LOMA LINDA UNIVERSITY HEALTH

COMMUNITY BENEFIT ANNUAL REPORT

Fiscal Year 2024

July 1, 2023 - June 30, 2024

Loma Linda University Medical Center

Loma Linda University Children's Hospital

Loma Linda University Behavioral Medicine Center

Loma Linda University Medical Center – Murrieta

Letter From Leadership

To Our Valued San Bernardino and Riverside Community Members,

This years' Community Benefit report highlights progress during the second year of our three-year Community Health Implementation Strategy. One major theme emerges as we reflect on the initiatives of FY 2024: the principles of Micah 6:8 shine through our regional investments, internal policy reviews, and partnerships with each of you. We are called to "act justly, love mercy, and walk humbly," and this report illustrates how those principles guide our efforts to transform lives by advancing the teaching and healing ministry of Jesus Christ.

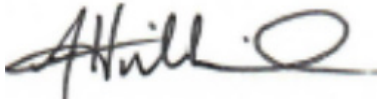
Act Justly: Justice is central to all we do both within and beyond the walls of our hospitals. This year, acting justly included providing 15 scholarships of at least $10,000 for first generation minoritized graduate students from our region facing immense obstacles in pursuing their educational dreams. It meant reviewing our Charity Care policies and practices to ensure accessible, value-based care for everyone, regardless of insurance or socioeconomic status. It also involved creating Environmental Justice strategies to reduce LLUH's carbon footprint.

Love Mercy: Loving mercy means staying relevant and responsive to community needs. This included expanding our Community Health Workers program to provide emergency housing and resource support for patients who had significant Social Determinants of Health. We also responded to emergency requests from community partners beyond the scope of our traditional investment cycle. Finally, it included pivoting from the loss of State funding to save four jobs and support efforts to address the medical debt crisis in our region.

Walk Humbly: Walking humbly means listening to and collaborating with over 30 community partners in our region that make our investments meaningful. Every dollar of the nearly $900,000 provided directly to Community Partners was to fund essential programs and services that align with our Implementation Strategy. We also remained committed to listening and breaking bread through our community garden, "Jardin de la Salud", with more than 220 gatherings designed to strengthen our connection with our community.

The initiatives described here are a snapshot of the collective impact we seek to have in our region. We are honored to invest in and support such a beautifully diverse region committed to making the Inland Empire a healthier place to live. Together, we are building a healthier, more equitable community. We look forward to partnering with you in creating a brighter future for all who call this region home.

Richard Hart, MD, DrPH
President
Loma Linda University Health



Anthony Hilliard, MD, FACC
Chief Executive Officer
Loma Linda University Health Hospitals

Juan Carlos Belliard, PHD, MPH
Assistant Vice President
LLUH Institute for Community Partnerships

Contents

Letter From Leadership 2

Executive Summary 4

Major Initiative Partners 5

About Our Health System 6

- Our History 6
- Our Community 7
- Patient Care Highlights 8
- A Centralized Community Benefit Model 9
  - Institute for Community Partnerships (ICP) 10

Our Community Investment 11

- Community Benefit Accounting Categories 11
- FY 2024 Community Investment 12

Determining Community Needs & Assets 14

- FY 2022 Community Health Needs Assessment Findings 14
- Fostering Thriving Communities: Deepening LLUH's alignment to the Vital Conditions Framework 15

Community Benefit Implementation 16

- Community Health Implementation Strategy FY 2023-2025 16

Goal 1: Improve Economic Mobility through Educational and Workforce Opportunities 17

- Cultivating Diversity: Nurturing Future Healthcare Leaders 18
- Investing in the Future: Breaking Barriers and Building Careers in Healthcare 19

Goal 2: Advance Health Equity 20

- CHW Program Expansion: Advancing Community Well-being 21
- Community Health & Education Workers: Partnering with School Districts* 24
- Growing Together: Cultivating Community at Jardín de la Salud 26
- Advancing Health Equity Through Nature: SHiNE Program* 27
- Health Equity in Action: Collaborative Efforts to Expand Medi-Cal Access* 28

Goal 3: Increase Access to Health and Wellness Resources 29

- Whole Person Care: Elevating Mental Health Awareness and Improving Access to Behavioral Health Services* 30
- Inclusive Wellness: Access for People Living with Disabilities 31
- Beyond Treatment: LLU Cancer Center's Support Services for Holistic Well-being 32
- Safety First: Community-based Injury Prevention Programs 33

Goal 4: Improve Maternal and Child Health Outcomes 34

- Building Resilience: RICA's Approach to Caring for Vulnerable Children* 35
- Help Me Grow: Building a Strong Foundation for Inland Empire Families through Early Intervention* 36

Staying Relevant & Responsive to Our Community 37

- Collective Impact: The Inland Empire's First Accountable Community for Health* 38
- Sustainable Future: LLUH's Progress in Environmental Stewardship 39

Community Partner Investments 40

Looking Forward: Community Benefit 48

- Charity Care Access: A Collaborative Approach to Support 49
- Listening to Our Community: Shaping Health Priorities Together 50

Appendix 51

- LLUH Hospitals 51
- LLUH 2023 Facts & Figures 52
- Community Benefit Accounting Definitions 53
- Institute for Community Partnerships (ICP) 54
- Community Benefit Administrative Council 55
- Loma Linda University Health Board of Trustees 56
- Loma Linda University Health Leadership 57

NOTE: Programs that include an asterisk (*) in the title are funded primarily by external grants, but may include countable costs such as staff time, non-grant funded expenses or other qualifying expenses per Community Benefit guidelines.

Executive Summary

Loma Linda University Health (LLUH) is committed to improving economic mobility, advancing health equity, increasing access to wellness resources, and improving maternal and child health outcomes in the Inland Empire. This FY 2024 Community Benefit Annual Report, on behalf of our four licensed hospitals, seeks to highlight these goals both within and beyond the walls of our hospital system. As the second year of a 3-year Community Health Implementation Strategy (FY 2023-2025), this report highlights innovative strategies for addressing complex challenges, including:

Investing in Health Career Pathways
In FY 2024, LLUH committed extensive time and resources to support underrepresented minoritized students on their path to careers in health. Our initiatives span from early exposure in middle school (*MyCampus*) to high school (*Discovery*), undergraduate studies (*Transition 2 Success*), and graduate scholarships, ensuring a continuous pathway. By engaging students early and providing support to them throughout their educational journey, we create stable workforce opportunities and foster greater diversity in healthcare.

