help children, adolescents and adults better understand their asthma needs and decrease emergency room visits, hospitalizations and missing school or work, Huntington Hospital continued to offer asthma education and management classes (HHCAP). In Fiscal Year 2020, 28 persons participated in 17 asthma education and management sessions. In addition to these specialized classes, Huntington Hospital offered 17 asthma clinics, where allergists assisted 150 underserved children and adults (Note: from June onward, clinics were conducted as telehealth calls).
- In Fiscal Year 2020, Huntington Hospital, along with collaborating partners – Pasadena Unified School District (PUSD) and Young & Healthy – received grant funding from UniHealth Foundation for a new initiative, the Pasadena Trauma-Informed Care Initiative. With the final year of the three-year grant beginning in March 2020, just as COVID-19 began hitting the community in earnest. As such, leadership arranged to swiftly pivot planned programming and services to be delivered safely virtually and to administer all surveys online. In Year 3, a total of 274 community professionals received training: six one-hour virtual training sessions were conducted for PUSD principals, administrators, teachers and other staff; two refresher courses on trauma-informed care for principals and teachers; two sessions on self-care for teachers; and two in-depth sessions on trauma-sensitive classrooms. In collaboration with Young & Healthy, a library of videos on creating trauma-sensitive classrooms was established in Year 3; and PUSD is considering using these videos as part of its new hire training for principals, teachers, and other staff, helping to ensure the sustainability of the initiative beyond the grant period. In Year 3, Young & Healthy provided trauma-informed care training to 297 teachers – training continued to help teachers learn more about working with children in ways that help prevent or address trauma (in light of current events, it also helped teachers understand how the COVID-19 pandemic can be understood as a traumatic event). Although training of teachers/staff in mindfulness techniques using the Smiling Calm Hearts Open our Learning, Inc (SCHOOL) curriculum was paused due to school closures and safer-at-home precautions, SCHOOL sent out newsletters and held office hours for teachers, recorded virtual video lessons for students of varying lengths, led synchronous lessons, and recorded video lessons

for PUSD teachers focusing on wellness and yoga techniques. In Year 3, a total of 692 physicians and office staff participated in virtual training.

- Huntington Hospital Community Outreach collaborated with families at Pasadena Salvation Army to assist homeless children and their families via the Families in Transition (FIT) program. Activities are anticipated to resume with the Pasadena Unified School District Center for Student and Families Services with planned school openings in 2021.
- Huntington Hospital offered childbirth and parenting classes for community members as well as specialized services for parents with an infant in the hospital's NICU. In Fiscal Year 2020, Huntington Hospital offered classes on a variety of topics such as childbirth preparation, infant care, breastfeeding basics, CPR: Infant and Child, and Baby and Me as well as online virtual maternity tours and weekly maternity orientation sessions. Under the supervision of a lactation specialist, Huntington Hospital provided 280 hours of breast feeding support via a warm hotline. Huntington Hospital hosted events for families of NICU infants, including: Infant CPR (distributed 150 kits to help parent learn CPR), NICU Orientation (50 families served), Parent Connection Coffee Breaks (26 biweekly support groups held from January through mid-March), and Parent Connection Baby Showers (150 families served with showers held in April, May, June, November and December).

Exercise, Nutrition, and Weight

Programs and Services Offered:

