



Community Benefits Report

**Annual Report and Implementation Plan for Community Benefits
Casa Colina Hospital and Centers for Healthcare
Fiscal Year 2021 (April 1, 2020 – March 31, 2021)**

Submitted to:
Office of Statewide Health Planning and Development
Healthcare Information Division
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Accounting and Reporting Systems Section
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About Casa Colina Hospital and Centers for Healthcare

History

Casa Colina Hospital and Centers for Healthcare is a nonprofit, freestanding, community-governed organization based in Pomona, California. Founded in 1936, Casa Colina's original focus was on treatment for children recovering from polio and other disabling diseases. In the decades that followed, Casa Colina has expanded its continuum of care to include a state-of-the-art hospital, residential rehabilitation and long-term care beds, as well as a broad range of outpatient services that includes physician specialty clinics, physical therapy, occupational therapy, speech therapy, neuropsychology, diagnostic imaging, children's services, and an outdoor recreation program for people with illnesses and disabilities. Casa Colina's 85-year legacy of hope and healing has helped tens of thousands with disabilities to maximize their health and independence and return to the highest-possible level of function.

Legacy of Healing

In 1936, Frances Eleanor "Mother" Smith founded Casa Colina in response to the polio outbreak. In a hacienda-style house in Chino, California, she created a place to care for children with polio and teach them how to regain their mobility, functionality, and self-esteem. In the process, Casa Colina developed groundbreaking physical therapy modalities for polio patients. After Jonas Salk developed a polio vaccine in the early 1950s, Casa Colina broadened its services to care for patients of all ages with physical injuries, illnesses, and disabilities.

Casa Colina Hospital and Centers for Healthcare has grown into a network of integrated services. The hospital operates under the corporate umbrella of Casa Colina, Inc. (CCI). The hospital provides services through its acute rehabilitation unit, medical-surgical unit, intensive care unit, surgical suites, outpatient therapy services, physician specialty clinics, satellite outpatient clinic in Azusa, and a pediatric outpatient clinic. Other Casa Colina entities extend the continuum of care and include the Transitional Living Center, long-term residential care facilities in Apple Valley and Lucerne Valley, a diagnostic imaging center, and an adaptive sports and recreation program.

Inpatient Hospital Services

Accredited by the Joint Commission, Casa Colina Hospital offers inpatient medical, surgical, and rehabilitative services. To ensure optimal treatment for every patient, Casa Colina has developed proven clinical pathways for individuals recovering from a variety of disabling neurological and orthopedic conditions. Our programs for brain injury, spinal cord injury, orthopedics, and stroke are renowned, combining innovative treatment methods with state-of-the-art equipment to achieve outcomes well above the national average.

Our specialized inpatient rehabilitation programs have earned national recognition for excellence in addressing neurological and orthopedic conditions, with a continuum of medical and rehabilitative care for patients recovering from brain injury, stroke, spinal cord injury, and orthopedic injury and disease. With experienced, multidisciplinary care teams, we are able to tailor each rehabilitation program to the unique needs of the patient.

Acute Rehabilitation Wing

Casa Colina provides inpatient rehabilitation services in a state-of-the-art, 68-bed Acute Rehabilitation Wing, treating a range of neurological and orthopedic conditions including brain injury, spinal cord injury, stroke, respiratory disorders, multiple trauma, wounds, and burns. Patient care is supervised by a physician specializing in physical medicine and rehabilitation. The Wing offers innovative technology and equipment that includes spacious, well-appointed therapy gyms, outdoor therapy gardens, hyperbaric chambers, and an assistive technology center. Each patient receives three daily hours of therapy a minimum of five days a week, as well as more than 6.5 daily hours of licensed nursing care.

Medical-Surgical Wing/ICU

Casa Colina Hospital provides a range of inpatient medical-surgical services and is home to three spacious surgical suites with the most advanced surgical technology, a multi-modality procedure room, a six-bed Intensive Care Unit, and 25 private medical-surgical telemetry beds designed for the comfort of patients and families. Here, the region's top surgeons perform highly specialized surgical procedures using robotic technology for minimally invasive surgical procedures.

Outpatient and Other Services

Casa Colina offers outpatient services to treat a variety of orthopedic and neurological conditions. Casa Colina also offers specialty programs for spine and back pain, audiology, sports medicine, adaptive driver training, exoskeleton/robotic assistive technology, lymphedema, and technology for balance and vestibular issues. Our therapists hold specialty certifications in neurology, orthopedics, pediatrics, and other specialized care.

Outpatient Center

Casa Colina's Outpatient Center offers physician-directed care to diagnose and treat a variety of injuries and illnesses. Services offered include physician specialty clinics, diagnostic imaging center, physical therapy, occupational therapy, speech language pathology, and neuropsychology/psychological services. A



variety of interdisciplinary therapy services are provided for people with functional impairments due to neurological or orthopedic injuries, surgeries, or disease. Certified hand therapy, aquatic therapy, and sports medicine services are also provided.

Children's Services Center

Casa Colina offers a variety of programs for children aged one month to 15 years with various disabilities or developmental disorders. A Pediatric Neurologist specializing in the area of Autism Spectrum Disorders provides assessments of children with cognitive and physical delays. Physical, occupational, and speech therapists and early intervention specialists offer services across seven key areas of development: gross motor skills, fine motor skills, expressive language skills, receptive language, cognitive skills, socialization, and self-help.