Expansion of the Community Health Workers (CHW) Workforce
LLUH remains committed to expanding its CHW workforce. Since its inception in FY 2019, the team has grown from 3 full-time CHWs and 1 manager to 16 full-time CHWs and 2 managers. This team expansion has allowed us to serve a greater number of patients year-over-year, including a 60% increase from FY 2023 to FY 2024. The expanded team is now integrated into various units across the health system, providing services such as home visits, accompaniment, and outreach. They support patients and families affected by violence, adverse childhood experiences, HIV/AIDS, sickle cell disease, diabetes, smoking during pregnancy, and NICU families, ensuring a seamless continuum of care.

Increasing Access to Health and Wellness
In FY 2024, LLUH continued to promote and expand engaging opportunities for healthy living. *Goal4Health*, our annual youth soccer league, welcomed 314 players, focusing on local recruitment and providing affordable pricing and scholarships for low-income families. *El Jardin de la Salud* hosted over 220 community gatherings, engaged nearly 1,400 student volunteers, and served as a site for distributing fresh produce to over 12,000 families. Through *San Bernardino Healthy in Nature Equity Program (SHiNE)*, we offered 26 free nature activities to nearly 600 community participants, made possible through a partnership with the California Department of Parks and Recreation. These programs are designed to promote outdoor activity, healthy living, and community connectedness, advancing health equity for all.

Supporting Innovative Projects Within and Beyond our Hospital Walls
FY 2024 marked a pivotal year for LLUH, with the establishment of new committees to deepen our community investments and uphold the healthcare commitment to "Do No Harm." These include an Environmental Sustainability Committee dedicated to reducing emissions and waste, and a Charity Care Task Force focused on simplifying processes and improving access for eligible patients. LLUH also invested over $850,000 with 18 partner organizations in the region to support initiatives that address the Vital Conditions for Health and Well-Being.

Our FY 2024 Community Benefit report embodies our commitment to a thriving Inland Empire. It highlights stories of impactful partnerships, local investments, and an unwavering dedication to advancing regional health outcomes. Beyond narratives, it reflects our belief in transformative community collaborations addressing root causes of inequities and inspiring hope.

Major Initiative Partners in FY 2024

FIND FOOD BANK
THE DESERT'S REGIONAL FOOD BANK

SAN BERNARDINO COUNTY

Maternal Health Network
of San Bernardino County

IEHP
A Public Entity
Inland Empire Health Plan

STEP UP

COMMUNITIES LIFTING COMMUNITIES®

CJUHSD
CHAFFEY JOINT UNION HIGH SCHOOL DISTRICT

SAN BERNARDINO CITY UNIFIED SCHOOL DISTRICT
Making Hope Happen

Helping People. Changing Lives.
community Action PARTNERSHIP
AMERICA'S POVERTY FIGHTING NETWORK
Community Action Partnership of San Bernardino County

City of San Bernardino
California

Children's Fund
Giving hope for brighter tomorrows

CALIFORNIA STATE PARKS
SINCE 1864

Uplift
San Bernardino

C.O.P.E.
Congregations Organized for Prophetic Engagement

DOLLAR FOR

United Way
Inland SoCal United Way

vvfrc
VICTOR VALLEY FAMILY RESOURCE CENTER

PRACTICE
Greenhealth

CarePortal

HEALTH CAREER CONNECTION
HCC

Big Brothers Big Sisters.
OF ORANGE COUNTY & THE INLAND EMPIRE

PATH OF LIFE MINISTRIES

El Sol
NEIGHBORHOOD EDUCATIONAL CENTER

FIRST COMMUNITY CAPITAL

A GREATER HOPE

SAC HEALTH

MAKING HOPE HAPPEN FOUNDATION
UPLIFTING SAN BERNARDINO

assistance league
Temecula Valley

Benjamin E. Jones
Community Resource Center

LOMA LINDA UNIVERSITY

Our History

1905

Sanitarium Pioneer

Ellen G. White, a pioneer of the Seventh-day Adventist Church, advocates purchasing Loma Linda property as a future sanitarium. It accepts its first nursing students in 1905. The College of Medical Evangelists (CME) is incorporated in 1909.

1910

Consolidation

Loma Linda Sanitarium consolidates with CME. Temporary hospital facilities open in 1912, with Loma Linda Hospital officially opening in December 1913.

1914

CME Physicians Graduate

First physicians graduate from CME in 1914. Board authorizes purchase of Ellen G. White Memorial Hospital site. First unit of the second hospital is completed in 1924.

1929

Second Hospital

Second hospital opens for patients in 1929. Over the next three decades, the school expands educational opportunities. CME officially becomes Loma Linda University.

1964

LLUMC Groundbreaking

Groundbreaking ceremony for Loma Linda University Medical Center held in 1964. It accepts its first patients in 1967. LLUMC becomes the regional trauma center for Riverside, Inyo, Mono, and San Bernardino Counties in 1980. Loma Linda Community Hospital is purchased by LLUMC in 1982.

1987

Expansion Milestones

Outpatient Surgery Center opens in 1987. Behavioral Medicine Center opens in 1991. Loma Linda University Children's Hospital opens in 1993. LLUMC first recognized by US News and World Report as one of "America's Best Hospitals" in 1998.

2021

Vision 2020 Success

In 2014, vision 2020 is launched to construct a new LLUMC and LLUCH building to improve patient care and achieve earthquake compliance. Completed state-of-the-art hospital opens in 2021.