- On January 16 and January 29, 2020, Huntington Hospital CPR instructors taught the basic and proper techniques of Hands-Only CPR at local schools – Willard Elementary School and Washington Elementary School. On February 13, Huntington Hospital provided a sidewalk CPR event at a local church, after the lead pastor had a near death experience from a choking event (serving 40 persons).
- In Fiscal Year 2020, Huntington Hospital once again partnered with the American Heart Association (AHA) to bring awareness of heart disease and stroke to the community for the annual Heart Walk. Due to COVID-19, the event was modified to feature a digital experience with three days of health and wellness information for participants on the AHA app, including an interview with a cardiac patient who shared her personal story of life-saving care at the hospital. The event culminated in a virtual walk on Saturday, October 10. Members of the fundraising team – including employees, patients, friends and family members – walked in their own neighborhoods to support the cause and help bring awareness to heart disease.
- “Stop the Bleed” is a national initiative launched by the White House in 2015 to provide bystanders with tools and knowledge to stop life-threatening bleeding. Severe bleeding can result in death within minutes before Emergency Medical Services or other public safety providers arrive; the person closest to you may be the only one who can “stop the bleed.” Huntington Hospital Trauma Services conducted six training sessions at various community and campus locations during Fiscal Year 2020, serving 240 persons.
- Huntington Hospital Heart and Vascular Center and Stroke Center offer state-of-the-art medical care to patients. The Heart and Vascular Center is a recognized leader in cardiac care, offering a full spectrum of services, including screening and diagnostic tests, advanced medical and surgical treatments, cardiac rehabilitation, and education programs. Huntington Hospital's Stroke Center offers 24-hour emergent diagnostic and treatment services to patients, a dedicated 12-bed stroke unit, a continuum of care that includes a 24-bed inpatient rehabilitation unit and an outpatient rehabilitation program, and support programs for stroke patients and their families. New programs addressing heart disease and stroke include the addition of a Leapfrog Group-compliant Intensivist Program, the availability of the CardioMEMS Heart Failure System (a new miniaturized, wireless monitoring sensor that is implanted in

patients to manage heart failure), the availability of the WATCHMAN™ implant for patients with a heart condition known as non-valvular AFib . The St-Elevation Myocardial (STEMI) Receiving Center treated 54 patients in Fiscal Year 2020, with a median door-to-balloon time of 65 minutes (a key performance quality metric in the treatment of heart attacks), lower than the American Heart Association's recommended time of 90 minutes for best outcomes.

- In Fiscal Year 2020, free meetings were held for Stroke Survivor Support Group (served 100 persons in two in-person and four virtual meetings), Stroke Survivor Aphasia Speech Group (served 35 persons in weekly Friday meetings in January and February). A Senior Exercise Class held twice a week in January through mid-March – led by physical therapists – assisted 178 persons in Fiscal Year 2020.
- Supplemental information on heart disease and stroke is also available on the hospital website. This information addresses many different aspects of these health conditions, including risk factors, heart disease in women, diet, herbs and alternative medicine, smoking cessation, and other heart resources.
- Huntington Hospital Community Outreach reviewed available literature regarding targeted outreach – at barbershops – to African American men. Though further activities were on hold due to COVID closures, outreach to the black community was increased by growing relationships with NAACP and Harambee Ministries. Moving forward, outreach is also anticipated to include providing COVID-19 vaccinations in coordination with these organizations.
- To address the needs of adults with Type 2 diabetes, Huntington Hospital initiated a Diabetes Empowerment and Education Program (D.E.E.P.) and a diabetes management support group. In 2020, a six-week series was offered in Spanish for individuals with diabetes or prediabetes (at Pasadena Unified School District Family Center) as well as two sessions of a diabetes monthly support group, held at Huntington Hospital campus (served 11 persons). The program intends to continue to work with community partners, the hospital's diabetes resource team and diabetes specialists, dietitians, pharmacy and social workers to assist patients in their self-management of diabetes.
- In Fiscal Year 2020, representatives from Huntington Hospital worked with member organizations in the Health Consortium of Greater San Gabriel Valley for a grant submission – Food for All San Gabriel Valley Initiative – to UniHealth Foundation (which has just been

funded in 2021). The goals are to introduce food insecurity screening with patients at regional nonprofit hospitals and use access to the Unite Us social determinants of health platform to help connect at-risk patients with patient navigators who are located at food agency partners (Project Angel Food and Seeds of Hope).