Azusa Center

The Casa Colina Azusa Center is a hospital-based outpatient facility treating patients with orthopedic and neurological conditions. Azusa Center offers a variety of services, including physical and occupational therapies, speech-language pathology, certified hand therapy, and sports medicine.

Physician Specialty Clinics

Casa Colina's physician specialty clinics feature an array of medical specialists in one location. From Multiple Sclerosis, Ehlers-Danlos Syndromes, and Parkinson's disease to Cardiology, Geriatrics, and Wound Care, our physicians collaborate with experienced therapy teams to treat a range of medical conditions. Our Physical Medicine & Rehabilitation (PM&R) physicians aim to enhance and restore functional ability and quality of life to people with physical impairments and disabilities. During Covid-19 our Infectious Disease (ID) physicians were critical to ensure the safety of our patients, staff, and community. Our ID specialized physicians treat acute and chronic infections of known/unknown etiologies.

Outdoor Adventures

The Outdoor Adventures program provides adaptive recreation experiences to individuals with a wide range of disabilities. This therapeutic program emphasizes ability over disability and encourages participants to experience success both physically and emotionally.



Residential Care

Accredited by the Commission on Accreditation of Rehabilitation Facilities, Casa Colina's Transitional Living Center (TLC) is a 46-bed short-term residential rehabilitation facility that offers a bridge between acute rehabilitation and home. TLC residents experience significant gains in physical and cognitive abilities through rigorous daily therapy. In addition to residential rehabilitation, the TLC offers day treatment and home and community services.

Long-term Residential Care

Casa Colina's satellite locations in Apple Valley and Lucerne Valley provide structured or semi-independent living programs to meet the unique needs of individuals with traumatic brain injury. Our Padua Village Residential Program in Claremont is home to 12 licensed beds for adults with developmental disabilities.

Research Institute

A distinction of Casa Colina is the Research Institute, which conducts translational and clinical research to measure the impact of rehabilitation treatments, identify new interventions, and improve outcomes. Casa Colina collaborates with leading scientists and researchers at academic institutions, including the California Institute of Technology, Harvard Medical School, UCLA, and USC, as well as local universities and innovative technology companies.

Awards and Recognitions

Casa Colina was the recipient of a number of awards and accolades for FY2021:

- Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) Top 27 Patient-Recommended Hospital
- Healthgrades 100 Best Hospitals for Spine Surgery
- Healthgrades Joint Replacement Excellence Award
- Healthgrades Five-Star Recipient for Spinal Fusion Surgery
- Healthgrades Pulmonary Care Excellence Award
- Healthgrades Five-Star Recipient for Back Surgery
- Healthgrades Five-Star Recipient for Treatment of Pneumonia
- Healthgrades Five-Star Recipient for Total Hip Replacement
- Healthgrades Five-Star Recipient for Total Knee Replacement
- *Inland Valley Daily Bulletin* and *San Gabriel Valley Tribune* Readers' Choice Award

Growth and Progress

Ongoing renovations in the Dr. S. Jerome & Judith D. Tamkin Outpatient Center have resulted in improved and increased treatment areas for a variety of programs and services. Casa Colina has successfully converted the Tamkin Education Rooms—which previously served as employee and community meeting space—into additional treatment areas, allowing us to accommodate a greater number of patients while maintaining social distancing during the Covid-19 pandemic.

The Inland Neurosurgery Institute (INI) expanded its practice with over 3,000 square feet of new treatment and office space to allow for the recruitment of at least one additional surgeon. Home to some of Southern California's most renowned neurosurgeons, INI provides leadership and support to Casa Colina's comprehensive Spine Program and other neurological services on campus.

In FY2021, Casa Colina completed a new residence that will house four individuals undergoing neurological recovery at our Transitional Living Center. The residence offers an increased level of semi-independent living for appropriate TLC residents to better prepare them for reintegration into home and community life. The fully furnished two-bedroom home features ADA-compliant ramps, widened doorways, and accessible bedrooms and restrooms, as well as a

new kitchen, landscaped yard with raised gardening beds, and convenient access to campus.

Along with its High Desert sister facility in Lucerne Valley, Casa Colina at Apply Valley offers respite, intermediate, and long-term care for clients with a broad range of functional abilities, helping residents develop skills of daily living, establish healthy routines, and enjoy productive, rewarding lives. This past year, Casa Colina Apple Valley added a new outdoor recreation area. Looking ahead to a post-pandemic future when residents can fully enjoy the amenities, this new recreation area will encourage social interaction at this residential care facility for individuals with traumatic or acquired brain injuries.

Hand Therapy and Lymphedema services have been moved into dedicated areas, with increased square footage for treatment and a private consultation area. The Outpatient Center is now home to dedicated space for Neuropsychology services, as well as a new Activities of Daily Living Suite, where occupational therapists work with patients on home and community activities like cooking, laundry, and vehicle operation in our driving simulator.

Mission, Vision, and Values

Mission

Optimize medical recovery and rehabilitation outcomes for all patients in a safe environment that respects their dignity, diversity, and individuality.

Vision

Leading and defining excellence in specialized medical, surgical, and rehabilitative care.

Values

Apply clinical excellence, education, and research to enhance quality of life in the communities we serve, with a commitment to compassion, collaboration, and integrity.