OUR COMMUNITY
INLAND EMPIRE

LLUH is a Level One Trauma Center and key safety-net provider for the Inland Empire. The Riverside-San Bernardino-Ontario metropolitan area is **expected to grow from 4.6 million to 7.2 million people by 2050**, which will make it one of the top 10 most populous metropolitan areas in the United States. The region currently faces severe problems with health disparities and poor health outcomes, which could be exacerbated by rapid population growth if left unaddressed. San Bernardino and Riverside Counties span over 27,000 square miles, representing more than 16% of California's total landmass. The two counties are home to some of the most diverse peoples in California, with Latinos representing a majority of the population.

Patient Care Highlights

Inpatients
57,781

Clinic Visits
1,959,699

ED Visits
171,707

Births
4,541

Hospitals
6

Employees
17,595

Medical Staff
1,287

Licensed beds
1,046

A Centralized Community Benefit Model

FOUR LICENSED HOSPITALS. ONE COMMUNITY BENEFIT IMPLEMENTATION STRATEGY.

Loma Linda University Health (LLUH) system uses a unique best-practice model for implementing community benefits in order to maximize the collective impact of our investment programs:

- Since 2012, all licensed hospitals within the LLUH system have centralized the implementation and reporting of their community benefit investments through the Institute for Community Partnerships to better align and implement their community health investments. LLUH reports programmatically at the health system level to better coordinate and enhance community benefit strategies.
- Community benefit expenditures are reported annually and separately on each licensed hospital's 990 Schedule H. They are based on the individual hospitals financials with attentive management to both the collective and individual programs, activities, and outcomes reported in the annual system community benefit report, in compliance with the ACA (2010) and California's AB 204 (2019).
- This centralized model allows the hospitals to improve the efficacy of the Community Health Implementation Strategy (CHIS) for implementing programs and collaborating with partner organizations.

Institute for Community Partnerships (ICP)

The Institute works strategically with our regional partners to better address community needs. ICP implements the LLUH-operated community benefit programs and provides the research component necessary to better target health system interventions for under-resourced community populations. ICP oversees the Office of Community Health Development to ensure strategic investments with partner organizations and coordinate the reporting of community benefit outcomes on behalf of LLUH. This model prioritizes LLUH's focus on the social determinants of health and improved access to care for vulnerable populations.

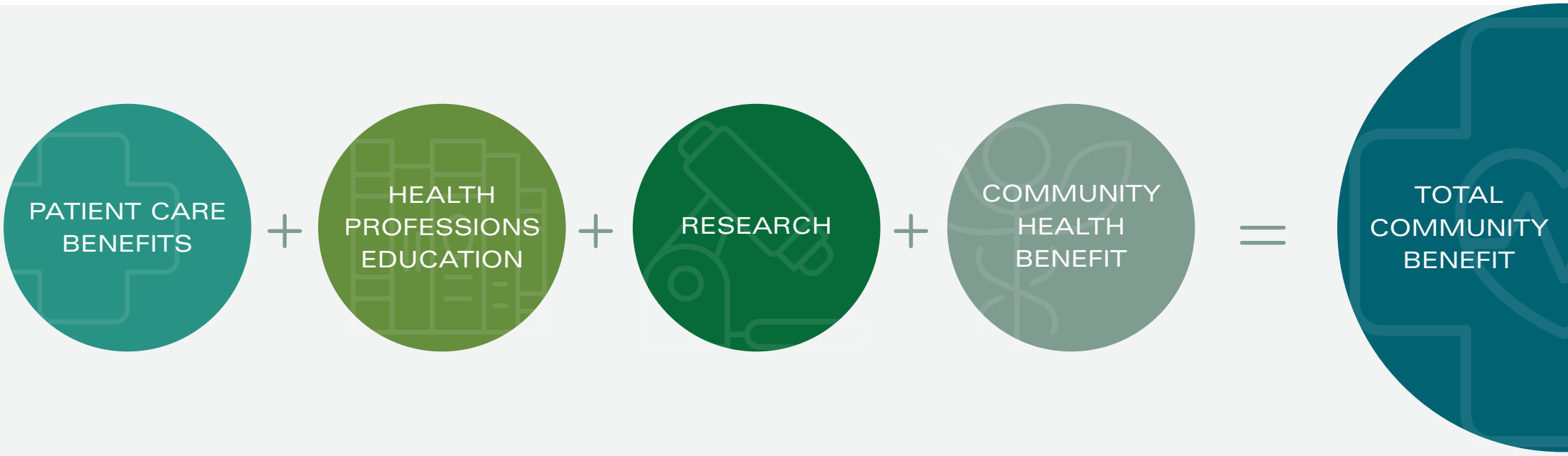
OUR MISSION

To ensure Loma Linda University Health is relevant and responsive to the community.

OUR VISION

We envision a thriving Inland Empire community where every person has a safe and healthy place to live, grow, learn and play. We do this through transformational community partnerships addressing the root causes of inequities and by inspiring future generations of health care leaders to work alongside the community and develop a lifelong love of service.

Our Community Investment



Community Benefit Accounting Categories

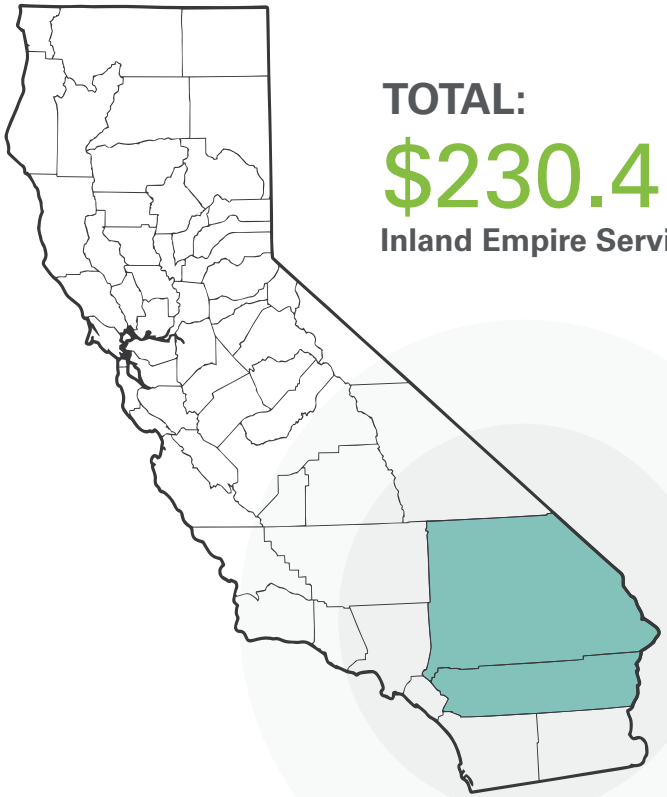
Community Benefit is reported according to four major categories subdivided into different types of activities on each hospital's IRS Form 990, Schedule H.