- To enhance the care of oncology patients, Huntington Hospital's cancer navigators (nurses, dietitians, social workers) helped coordinate the many aspects of care for patients, provided information for patients and their families, and helped patients navigate the often complex system, from appointment scheduling to insurance coverage, to complementary therapies. In Fiscal Year 2020, cancer navigators served 1,117 patients with various cancer diagnoses.
- Huntington Hospital Cancer Center offered education and support groups helping patients and their families cope with their diseases. In Fiscal Year 2020, these offerings included: lung cancer (offered second and fourth Wednesdays of 12 months, due to popularity of virtual meetings) and prostate cancer (offered first Thursday of eight months, including in-person and virtual formats).
- At the Constance G. Zahorik Appearance Center at Huntington Hospital, a licensed cosmetologist helped clients manage the cosmetic side effects of cancer treatment, including the use of wigs, makeup, scarves and hats, and sun protective clothing; referrals for breast prosthesis and bra fittings were also provided. In January through mid-March 2020, 73 persons were served at the Appearance Center.

Health Education, Training and Research

Programs and Services Offered:

- In Fiscal Year 2020, Huntington Hospital continued to collaborate in the education and training of general surgery and internal medicine residents, pharmacy interns and residents, other health care professionals such as nurses, technicians, physical and occupational therapists, respiratory therapy practitioners, and social workers. See **Appendix B** for a listing of schools affiliated with Huntington Hospital. Among the highlights in Fiscal Year 2020:
 - 26 internal medicine residents completed various aspects of a three-year training program
 - 17 general surgery residents completed various aspects of a five-year training program
 - 4 pharmacy residents completed various aspects of a one-year postgraduate program
 - 17 pharmacy interns
 - 21 clinical pharmacy students (six-week advanced rotation program)
 - 666 nursing students
 - 31 paramedic interns
 - 17 physical therapy and speech language pathology interns
 - 10 MSW social work interns
 - 4 echocardiography technology interns
 - 4 occupational therapy interns
 - 4 radiology technology interns
 - 2 dietetic interns
 - 2 clinical laboratory scientist interns
- In Fiscal Year 2020, Huntington Hospital Evidence-based Practice/Nursing Research Council sponsored its second Annual Nursing Research Conference titled *Improving Care Delivery* on March 6, 2020 at The California Endowment Center, in Los Angeles. The conference disseminated science-based knowledge through collegial exchange and explored approaches to research in nursing, evidence-based practice, quality improvement, and innovation. The conference served 170 persons – including direct care RNs, nurse managers, educators, clinical nurse specialists, nurse scientists – from Huntington Hospital as well as hospitals and healthcare organizations, colleges and universities in the Southern California area.

- As a hospital base station for the region, nurses with experience in emergency medicine and a special certification in advanced mobile intensive care worked closely with paramedics in the field, helping make it possible for patients with serious medical needs to begin receiving care even before arriving at the hospital. Throughout the year, Emergency Department staff provided four continuing education classes – via Zoom – for emergency medical technicians, paramedics and mobile intensive care nurses from the adjacent areas of Pasadena, South Pasadena and San Marino as well as throughout Los Angeles County; one of these sessions was requested in response to the March Burbank fire. In addition, 31 paramedic interns completed required paramedic clinical rotations in the hospital Emergency Department, learning paramedic assessments and skills.
- Through partnerships with Blair Health Careers Academy and Pasadena Unified School District Center for Independent Study, Medical Arts Program, Huntington Hospital continued to support the program (though no high school students interned at the hospital due to COVID-19 school closures). The Health Careers Academy prepares students for advanced careers in the physical and mental health fields through a four-year course of study ending in a 180-hour internship which provides hands-on training in patient skill areas, specialized topics such as medical terminology, knowledge of health care issues and the health care delivery system, and career planning. A representative from Huntington Hospital attended six Health Career Advisory Board meetings (in February, March, May, July, November and December).
- Huntington Hospital's Center for Health Evidence provided reference, database and internet searching, document delivery and inter-library loans, access to references and point of care from mobile devices and desktop computers, and the assistance of professional librarians for employees, medical staff, patients, and hospital visitors. Huntington Hospital's Community Health Library professional librarians and trained volunteers provided assistance to the community by offering approximately consumer health related books, electronic books/reports, consumer health newsletters and journals, and online videos for patients and their families and Huntington Hospital staff.