Governance: Board of Directors

The Board of Directors provides oversight and forward thinking, which enable Casa Colina Hospital to continue to grow in dynamic ways and evolve into one of the country's top medical and rehabilitation facilities. The Board comprises physicians, community leaders, and previous patients.

Randy Blackman, Chairman
Gary Cripe, Vice Chairman
Felice L. Loverso, PhD, President
Thomas Reh, Secretary
Stephen Graeber, Treasurer
Steve Norin, Past Chairman
Lew Disney, MD, PhD, Chief of Medical Staff

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Gerard Galipeau, Jr.
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Terrance Johnson
Linda Liau, MD, PhD, MBA
Devorah Lieberman, PhD
Nancy Nightingale
Bruce Pasqua
Jose L. Rodriguez, MD
Cathy Watrous
Kiana Webb
Daniel Wilson, MD, PhD

Caring for Our Community

Casa Colina Hospital and Centers for Healthcare has always been a place of extraordinary hope. For the thousands we serve each year, we are often the last stop on the road to recovery, providing a continuum of rehabilitation services unmatched in our region. For others needing specialized medical-surgical care, we're the first step toward a healthier life. For all our patients and families, our services offer the hope for increased independence, functionality, and vitality. It is critical that we live up to our reputation—to provide the exceptional care for which we are known, locally and nationally.

For more than 80 years, Casa Colina has honored our commitment—we will never give up on improving the quality of life for our patients. From our humble origins as a treatment center for children with polio, to our advances in acute rehabilitation, transitional care, physician clinics, and medical-surgical services, we have always been in tune with the pulse of our community. The result is our continuum of care—a multidisciplinary, physician-led model tailored to the individual.

Casa Colina's impact in the community is felt in many ways, from providing financial assistance to under or uninsured patients and offering prevention and awareness programs to keep the community healthy, to providing education and training to current and future healthcare professionals. Additionally, Casa Colina invests in the community to increase access to healthcare services and improve health.

Service Area

Historically, Casa Colina has defined the community it serves as persons with or at risk of disability. These are persons who can benefit from medical and rehabilitation interventions to prevent, remediate, or delay progression of disabling conditions and their impact on function, independence, and quality of life.

Casa Colina Hospital (CCH) is located at 255 E. Bonita Ave, Pomona, CA 91767. The service area encompasses 31 ZIP Codes representing 15 cities, in two counties (Los Angeles and San Bernardino). Casa Colina tracks ZIP Codes of origin for all patient admissions. Since the hospital attracts patients regionally and nationally, the service area was determined from the ZIP Codes that reflect a majority of patient admissions from the local geographic area. In Los Angeles County, the hospital is located in Service Planning Area (SPA) 3.

Casa Colina Hospital Service Area

Place	ZIP Code	County	Place	ZIP Code	County
Chino	91708	San Bernardino	Ontario	91764	San Bernardino
Chino	91710	San Bernardino	Pomona	91766	Los Angeles
Chino Hills	91709	San Bernardino	Pomona	91767	Los Angeles
Claremont	91711	Los Angeles	Pomona	91768	Los Angeles
Covina	91722	Los Angeles	Rancho Cucamonga	91701	San Bernardino
Covina	91723	Los Angeles	Rancho Cucamonga	91730	San Bernardino
Covina	91724	Los Angeles	Rancho Cucamonga	91737	San Bernardino
Diamond Bar	91765	Los Angeles	Rancho Cucamonga	91739	San Bernardino
Glendora	91740	Los Angeles	San Dimas	91773	Los Angeles
Glendora	91741	Los Angeles	Upland	91784	San Bernardino
La Verne	91750	Los Angeles	Upland	91786	San Bernardino
Montclair	91763	San Bernardino	Walnut	91789	Los Angeles
Ontario	91758	San Bernardino	West Covina	91790	Los Angeles
Ontario	91761	San Bernardino	West Covina	91791	Los Angeles
Ontario	91762	San Bernardino	West Covina	91792	Los Angeles
Ontario	91764	San Bernardino			

Community Snapshot

Casa Colina conducted its most recent Community Health Needs Assessment (CHNA) in 2021. The 2021 CHNA determined that the population of the Casa Colina’s service area is 1,268,987 persons. Children and youth, ages 0-19, make up 26.1% of the population; 35.2% are ages 20-44; 25.9% are ages 45-64; and 12.6% of the population are seniors, 65 years of age and older. Over half (51.1%) of the population in the service area is Hispanic or Latino, and 55.1% of the population is White/Caucasian. Asian/Pacific Islanders make up 19.8% of the population in the service area, while Blacks/African Americans are 6.5% of the population. In the service area, 48.6% of the population, over age five, speaks English only; 29.9% of the population speaks Spanish in the home; 10.7% speak an Asian/Pacific Islander language; and 3.4% speak another Indo-European language.