Community Benefit investment dollars are also reported programmatically in this report by priority area and outcome in fulfillment of LLUH's current implementation strategy. While all expenditures are reported per fiscal year, programs and outcomes reporting may span multiple years. ICP and the hospital finance teams review all community benefit categories as well as program and operational costs to ensure cost accounting expenses incurred are reported per licensed hospital in this annual community benefit report. In addition, programs and outcomes may have offsetting grant revenue that is NOT included in the Community Health Benefit financials. For purposes of Community Benefit reporting, ICP has only reported its cost above the grant in its hospital Community Benefit dollars.

NOTE: *Programs that include an asterisk (*) in the title are funded primarily by external grants, but may include countable costs such as staff time, non-grant funded expenses or other qualifying expenses per Community Benefit guidelines.*

Total Community Benefit Investment**

FISCAL YEAR JULY 1ST, 2023 - JUNE 30TH, 2024



TOTAL:

$230.41 M

Inland Empire Service Region

$136.18 M
SHORTFALLS IN MEDICAID

$3.33 M
COMMUNITY HEALTH INVESTMENT

$13.19 M
FREE, LOW-COST & SUBSIDIZED HEALTH SERVICES

$2.36 M
RESEARCH

$75.35 M
HEALTH PROFESSIONS EDUCATION

**Total Community Benefit investments are based on hospital-reviewed financial statements and are reported on each hospital's IRS Form 990, Schedule H. For full category definitions, please find a detailed description in the appendix section, "Community Benefit Accounting Definitions".

Loma Linda University Health Net Community Benefit**

Economic Value (FY 2024):
$230,409,260

Community Benefit (FY 2024)	LLUMC	LLUCH	LLUBMC***	LLUMC Murrieta	Loma Linda University Health (Four Licensed Hospitals)		
Reporting Period July 1st 2023- June 30th 2024	Net Benefit	Net Benefit	Net Benefit	Net Benefit	Expenses	Offsets	Net Benefit
Patient Care Services	**$84,405,690**	**$39,709,400**	**$371,070**	**$24,888,986**	**$995,312,472**	**($845,937,326)**	**$149,375,146**
1. Medi-Cal and Other Means Tested Government Programs	$77,194,143	$35,705,327	$100,232	$23,180,897	$982,117,925	($845,937,326)	$136,180,599
2. Financial Assistance Program/Charity Care	$7,211,547	$4,004,073	$270,838	$1,708,089	$13,194,547	$0	$13,194,547
Health Professions Education	**$52,549,711**	**$22,752,170**	**$10,643**	**$36,423**	**$166,931,913**	**($91,582,966)**	**$75,348,947**
1. Medical Residents, Fellows, Interns	$26,780,668	$16,258,315	$0	$0	$134,621,949	($91,582,966)	$43,038,983
2. Paramedical Education (Pharmacy & Chaplain Residencies) & Other	$1,856,368	$515,686	$10,643	$36,423	$2,419,120	$0	$2,419,120
3. Physician Group Equity Transfer for Medical Education	$23,912,675	$5,978,169	$0	$0	$29,890,844	$0	$29,890,844
Research (Offsets Included)	**$2,058,971**	**$299,571**	**$0**	**$0**	**$2,358,542**	**$0**	**$2,358,542**
Community Health Benefit (Offsets Included)	**$2,029,144**	**$1,220,296**	**$22,349**	**$54,836**	**$3,326,625**	**$0**	**$3,326,625**
1. Community Health Services	$810,649	$630,663	$15,629	$0	$1,456,941	$0	$1,456,941
2. Cash and In-Kind Donation	$34,000	$0	$0	$0	$34,000	$0	$34,000
3. Community-Building Activities and Programs	$947,676	$471,706	$5,376	$43,869	$1,468,627	$0	$1,468,627
4. Community Benefit Operations	$236,919	$117,927	**$1,344**	**$10,967**	$367,157	$0	$367,157
Total	**$141,043,516**	**$63,981,437**	**$404,062**	**$24,980,245**	**$1,167,929,552**	**($937,520,292)**	**$230,409,260**

**Total Community Benefit investments are based on hospital-reviewed financial statements and are reported on each hospital's IRS Form 990, Schedule H. For full category definitions, please find a detailed description in the appendix section, "Community Benefit Accounting Definitions".

*** LLUBMC was a separately licensed facility from Loma Linda University Medical Center and as of August 29, 2023, has merged to Loma Linda University Medical Center.

Determining Community Needs & Assets

Our commitment to Community Benefit begins by undertaking a comprehensive Community Health Needs Assessment (CHNA) every three years. This assessment helps LLUH identify the most pressing unmet health needs and opportunities for community members in our hospitals' service region encompassing both San Bernardino and Riverside Counties. We actively engage with public health leaders, collaborate with hospital partners, and work alongside community-based organizations throughout the CHNA process. This assessment marks the initial phase of a multiyear strategic community investment plan.

The insights derived from the CHNA process serve as our "North Star" in addressing unmet health needs and promoting health equity within the region. They play a pivotal role in shaping decisions on the optimal use of our human and financial resources to enhance community well-being. It is from this CHNA that we formulate our Community Health Implementation Strategy, which outlines the specific actions we will take to improve community health during the next three years.

FY 2022 Community Health Needs Assessment Findings

In 2022, with the support of more than 20 dedicated partner organizations, we heard and learned from nearly 1,000 unique community members. The top health challenges that emerged across the community were:

Mental Health
The stress and isolation from the pandemic have had devastating effects on nearly every community and population across the region.