Section 6: Economic Value of Community Benefits

In Fiscal Year 2020, the economic value of community benefits provided by Huntington Hospital is estimated at **\$135,181,987** (economic value includes Medicare Program Shortfall of \$42,707,200).

Table 6.1 summarizes the unreimbursed costs of these community benefits according to the framework specifically identified by Senate Bill 697:

- Medical care services
- Other benefits for vulnerable populations
- Other benefits for the broader community
- Health research, education, and training programs

**Table 6.1: Estimated Economic Value of Community Benefits Provided by Huntington Hospital
Fiscal Year 2020**

Senate Bill 697 Category	Programs and Services Included	Unreimbursed Cost¹
Medical Care Services	Medi-Cal Program Shortfall ²	\$48,065,300
	Medicare Program Shortfall ²	\$42,707,200
	Charity Care ³	\$2,570,400
	Other Direct Services: Palliative Care Program and Health Navigation ⁴	\$1,945,263
Other Benefits for Vulnerable Populations	Senior Care Network Services, Huntington Ambulatory Care Center, Community Outreach Services, Huntington Hospital Community Asthma Program, Assistance to Patients Needing Resources, Medi-Cal Eligibility Worker, and Donations to Non-Profit Organizations Serving the Needy	\$4,381,243
Other Benefits for the Broader Community	Health Information Exchange, Health Information and Education/COVID-19, Health Screenings, Nurse Navigators, Support Groups, Physician Referral Services, and Donations to Non-Profit Organizations Serving the Broader Community	\$5,443,207
Health Research, Education, and Training Programs	Education and Training of Health Care Professionals and Students, Graduate Medical Education Program, Clinical Research Program, Center for Health Evidence, and Donations to Non-Profit Organizations for Health Research, Education and Training Programs	\$30,069,374
-	SUBTOTAL, EXCLUDING MEDICARE SHORTFALL	\$92,474,787
-	GRAND TOTAL	\$135,181,987

¹ Unreimbursed costs for the Senate Bill 697 categories - other benefits for vulnerable populations, other benefits for the broader community and health research, education and training programs - may include an hourly rate for labor (plus benefits), other expenses such as purchased services, food, supplies, other direct expenses and rooms.

² Medical care services provided to Medi-Cal and Medicare beneficiaries result in shortfalls for the hospital. The method for determining these shortfalls is based on actual costs as calculated by a cost accounting system. The costs are subtracted from the payments received from Medi-Cal or Medicare.

³ Costs are also calculated by a cost accounting system. Actual cost is subtracted from any payments received from either public or private insurance payors or patients.

⁴ Other direct services costs based on expenses associated with the activity including some hospital standard indirect expenses.

Appendix A: Community Collaborations

Huntington Hospital collaborated with the following community organizations and agencies in Fiscal Year 2020. Organizations are listed alphabetically.

- Adelante Youth Alliance
- Altadena Guild
- Altadena Senior Center
- Alzheimer's Association
- American Cancer Society
- American Diabetes Association
- American Heart Association
- American Red Cross
- American Stroke Association
- Association of California Nurse Leaders
- Blair High School Health Careers Academy
- Calvary Bargain Center
- Cancer Support Community
- CAUSE
- ChapCare
- City of Pasadena
- Chinese Christian Herald Crusades
- City of Hope National Medical Center
- Club 21 Learning and Resource Center
- Community Center of La Canada Flintridge
- Community Services Resource
- Community Women Vital Voice
- Convalescent Aid Society
- Crowell Library
- Ecumenical Council of Pasadena Area Congregations
- First Church of the Nazarene (PazNaz)