In the service area, 19.9% of the residents live below 150% of the federal poverty level (FPL), and 28.9% of the population are considered low income, living below 200% of FPL. The median household income for the hospital service area is \$80,803, which is higher than the median for Los Angeles County (\$68,093) and California (\$75,277). The average high school graduation rate in the service area is 83.8%, which does not meet the Healthy People 2030 objective for high school graduation (90.7%). 90.5% of the residents in the service area are insured. When adult insurance coverage in the area is examined by ZIP Code, there is a variation among communities. Upland (96.1%) has the highest rate of insurance coverage, and Pomona (79.1%) has the lowest rate of insurance coverage. However, community stakeholders noted that residents still lack health insurance. Low-income jobs may not provide health insurance, and low-income workers may lack access to healthcare. Those who do have Medi-Cal or a Covered California policy may have limited provider choices. A majority of residents (87.6%) in the service area have a source of healthcare. Community input noted the lack of available healthcare services may result in residents going to the local Emergency Department for care. Some community members do not have the necessary resources to have insurance and access a regular source of care. As a result, some put off routine care because it is unaffordable.

Community Benefit Activities to Address Priority Health Needs

Activities and Accomplishments in FY2021 (April 1, 2020 to March 31, 2021)

A community benefit service promotes health and healing and is focused on addressing the identified unmet health needs in our community. For a program or service to be considered a community benefit it must do one of the following: improve access to healthcare; enhance the health of the community; advance medical or healthcare knowledge; or reduce the burden of government or other nonprofit community efforts.

In FY2021, Casa Colina Hospital engaged in activities and programs that addressed the priority health needs identified in the 2019-2021 Implementation Strategy. Casa Colina has committed to community benefit efforts that address access to healthcare/preventive practices, chronic diseases, disabilities, overweight and obesity, and senior health. Due to Covid-19, some of our annually supported programs and events were postponed or cancelled. Other programs were transferred from in-person events to virtual meetings to allow for social distancing. Activities and programs that highlight Casa Colina's commitment to the community are detailed below.

1. Access to Care/Preventive Practices

Access to care is a key determinant of health that provides preventive measures and disease management, reducing the likelihood of hospitalizations and emergency room admissions. Routine healthcare includes screenings, check-ups, and counseling to prevent illness, disease, or other health problems. Individuals who receive services in a timely manner have a greater opportunity to prevent or detect disease during earlier, treatable stages. Access to care also includes insurance coverage, physician access and availability, and affordability of specialty health services.

Response to Need

Casa Colina recruited and hired specialized physicians who are renowned in the field of PM&R, neurology/neurosurgery, orthopedics, and podiatry. These advanced practitioners were identified to be the best fit to serve our diverse community. Casa Colina provided financial assistance for uninsured/underinsured and low-income residents. Following our Financial Assistance Policy, the hospital provided discounted and free healthcare to qualified individuals. To address healthcare access issues, the hospital also offered information and enrollment assistance in low-cost insurance programs. The dollar amount of charity care provided for FY2021 through the hospital was \$329,601. Additional financial assistance was provided in the amount of \$176,380 to other Casa Colina entities.

Casa Colina provided community health education support groups and programs focusing on new medical advancements in the reduction of pain and tension, injury prevention, and other training and education for persons with disabling conditions such as arthritis, osteoporosis, joint, replacement, Fibromyalgia, ALS, Ehlers-Danlos Syndrome, and Parkinson's disease. During FY2021, Casa Colina successfully provided the following community based clinical services and professional lectures:

- 174 individuals from our community and medical professionals participated in 32 virtual community educational sessions and support groups. The educational sessions focused on varying topics related to disability prevention, disease treatment topics, and family support for children with disabilities. This included support groups on Acquired Brain Injury/Caregiver Support Group, Stroke, Spinal Cord Injury, Fibromyalgia, and more.
- Casa Colina provided 5 virtual workshops with our physicians that had over 1,500 views on YouTube and FaceBook. Topics included wheelchair safety, and spine-related conditions.
- Casa Colina provided flu shots to 797 community residents.
- Licensed audiologists certified by the American Speech & Hearing Association conducted free hearing screenings and hearing aid fitting for 137 individuals.

- Casa Colina partnered with community organizations and attended conferences to provide presentations and educational sessions through virtual platforms. Casa Colina provided health information and access to resources for more than 1,000 persons.
- Casa Colina researchers and clinical staff provided education through virtual lectures during conferences (e.g., American Congress of Rehabilitation Medicine, American Medical Rehabilitation Providers Association), and other virtual presentations with USC and UCLA to more than 1,000 participants. This included training in clinical examination, decision-making, and treatment skills. Casa Colina clinicians gave presentations via Zoom on treatment of diagnosis and best practices.

To improve quality of care and services, Casa Colina virtually convened the Patient & Family Advocacy Council (PFAC). The PFAC seeks to create a culture of transparency and partnership, where former patients and their loved ones feel empowered to influence their medical care in a meaningful way. By sharing their stories and collaborating with stakeholders from all levels of Casa Colina’s medical and rehabilitation systems, the PFAC incorporates a wide variety of patient voices, seeking members from different ethnic, cultural, and economic backgrounds to better reflect Casa Colina’s diverse patient population.

2. Chronic Diseases

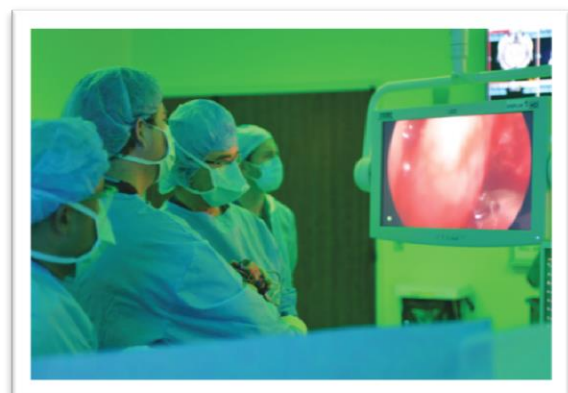
Chronic diseases are long-term medical conditions that tend to progressively worsen overtime. Chronic diseases such as cancer, heart disease, and diabetes are major causes of disability and death. Chronic diseases are also the major causes of premature adult deaths.