Heart Disease and Diabetes
These remain leading causes of preventable death and morbidity in the Inland Empire.

Maternal and Child Health
The huge disparities in maternal and infant mortality for ethnically-diverse populations have worsened during the past few years.

Because health inequities are so deeply rooted in our social systems and structures, solutions must also extend beyond the walls of the hospital. The community identified the following factors as having the greatest potential for improving health outcomes in our region: workforce development, youth education, food security, access to healthcare, behavioral health support, safe and affordable housing, access to green spaces and community safety. LLUH's strategy focuses on improving these underlying social and environmental factors that contribute to health and well-being.

Fostering Thriving Communities

Deepening LLUH's alignment to the Vital Conditions Framework

In FY 2024, LLUH deepened its integration of the **Vital Conditions for Health and Well-being Framework** into its Community Benefit operations, programming and regional collaborations.This innovative framework identifies seven vital conditions required for individuals and communities to achieve their full potential. It has significantly shaped our efforts by helping us identify **"multi-solvers"–programs and investments that yield benefits across multiple areas.** It has also revealed gaps and blind spots, enabling us to address unmet needs and strengthen cross-sector collaboration through a shared language. These insights have informed implementation strategies, including our Community Health Investment Awards and direct programming. Throughout this report, we have included symbols to illustrate which Vital Conditions our programs and investments aim to impact.

IE Vital Conditions Network

Together for Thriving People and Places

LLUH collaborates with the **Inland Empire Vital Conditions Network**, a regional initiative dedicated to advancing equitable well-being for all residents of California's Inland Empire. As a "Network-of-Networks", this initiative unites diverse sectors to collectively address the seven Vital Conditions. By fostering shared stewardship and leveraging existing strengths, the network aims to create a future where all people and places thrive without exception. Learn more and join the network.

"THE VITAL CONDITIONS FRAMEWORK HAS BEEN A GAME-CHANGER FOR US. IT'S OPENED OUR EYES TO THE INTERCONNECTEDNESS OF OUR EFFORTS, INSPIRING US TO DREAM BIGGER AND ACT BOLDER."

***JASMINE HUTCHINSON**, COMMUNITY BENEFIT DIRECTOR, LOMA LINDA UNIVERSITY HEALTH*

Community Health Implementation Strategy FY 2023-2025

The 3-year Community Health Implementation Strategy (English and Spanish) outlines the goals, actions, and metrics for measuring outcomes and evaluating impact for each of our Community Benefit targets. These focused initiatives aim to enhance economic advancement, promote health equity, expand access to health and wellness resources, and improve maternal and child health outcomes. The strategy is designed to leverage the distinctive strengths of the hospital system, partner organizations, and the community to achieve these goals.

Improve economic mobility through educational and workforce opportunities

Advance health equity

Increase access to health and wellness resources

Improve maternal and child health outcomes

Goal 1

Improve economic mobility through educational and workforce opportunities

STRATEGY Introduce underserved middle and high school students to careers in health

FY 2024 METRICS	RESULTS
65 minoritized students participate in the 2-week Discovery program to prepare for college and explore different health professions.	**70** program graduates from **37** different high schools in the region
Host 3 My Campus sessions to expose minoritized students to health professions; reach 120 students.	**170** students participated in **3** My Campus Events + **37** in Yo Soy El Futuro
25 students in the Transition 2 Success program receive support from mentors in their health discipline of interest.	**27** pairs of mentors/mentees
90 middle school students participate in Junior High School Science Fair.	Science Fair was merged with My Campus
Organize Robotics Simulation events inspiring STEM and health careers; engage at least 30 high school students.	Postponed to FY 2025

STRATEGY Support educational and workforce opportunities for youth and adults from under-resourced communities

FY 2024 METRICS	RESULTS
Provide 50 scholarships/stipends to at-promise youth in the region to support their transition to higher education	**49** scholarships/stipends provided through 4 partner organizations
Provide 9 scholarships to underrepresented minority students who are currently pursuing higher education programs in health-related fields.	**15** scholarships awarded to students pursuing 10 different areas within health-related fields
The La Escuelita program will provide free weekly academic tutoring and music lessons to elementary age students from San Bernardino, as well as educational workshops for their parents; Children participate in 350 academic tutoring sessions and 225 music lessons annually; Parents participate in 25 educational workshops annually.	Children participated in **49** academic tutoring sessions and **44** music lessons; parents participated in educational workshops. Educational workshops merged with Parent Health Institute.
Invest in workforce development with community-based partners and government to increase outreach to marginalized and specialty populations and their access to livable wage-paying jobs.	**8** partner organizations in the region received LLUH investment focused on workforce development

Cultivating Diversity

Nurturing Future Healthcare Leaders

In FY 2024, LLUH dedicated resources to robust Pathways Programs, strategically designed to inspire underserved middle and high school students to pursue healthcare careers. This initiative not only addressed the critical need for increased representation of minoritized individuals in the field but also served as a key access, equity, and inclusion strategy. By focusing on at-promise and underestimated youth, LLUH aims to strengthen workforce development and reduce poverty in the region.

Building on this commitment, LLUH actively forged pathways to higher education for local minority and underserved youth. The Pathways Programs exposed students to various healthcare careers, providing essential resources and connections for future success. In FY 2024, LLUH proudly engaged 304 participants in its pathway programs, marking a transformative year in empowering the next generation of diverse healthcare leaders.

> ***"THERE ARE SO MANY OPPORTUNITIES IN HEALTHCARE THAT I CAN CONSIDER WHEN LOOKING INTO MY FUTURE. I ALSO LEARNED THAT COMMUNITY IS SUCH A BIG PART IN HEALTHCARE."***
>
> *- DISCOVERY 2024 PARTICIPANT*

MEANINGFUL WORK + WEALTH

LIFELONG LEARNING

Investing in the Future

Breaking Barriers and Building Careers in Healthcare

As an Academic Health System, we believe that a diverse healthcare workforce is essential to advancing health equity in the Inland Empire. Affordability remains a significant barrier for many youth in our region, especially first-generation students. To address this, we support scholarships through a two-pronged approach.