- First Presbyterian Church
- Five Acres Residential Treatment Center
- Flintridge Center
- Flintridge La Canada Guild
- Foothill Unity Center
- Friends In Deed
- Health Impact
- Heluna Health
- Holliston Methodist Church (Dream Church)
- Healthy Pasadena
- Heritage Clinic
- Holy Family Church
- Housing Works
- Huntington Health Physicians
- Huntington Medical Research Institute
- Jackie Robinson Community Center
- Jericho Road Pasadena
- Justice in Aging
- Jet Propulsion Laboratory (JPL)
- KKLA – FM
- Kidspace Children's Museum
- Leadership Pasadena
- Light of Love Mission Church
- Los Angeles County Arboretum and Botanic Garden Foundation
- MAPS (Mission to Assist and Provide for Seniors) Charities
- Monte Vista Grove Homes
- NAACP – Pasadena Branch
- National Association of Neonatal Nurses
- National Charity League
- Order of Malta

- Organization for Healthcare Educators
- Pacific Clinics
- PALS for Health
- Partners in Care Foundation
- Pasadena Chamber of Commerce and Civic Association
- Pasadena Community Foundation
- Pasadena Community Urgent Care Pasadena Farmers' Market
- Pasadena Educational Foundation
- Pasadena Farmers' Market
- Pasadena Fire Department
- Pasadena Jewish Temple and Center
- Pasadena Parks and Recreation
- Pasadena Police Department
- Pasadena Presbyterian Church
- Pasadena Public Health Department
- Pasadena Public Libraries
- Pasadena Respiratory Health Foundation
- Pasadena Senior Center
- Pasadena Unified School District (various locations)
- Pasadena Village
- Phil Simon Tanzania Project
- Pilgrim Towers
- Planned Parenthood of Pasadena
- Professional Child Development Association (PCDA)
- Regency Park
- Ronald McDonald House – Pasadena
- Rose Bowl Aquatics Center
- Rose Bowl Booster Club
- Rotary Club of Sierra Madre
- Rotary International – Pasadena Rotary Club

- Sacred Heart Catholic Church
- Saint Barnabas Senior Center of Los Angeles
- Salvation Army
- San Gabriel Valley End-of-Life Care Coalition
- San Gabriel Valley Pride Inc.
- San Marino Guild
- San Marino Motor Classic
- Sheriff's Support Group
- South Pasadena Senior Center
- South Pasadena San Marino YMCA
- Southern California Public Radio
- St. Barnabas Senior Center of Los Angeles
- St. Elizabeth Catholic Church
- Union Station
- Urban Land Institute
- USC Family Caregiver Support
- Villa Esperanza Services
- Villa Parke Community Center
- Westminster Presbyterian Church
- Yoga House
- Young and Healthy
- YWCA – Pasadena-Foothill Valley

Appendix B: Educational Affiliations

Huntington Hospital partnered with the following educational entities for education and training of health care professionals in Fiscal Year 2020. Organizations are listed in alphabetical order.

- Alliant International University – Los Angeles
- American Career College
- Azusa Pacific University
- California State University – Dominguez Hills
- California State University – Fullerton
- California State University – Long Beach
- California State University – Los Angeles
- Capella University
- Cerritos College
- Chamberlain University
- Chapman University
- Citrus College
- Concordia University – Irvine
- Eastern New Mexico University
- El Camino College
- Glendale Community College
- Grand Canyon University
- Institute of Health Sciences
- Laboure College
- Loma Linda University
- Maryville University
- Mount San Antonio College
- Mount St. Mary's University
- Mt. San Antonio College
- National Institute of First Assisting, Inc.
- Pasadena City College

- Platt College, Los Angeles LLC – Riverside Campus
- Premiere Career College
- Saint Xavier University
- San Diego State University
- San Joaquin Valley College
- San Jose State University
- South-West College of Medical and Dental Assistants and Practical Nurses
- Touro University Nevada
- University of California – Los Angeles (UCLA)
- UCLA Center for Prehospital Care
- UCLA Extension
- UCLA Luskin School of Public Affairs
- UCLA School of Nursing
- University of California – San Diego
- University of San Francisco
- University of Southern California (USC)
- Vanguard University
- Walden University
- WEB WOC Nursing Education Program
- West Coast Ultrasound Institute
- West Coast University
- Western Governors University
- Western University of Health Sciences
- Wilkes University