Response to Need

Casa Colina supported health care providers and allied health professionals from across the nation to obtain training in the care of patients with disabilities and chronic diseases. This was accomplished by offering professional educational programs for physicians, nurses, occupational and physical therapy, speech-language pathology and neuropsychology. Advanced residency training was offered in physical medicine and rehabilitation, physical therapy and occupational therapy.

Physician Education

The PM&R Residency Program is associated with the OPTI-West Medical Education Consortium. The PM&R Residency Program offered training experiences to nine residents in the latest rehabilitation therapies and technologies.



PM&R Residents worked with attending faculty members from Casa Colina's medical staff in treating patients. Attending physicians participating in residency training are board-certified in Physical Medicine & Rehabilitation. Board-certified physicians in other medical disciplines and rehabilitation-related healthcare professionals provided additional teaching and training to PM&R residents.

- The Physical Medicine & Rehabilitation (PM&R) Residency Program is comprised of 9 residents and is a three-year comprehensive, structured training and educational program.

Nursing Education

The hospital served as a training and precept training site for nursing students from area colleges and universities.

- The Nursing Education Program had a total of 7 participants (5 nursing student preceptors and 2 nursing student rotations) with a total of 570 hours.

Physical Therapy Residency and Student Programs

Casa Colina's Physical Therapy Residency Programs in Orthopedics and Neurology provided advanced knowledge and skill in a focused clinical environment. Credentialed by the American Physical Therapy Association (APTA), coursework is designed to accelerate a therapist's professional development while allowing them to achieve clinical excellence in all aspects of patient care. Upon completion of the program, clinicians are eligible to apply for the certified specialty examination offered by the APTA.

- The Physical Therapy and Physical Therapy Assistant (PT/PTA) internship/precept program had a total of 27 students (14 PT and 13 PTA students) for 5,260 combined total hours.
- The Physical Therapy Fellows program had a total of 2 full-time fellows for 4,160 combined hours.

Occupational Therapy Physical Rehabilitation Fellowship and Student Training Programs

Casa Colina's Occupational Therapy Physical Rehabilitation Fellowship Program provided advanced knowledge and skill in a focused clinical environment. The coursework offered training in clinical examination, decision-making, and treatment skills. This program is also designed to accelerate a therapist's professional development and help them achieve clinical excellence in all aspects of patient care. Rotations were completed for inpatient rehabilitation, transitional living, and outpatient neurology. Upon completion of the program, clinicians can apply for the board certification offered by the American Occupational Therapy Association (AOTA) in Physical Rehabilitation in three years (versus five years).

- Occupational Therapy and Certified Occupational Therapy Assistant (OT/COTA) mentoring/precept program had a total of 26 students (18 OT and 8 COTA students) with a combined total of 9,070 hours.
- The Occupational Therapy Fellows program had a total of 1 full-time fellow for 2,080 total hours.

Neuropsychology

Casa Colina's Department of Neuropsychology and Psychology is integrated into interdisciplinary treatment teams across our continuum of care.

- Neuropsychology/Psychology externships had a total of 8 doctoral students with a total of 6,400 hours for all students.

Speech-Language Pathology

Casa Colina's Speech-Language Pathology training program helps students through integrating and applying theoretical knowledge gained in academic training to real world cases. The program focuses on developing and refining clinical skills consistent with the defined scope of practice.

- Casa Colina provided internships/precept training for three Speech-Language Pathology students.

Community Support Groups

- Casa Colina also provided virtual support groups and reached over 150 persons providing emotional support and important educational information for individuals, their families, and caregivers. Support groups for chronic disease included ALS, Ehlers-Danlos Syndrome, fibromyalgia, and support for caregivers.
- Health professionals conducted virtual presentations and trainings throughout the region, including a lecture on Sensory Processing and Strategies.

New Community Programs

Limb Preservation Program: Individuals with uncontrolled diabetes often delay medical care and over time develop foot ulcers and wounds, leading to increased risk of lower-limb amputation. As with most health disparities, the problem is more prevalent in underserved communities, including Eastern Los Angeles County. In response to this problem, and in partnership with Dr. David Armstrong of the USC Keck School of Medicine, Casa Colina is developing a new Limb Preservation Program in 2021. Combining Dr. Armstrong's podiatry and surgical expertise and Casa Colina's broad continuum of medical-surgical and rehabilitative services, the partnership creates a collaborative care model that brings providers together to reduce lower-limb amputations caused by diabetes and vascular disease. The program will

provide a team of surgical experts, local medical providers, an on-site podiatric surgical fellow, wound care specialists, and other community stakeholders. It also features a health literacy component designed to increase awareness about diabetic foot care among at-risk patients and community physicians. The overarching goal of the program is to prevent the continuation and prevalence of diseases that result in adverse health outcomes.