First, we invest in youth through community partners with strong ties to local schools and existing infrastructure to achieve location diversity. In FY 2024, we invested over $90,000 with four partner organizations, providing 49 scholarships and stipends to diverse undergraduate students who reflect the vibrancy of our region. Scholarship recipients were prioritized based on key equity factors such as first-generation status and significant financial barriers such as being a single parent, living in poverty, having a disability, or being a foster youth.

Second, we strengthen the pipeline to stable healthcare careers through scholarships offered in partnership with LLU schools. These scholarships target students who are rated for high financial need or cumulative borrowing. Priority is given to first-generation students, who are vetted by LLU Financial Aid, and recommended by their school deans. Additionally, each LLU school matches the funds provided by our Community Benefit efforts. In FY 2024, LLUH invested $75,000 (+ a $75,000 match – not counted as Community Benefit per IRS regulations) to award 15 scholarships across 10 academic health disciplines. Recipients included single parents, immigrants, and veterans. All students have deep roots in the Inland Empire, are actively engaged in their communities, and are dedicated to serving the region's most vulnerable populations.

MEANINGFUL WORK + WEALTH

LIFELONG LEARNING

"THIS SCHOLARSHIP HOLDS PROFOUND SIGNIFICANCE FOR BOTH MY FAMILY AND ME…AND AS A MEDICAL STUDENT, MY MISSION IS IN GIVING BACK TO MY COMMUNITY."

- LLUH COMMUNITY BENEFIT GRADUATE SCHOLARSHIP RECIPIENT

Goal 2 Advance health equity

STRATEGY Identify social determinants of health through screenings; refer those in need of social services

FY 2024 METRICS	RESULTS
Integrate Social Determinants of Health (SDOH) screening tool in EPIC across licensed hospitals.	Rolled out SDOH Screening tool in EPIC for all inpatients on November 27, 2023; **13,898** patients screened (74%).
Expand Help Me Grow Inland Empire to link more children (ages 0-8) with prevention and early intervention services.	**11,107** children screened in FY 2024 (85% increase over FY 2023); the Access Center served **2,138** unique children and families.

STRATEGY Expand Community Health Worker integration in school districts and hospital systems

FY 2024 METRICS	RESULTS
Create new full-time Community Health Worker positions with benefits; increase the number of CHW positions from 9 to 20 by FY 2025.	**16** full time CHWs are currently employed; 2 CHW Program Managers hired for program expansion.
Strengthen LLUH's hospital-based Community Health Worker program to address system barriers that lead to inequities for patients; CHWs reach 700 families.	**1,344** families served; CHWs provide short term/urgent support, long term goal setting, and behavioral health connections to patients in 8 clinical units.
Community Health and Education Workers conduct 1,000 home visits to address the social determinants of health and education for students and families.	**1,766** home visits were conducted throughout 2 school districts

STRATEGY Address food insecurity through access to healthy and affordable food options, community gardens, and safe green spaces

FY 2024 METRICS	RESULTS
Expand Jardín de la Salud in San Bernardino into a community center, fostering local engagement in educational activities for healthy lifestyles and food sovereignty.	**$24,459** investment for ongoing maintenance. Hosted **223** events and activities hosted at the community garden.
Facilitate healthy food access for local families in need; distribute 5,000 pounds of fresh produce weekly to 300 families, and provide 4,000 nonperishable food boxes annually.	Distributed more than **5,000** pounds of fresh produce weekly to an average of **325** families at **39** fresh produce weekly events in FY 2024, serving **12,675** families over the course of the fiscal year; **5,250** nonperishable food boxes distributed.

STRATEGY Increase access to health insurance for vulnerable populations

FY 2024 METRICS	RESULTS
Collaborate with regional partners to assist 840 uninsured residents with Medi-Cal enrollment; Conduct outreach to 17,500+ people.	**1,879** applications submitted **63,269** community members outreached

STRATEGY Provide outdoor opportunities to strengthen the physical, mental and emotional well-being for youth in under-resourced communities for youth living in underserved communities

FY 2024 METRICS	RESULTS
Engage 375 participants in SHiNE Program to empower youth and families through outdoor leadership education, environmental justice engagement, and access to nature.	**583** participants have attended SHiNE programming
Provide technical assistance to local school districts on partnerships for land use agreements to increase access to green spaces for community members.	Deferred land use initiative; prioritized other impactful projects.

CHW Program Expansion

Advancing Community Well-being

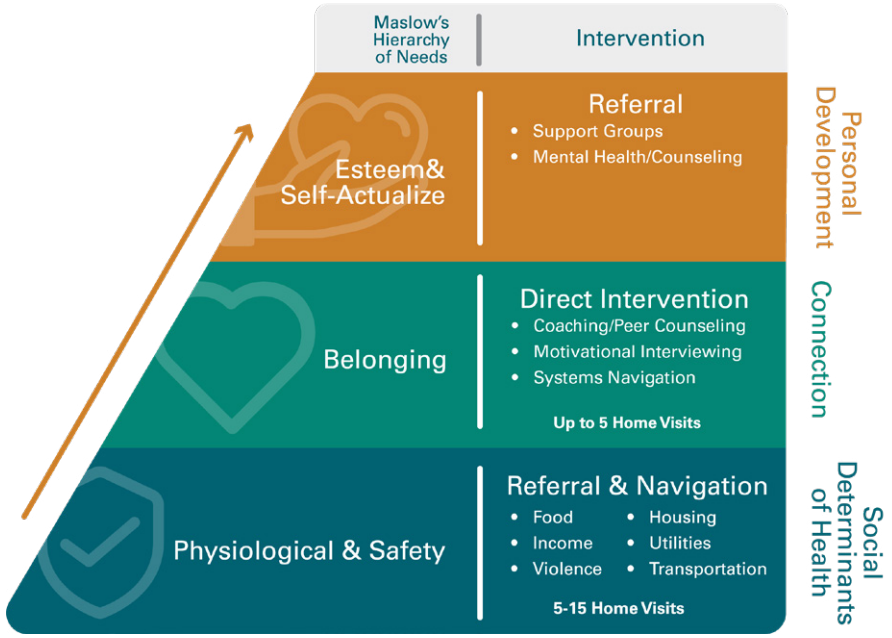
In the 2023-2025 Community Health Implementation Strategy, a pivotal initiative takes center stage—workforce development for Community Health Workers (CHWs). This strategic focus aims to expand CHW integration in school districts, hospitals, and non-profit partnerships, addressing the social determinants of health in our community population.