Spine Program: For decades, Casa Colina Hospital has been at the forefront of treating back and spine-related conditions. In January 2021, Casa Colina launched its comprehensive Spine Program, which takes a conservative, minimally invasive approach to treating back, neck, and other spine-related pain. The program is a collaboration of multidisciplinary spine experts, including physiatrists, licensed physical therapists, pain management specialists, radiologists, and the area's top neurosurgeons available through the Inland Neurosurgery Institute. Using state-of-the-art equipment and technology, our Spine Program clinicians work together to diagnose and treat injury and disease of the spine and back.

3. Disabilities

Disability may be defined as one of the following: 1) Limited activity because of physical, mental, or emotional problem(s); 2) Health problem requiring use of special equipment; or 3) Self-perception of being disabled. Community stakeholders identified a number of barriers faced by persons with disabilities who have health issues. These include transportation to services, financial burdens for ongoing care, awareness of and the ability to access community resources, living arrangements, and job opportunities.

Response to Need

Casa Colina is committed to caring for individuals with physical and neurological conditions. Casa Colina offers a comprehensive continuum of care through our Acute Rehabilitation Wing, Medical-Surgical Wing, Outpatient Center, Physician Specialty Clinics, Children's Services Center, Transitional Living Center, long-term residential care at our Apple Valley and Lucerne Valley locations, and Padua Homes, and therapeutic recreation programs.

- 742 infants, children, and teens with disabilities received specialized services and programs. These programs helped children improve their social skills and quality of life. The hospital offered support, education, and resources for families and caregivers of children with disabilities.
- Casa Colina invested in research focused on improving rehabilitation outcomes and overall functioning for individuals living with disabling conditions. In FY2021, Casa Colina in partnership with the Craig H. Neilsen Foundation started a Return-to-Work Program for individuals with spinal cord injury. To date, this program has served four individuals.

In addition, Casa Colina launched a Virtual Recreation Program for individuals with spinal cord injury to decrease social isolation and improve access to community resources. This program served 21 individuals.

4. Overweight and Obesity

Overweight and obesity refer to body weight that is greater than what is considered normal or healthy for a certain height. The World Health Organization defines overweight as a BMI (Body Mass Index) greater than or equal to 25, and obesity as a BMI greater than or equal to 30. Obesity is a proven causative factor for chronic disease and disability.

Response to Need

Casa Colina's Outdoor Adventures program empowered people with disabilities by creating opportunities through challenging and exciting outdoor activities. The community fitness program provided opportunities to participate in pool and land activities.

- Through the Transitional Living Center, Casa Colina was able to provide 11 outdoor excursions for the residents and their families through the Outdoor Adventures program.

In FY2021 Casa Colina offered independent and assisted fitness programs for continued wellness for 68 people with disabilities. Participants accessed specialized gyms and aquatic exercise programs through the community fitness program.

5. Senior Health

Older adults deal with many health challenges as they age. Casa Colina provides services to support a healthy lifestyle and help seniors improve physical and mental functioning.

Response to Need

Casa Colina Hospital provided programs focused on senior injury prevention and maintenance of physical and cognitive functioning. We also provided education sessions dedicated to senior health and support groups for seniors and their caregivers.

Subsidized Health Services

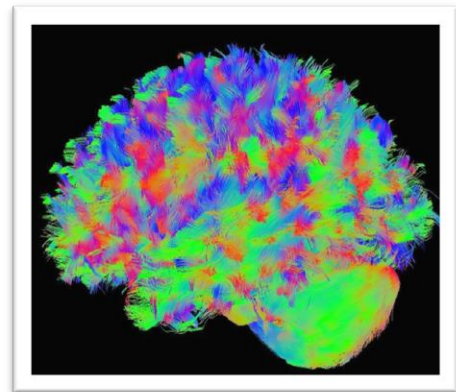
Casa Colina subsidized a range of healthcare services to patients in need. The definition for subsidized services includes clinical programs that are provided despite a financial loss and negative margins remaining after removing charity care, bad debt, and shortfalls from Medi-Cal. In addition, the services meet a community need and, if not offered, would be unavailable in the area or becomes the responsibility of the government or another nonprofit organization.

Children's Services Center

The Children's Services Center (CSC) offered programs for children from infancy to 15 years old with various disabilities or developmental disorders. During FY2021, the CSC served 742 children. A pediatric neurologist specializing in the area of autism spectrum disorders (ASD) is available to assess children with ASD. Physical, occupational, and speech therapists, as well as early intervention specialists, and a family resource specialist provided these services. Casa Colina provided subsidized care for children (infants to teens) at CSC or local schools for identification and treatment of development disabilities, orthopedic injuries, and learning disabilities. Casa Colina provided \$655,658 in subsidized care for the CSC.

Research Institute

Casa Colina Research Institute conducts clinical research studies to improve the clinical care of people with disabilities and discover new findings about disabilities. The program supports an independent research program and collaborates with many medical and academic institutions, encouraging and sponsoring research on rehabilitation techniques, efficacy of models of care, outcomes measurement, and health policy research. A total of \$352,459 was dedicated towards research expenses.



The Research Institute supports independent research, engages in multi-site research projects, serves as an incubator for young therapist-researchers and students, engages in evaluation of programs and innovations, and serves as a site for collaborative research. For FY2021, a total of 9 research studies were published in scientific peer-reviewed journals, a total of 14 research studies are underway, and 3 students rotated through Research from various universities.

The Casa Colina Research Institute undertakes studies and investigations that create generalizable knowledge focused on rehabilitation, clinical, and translational research. Data and results from the research projects are presented at national and international conferences and published in peer-reviewed journals that are available to healthcare professionals and the public. Casa Colina maintains its own federally sanctioned Institutional Review Board (IRB) to monitor and oversee the role of human subjects in research projects.

Cash and In-Kind Donations

Casa Colina has provided funds and in-kind services donated to community groups and nonprofit organizations. Casa Colina makes monetary contributions to nonprofit organizations that support community benefit efforts and address significant health needs in the community. In FY2021, Casa Colina supported nonprofit organizations with over \$50,000 in cash and in-kind donations that furthered the hospital's mission and aligned with the community health needs identified through the Community Health Needs Assessment.

Community Benefit Operations

In FY2021, community benefit operations such as the direct and indirect costs associated with assigned staff, community health needs assessments, community benefit planning, tracking, reporting, and evaluation and operations included the following:

- Community benefit staff salary, benefits, and expenses
- Administrative support for community benefits
- Data collection and completion of the Community Health Needs Assessment
- Community benefit consultants

Community Building Activities

Casa Colina participated in activities that support community assets by offering the expertise and resources of the hospital organization. These activities address the root causes of health problems or the determinants of health, such as education, homelessness, poverty, and the environment.

Economic Development

The hospital participated in many local economic development activities in the community by working with a number of organizations that assist with employment and support of individuals with disabilities. In addition to supporting economic development through a commitment of leadership and time, the hospital donated funds to support development initiatives.

Leadership Development

Casa Colina supported efforts to address social issues and community health disparities by training individuals from local nonprofits to assist those with disabilities. This included partnering with local colleges and universities to provide training on addressing the needs of transitional age youth.

Fellowship Programs

Casa Colina partnered with University of California, Los Angeles and University of Southern California to provide medical fellowships totaling \$300,355.

Advocacy

Casa Colina participates in leadership positions at a national level (e.g. American Medical Rehabilitation Providers Association). Our presence at a national level provides leadership and support to organizations, policymakers, and foundations working to change the health care system to serve and advocate for individuals with medical conditions to receive the best possible care.

Financial Summary of Community Benefits

Casa Colina Hospital’s financial summary of Community Benefits for FY2021 (April 1, 2020 to March 31, 2021) is summarized in the table below. The Hospital’s Community Benefits cost complies with Internal Revenue Service instructions for Form 990 Schedule H. Costs are based on Casa Colina’s overall cost-to-charge ratio.

Community Benefit Categories	Net Benefit
Charity Care/Financial Assistance ¹	\$329,601
Unpaid Costs of Medi-Cal ²	\$1,176,953
Education and Research ³	\$1,586,749
Other for the Broader Community ⁴	\$861,075
Total Community Benefit Provided Excluding Unpaid Costs of Medicare	\$3,954,378
Total Quantifiable Community Benefit	\$3,954,378

Due to Covid-19 restrictions, many of our community benefit activities were cancelled or provided in a limited capacity. This resulted in a decreased dollar amount of community benefits provided this year. When compared to last year, the amount of community benefits in FY 2020 was \$7,870,839 compared to \$3,954,378 for FY 2021, which is a decrease of \$3,916,461.

¹ Financial Assistance includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient’s financial situation. Financial Assistance or Charity Care does not include costs for patients who had commercial insurance, but could not afford their out-of-pocket costs.

² Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospital is reimbursed. The methodology for calculating shortfalls in Medicare and Medi-Cal is based on the Medicare allowable cost-to-charge ratio and the hospital's cost-to-charge ratio.

³ Costs related to the health professions education programs and medical research that the hospital sponsors.

⁴ Includes non-billed programs such as community health education, screenings, support groups, clinics, support services, and community benefit operations.

Community Health Needs Assessment: Summary

Casa Colina approved its most recent Community Health Needs Assessment (CHNA) in March 2021 as required by state and federal law. The CHNA is a primary tool used by Casa Colina to determine its community benefit plan, which outlines how it will give back to the community in the form of healthcare and other community services to address unmet community health needs. The assessment incorporated components of primary data collection and secondary data analysis that focused on the health and social needs of the service area.

Casa Colina conducted targeted interviews to gather information and opinions from persons who represent the broad interests of the community served by the hospital. Ten interviews were completed in December 2020 and January 2021. Leaders and/or representatives of medically underserved, low-income, and minority populations were represented in the sample, as well as local health or other departments or agencies that have current data or other information relevant to the health needs of the community. Input was obtained from the Los Angeles County Department of Public Health.

Casa Colina Hospital also conducted a survey to gather data and opinions from community residents and persons who represent the broad interests of the community served by the hospital, including: community residents; representatives from organizations that serve the medically underserved; uninsured, low-income, and minority populations; community business leaders; past Casa Colina patients; members of Casa Colina's Patient Family Advisory Council; and hospital staff. Available in an electronic format, the survey link was distributed over the course of three months (November 2020 to January 2021), and a total of 418 persons responded to the survey.

Identified Priority Health Needs

Casa Colina identified significant community health needs from secondary data using the size of the problem (relative portion of population afflicted by the problem) and the seriousness of the problem (impact at individual, family, and community levels). To determine size or seriousness of the problem, health need indicators identified in the secondary data were measured against benchmark data: specifically, county/state rates and/or Healthy People 2020 objectives. Indicators related to health that performed poorly against one or more of these benchmarks met the criterion to be considered a health need.