Integration into the Health System
Our journey began in FY 2019 with a community benefit funded pilot program featuring three CHWs strategically placed in high-risk areas. The success of this initiative led to the formalization of the CHW Integration Program through the Institute for Community Partnerships (ICP). During the past few years, ICP has developed a comprehensive support system focused on building the capacity of CHWs, enabling cross-learning opportunities, and maintaining strong connection to community supports and resources. Recognizing the critical role CHWs play, we expanded our workforce from 3 CHWs in 2020 to 16 in 2024, positioned in key areas of the hospital to support underserved communities.

CHW Interventions and Impact
While employed by us and part of clinical teams, CHWs operate in the community, acting as liaisons, mentors, and guides. They empower individuals to advocate for their health during crises. CHWs connect first with patients in the hospital to develop a relationship and build trust in the healthcare environment. Their peer-to-peer approach extends beyond the hospital walls to connect with patients, follow up on goals, refer patients to critical resources, conduct motivational interviewing, and navigate the health system post-discharge.

The CHWs focus on home visits, accompaniment, and community outreach, embodying the philosophy that "Time is the Medicine." Beyond hospital walls, they provide time-intensive interventions, addressing complex social and health system issues to help patients transition back home seamlessly. With a special focus on critical access areas, our CHWs target populations such as those in need of mental health support, victims of violent crime, at-risk infants and mothers, adults and children with diabetes, and unhoused individuals.

CHW Interventions by Patient Need



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Triple Investment: CHW Workforce Development
What sets our program apart is the triple investment – benefiting the CHWs, the patients, and the healthcare system. By creating full-time, benefitted CHW jobs, we support economic development and ensure stability for our community members. Formal employment reduces reliance on grant-based positions, enhancing income security. Hiring individuals with lived experience to be part of a hospital team enriches the clinical team expertise, patient experience, and serves as a key community benefit workforce development strategy.

Community Health Worker Team

Our CHW Integration Strategy Serves Two Important Purposes:

- CHWs are the **bridge between healthcare and the community,** connecting community members to health and social services, mental health resources and accompaniment to ensure access to these resources. The CHW team consistently goes the extra mile to ensure that patients are supported as they navigate in and out of the healthcare system.
- LLUH is **committed to creating CHW jobs with livable wages and benefits.**

In the journey towards community-centric healthcare, our CHW Program serves as a model for integrating into the health system, providing essential support, and creating sustainable change. Through this transformative initiative, we are not just treating ailments; we are nurturing resilient communities and fostering a healthier future for all.

What We Do

- Focus on social determinants of health
- Patient Navigations and Resourcing
- Motivational Interviewing and Informal Counseling
- Goal Setting
- Accompaniments and Home Visits

BASIC NEEDS FOR HEALTH + SAFTEY | HUMANE HOUSING | MEANINGFUL WORK + WEALTH | BELONGING + CIVIC MUSCLE

Community Health Worker Team

Perinatal Services

- Maternity, NICU, PICU, Smoke-Free Hope
- Healthy infant outcomes
- Patient and family experience
- Lactation promotion
- Collaboration with SB County Black Infant Health Program
- Emergency supplies

Violence Intervention Program

- Patients with gunshot wounds or stabbing
- Domestic violence or human trafficking
- Gang or group-related violence
- Identification of needs
- Outpatient follow-up

Emergency and Urgent Care Services

- Enhanced Care Management collaboration with a focus on patients that are unhoused
- Patient navigation link between ED and community
- Outpatient follow-up
- Support ED responsiveness to long term care needs
- Work with frequent ED utilizers

CHW HUB

Diabetes Treatment Center

- Multi-disciplinary support for patients with diabetes
- Wound Care Team collaboration
- Long-term care
- Focus on Latinx patients

Whole Family Care Hub

- Supporting families with Adverse Childhood Experiences
- Address social determinants of health
- Pediatric population

Clinic and Outpatient Programs

- Infectious Disease Clinic
  - Ryan White effort
- Sickle Cell Clinic

Community Health & Education Workers

Partnering with School Districts*

"[The CHEW] never gave me any type of hesitation for help. Nothing. She just said let me know what you need when you need it, and I'll pull up."

- SBCUSD parent participant

Over the last six years, the Institute for Community Partnerships (ICP) at LLUH has established teams of Community Health and Education Workers (CHEWs) in local school districts. The aim is to reach under-resourced and at-promise youth and their families. The CHEW Program operates through a community-academic partnership involving LLUH-ICP (providing technical assistance, oversight, and management), El Sol Neighborhood Educational Center (handling hiring and supervision), and school districts (serving as funders and implementation sites). The CHEWs collaborate with school systems to support families who are escalating in missed days of school through intensive home visits, resource navigation and allocation, and peer supports.

Currently, ICP has contracts with two school districts, namely San Bernardino City Unified School District and Chaffey Joint Union High School District. The organization employs twelve CHEWs working in the community, along with two supervisors, and a manager overseeing the program. They also address barriers related to the social determinants of health, including issues like food security, health insurance, and access to technology and vaccines.

ICP's contracts with local school districts provide workforce development funding for integrating CHEWs into school districts, with ICP contributing management time and infrastructure to support integration and outcomes. The goal is to expand the program to future school sites in the coming years and firmly integrate CHEWs into the fabric of the school district's workforce. The CHEWs provide continuous and crucial outreach to families of school-age children experiencing undue burdens from multiple social determinants of health risk factors and work collaboratively with our hospital-based CHWs.