Based on the most recent CHNA, the following were determined to be priority health needs in Casa Colina Hospital's service area:

- Access to healthcare, including community health insurance coverage rates, sources of medical care (e.g., doctor's office, community clinic, urgent care), availability of health providers, re-hospitalization rates, and delays in care.
- Health status and Chronic disease including overall health status; senior health indicators; and rates of chronic conditions such as diabetes, heart disease, high blood pressure, cancer, and COPD.
- Overweight and obesity including community overweight and obesity rates, fast food consumption, soda and other sugary beverage consumption, access to and affordability of fresh produce, and physical activity.
- Prevention practices including children's immunization rates, flu and pneumonia vaccination rates, and primary care accessibility.

The complete CHNA report and the prioritized health needs can be accessed [here](#). We welcome feedback on the Community Health Needs Assessment and Implementation Strategy. Please contact Casa Colina's Community Benefits Coordinator at 909-596-7733, extension 2217.

Community Benefits Implementation Plan FY2022

Casa Colina Hospital continues to implement activities and programs to address the priority health needs in our service area. Given the current unprecedented situation due to Covid-19, Casa Colina anticipates some plans may be modified due to urgent community needs, and that situational restrictions may limit how we are able to support the health and well-being of at-risk individuals and families in our service area.

Significant Needs the Hospital Intends to Address

As a result of the 2021 Community Health Needs Assessment, Casa Colina chose to address the following health needs through a commitment of community benefit programs and charitable resources: access to healthcare, chronic diseases, disabilities, preventive healthcare, and senior health. This plan spans the time period of 2022 - 2024.

Health Need: Access to Healthcare/Preventive Care

Goal

Increase access to the most appropriate level of healthcare and improve community health through preventive practices.

Strategies

1. Provide financial assistance for healthcare services consistent with Casa Colina's financial assistance policy.
2. Provide free health information, screenings, and resources at community events.
3. Provide free community sports injury screening clinics.
4. Offer free audiology screenings.
5. Communicate to service area residents how to access healthcare services through established communication methods and social media.

Health Need: Chronic Diseases

Goal

Reduce the impact of chronic diseases for individuals who have short- and long-term disabilities and increase focus on prevention, education, and treatment.

Strategies

1. Provide access to specialized gyms and aquatic exercise programs through the community fitness program.
2. Provide education on pain management, disease prevention, treatment, and wellness.
3. Provide support groups for individuals with chronic diseases (arthritis, Multiple Sclerosis, Parkinson's disease, cardiovascular disease, and fibromyalgia) and their families.
4. Provide programs for pain management, injury prevention, disability awareness, technology, community resources, and specific skill acquisition for overall better health.
5. Increase the number of healthcare providers and allied health professionals who obtain training in the care of patients with chronic diseases.
6. Implement research focused on improving outcomes and overall function for individuals living with disabling conditions.

Health Need: Disabilities

Goal

Reduce the impact of disability on health and quality of life and increase the ability to live productive lives.

Strategies

1. Provide independent and assisted wellness and fitness programs for people with disabilities.
2. Provide health education focused on disability prevention and treatment topics.
3. Provide support groups for individuals with disabilities, their families, and caregivers.

4. Provide comprehensive support programs for persons with disabilities.
5. Offer a continuum of rehabilitation care, including but not limited to acute rehabilitation, long-term residential care, children's outpatient services, adult outpatient services, physician specialty clinics, and outdoor recreational services.
6. Educate and train healthcare providers and allied health professionals to focus on disability care.
7. Provide patient navigation services for individual's post-discharge with specific diagnoses (i.e., spine patients).
8. Recruit and train a compliment of medical providers to provide services for people with disabilities in one central location.
9. Advocate on a national and regional level for persons with disabilities.
10. Provide programs for kids to increase social skills and quality of life (Kids' Crew, Teen Scene, and Adventure Club).

Health Need: Senior Health

Goal

Assist seniors with mild to moderate impairments to maintain or improve their overall health and quality of life.

Strategies

1. Provide education on healthy aging, prevention, treatment, and wellness.
2. Provide support groups for seniors, their families, and caregivers (stroke, arthritis, fibromyalgia, Parkinson's disease).
3. Provide programs for injury prevention and maintaining physical and cognitive functioning (i.e., vestibular balance screening).
4. Provide seniors with opportunities for specialized fitness programs.
5. Provide specialized evaluation services (i.e., senior evaluation program that gives seniors and their family a comprehensive look at the aging process and gives recommendation for regaining function and maintaining health.)
6. Offer free audiology screening.

Needs the Hospital Will Not Address

Taking existing hospital and community resources into consideration, Casa Colina Hospital is choosing not to address overweight and obesity as identified in the CHNA. Casa Colina cannot address all the health needs present in the community, but it will concentrate on those priority health needs that it can most effectively address given its areas of focus and expertise. Casa Colina will continue to look for opportunities to address community needs and provide assistance where we can make a meaningful contribution.

Evaluation of Impact

Casa Colina Hospital will monitor and evaluate the programs and activities outlined above as they impact people with disabilities and their wellness, productivity, and physical activity. The hospital has implemented a system to track strategy implementation. The Casa Colina reporting process includes the collection and documentation of program measures and collaborative efforts to address health needs.

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