Community Health & Education Workers

Risk Factors for Student Absenteeism

Family Challenges

- Single/one parent household
- Lack of transportation
- Poverty
- Food
- Housing instability

Student Behavior

- Lack of motivation
- Lack of interest in school
- Ditching
- Anger management
- Lack of sleep

Mental Health

- Low self-esteem
- Anxiety
- Depression
- Suicidal ideation

Physical Health

- Common cold/flu
- COVID-19
- Asthma
- Allergies
- Head lice

FY 2024 Impact

19,816
Total Touchpoints

1,766
Home Visits

4,052
Phone Calls

874,850
Diapers Distributed

5,250
Food Boxes Distributed

Growing Together

Cultivating Community at *Jardín de la Salud*

At *Jardín de la Salud* Community Garden, we cultivate more than crops; we foster community connections. Sprouted from a partnership between Loma Linda University and a local organization, our 1.8-acre garden dedicates half its space to community members eager to cultivate their own food across fifty-two 10x20 ft plots with water access. This year, we welcomed thirteen new families, recognizing each as a vital collaborator. Beyond food, our garden serves as a focal point for diverse community-led events, including vibrant summer BBQs and engaging children's reading circles. In total, 223 gatherings this year promoted unity and enriched experiences.

Our success stems from valuable partnerships with organizations like ICP, LLU CAPS, IEHP, Helping Hands, Community Composting for Greener Spaces Grant, Inland Empire Resource Conservation District, and Master Gardeners. Through these key partnerships, we:

- Expanded an on-site outdoor youth program, *SHiNE* (San Bernardino Healthy in Nature and Equity).
- Engaged 1,380 student volunteers from diverse LLU academic programs to actively participate in our community initiatives.
- Distributed fresh produce to an average of 325 families at 39 events, serving 12,675 families over the course of the year.
- Hired a part-time agricultural lead to grow organic produce and offer on-site guidance to garden members to build a stronger local, urban food system.
- Composted 15,600 pounds of organic waste, sequestering 14 GHG emissions for significant sustainability impact.
- Hosted bi-monthly workshops aimed at empowering our adult and youth populations with knowledge and skills in gardening, nutrition, food preservation, and sustainability practices.

THRIVING NATURAL WORLD

BASIC NEEDS FOR HEALTH + SAFTEY

MEANINGFUL WORK + WEALTH

LIFELONG LEARNING

BELONGING + CIVIC MUSCLE

Advancing Health Equity Through Nature

San Bernardino Healthy in Nature – Equity Program (SHiNE)*

Loma Linda University Health – Institute for Community Partnerships was awarded $685,021 in a multi-year (FY 2023 - 2026) grant from the California Department of Parks and Recreation. This grant is founded on the belief that all Californians deserve access to nature and the ability to enjoy the great outdoors.

Within one hour of the beach, the mountains and the desert, the Inland Empire is uniquely positioned in its ability to provide tremendous outdoor recreation to our region. The unfortunate reality, however, is that many of our local youth and families have not had the opportunity to access these amazingly beautiful natural resources. SHiNE's mission of creating change and hope for our community through nature looks to combat the barriers that inhibit our families from participating in nature, and provides completely FREE garden workshops, day trips, and overnight trips.

FY 2024 Program Highlights

- Served 583 community members
- Conducted 26 nature activities
    - 13 Garden Activities: Camping 101, Earth Day Fair, Floral Design, Kombucha Workshop, Snakes & Lizards, Sierra Club & Master Gardeners, Yoga in Nature, Fruit Tree Workshop, Springtime Garden Brunch & Art, and Teddy Bear Clinic partnering with LLUH Child Life Specialists.
    - 10 Day Trips: Local Hikes, UCR Botanical Gardens & Challenge Course, Lake Gregory Family Trip, Wolf Connection, San Diego Safari Park, Oak Glen Preserve Family Trip
    - 3 Overnight Trips: Rock Climbing in Joshua Tree National Park and Surfing at Imperial Beach

**This program is funded by the Outdoor Equity Grants Program, created through AB 209 and administered by California State Parks, Office of Grants and Local Services.*

THRIVING NATURAL WORLD | LIFELONG LEARNING | BELONGING + CIVIC MUSCLE

Health Equity in Action

Collaborative Efforts to Expand Medi-Cal Access*

Loma Linda University Health - Institute for Community Partnerships received grant funding from the San Bernardino County Transitional Assistance Department to support uninsured San Bernardino County residents to enroll in Medi-Cal.

Through the "Health for All" coalition, LLUH-ICP collaborated with key partners, including El Sol Neighborhood Educational Center, Inland SoCal United Way 211+, and Congregations Organized for Prophetic Engagement (COPE). Together, they focused on reaching diverse populations, such as those with substance use disorders, mental or physical disabilities, the unhoused, seniors, young people of color, immigrants and families of mixed immigration status, individuals with limited English proficiency, low-wage workers, and uninsured children. The goal of this program is to connect eligible community members to high-quality, affordable health coverage from Medi-Cal. This program will not continue in FY 2025 as orginally planned due to state funding cuts.

FY 2024 Program Highlights:

- Submitted 1,879 applications.
- Reached 63,269 community members.
- Assisted 13,772 clients with accessing and utilizing health care services.
- Executed a bilingual social media campaign targeting community members at risk of losing coverage.

BASIC NEEDS FOR HEALTH + SAFTEY

Goal 3

Increase access to health and wellness resources

STRATEGY Support healthy lifestyle interventions that reduce chronic diseases	
FY 2024 METRICS	**RESULTS**
At least 200 local youth participate in Goal 4 Health soccer league; at least 40% of students will participate from under-resourced neighborhoods.	**314** players participated; Out of 200 families, 64 (32%) received scholarships, and 80 (**40%**) were from under-resourced neighborhoods.
200 parents from local school districts engage in Parent Health Institute (PHI) educational workshops.	**308** adults participated in PHI programming in-person or via Zoom
The Produce Rx Program provides at least 40 educational workshops annually.	Produce RX program merged with Community Garden program. Garden program has grown and provides educational workshops to participants.
STRATEGY Increase community building and access to mental health resources	
FY 2024 METRICS	**RESULTS**
Build capacity of Community Health Workers in mental health; 90% of CHWs and CHEWs are trained in Mental Health First Aid to provide crisis response with the community.	**100%** of CHWs and CHEWs received Mental Health First Aid training
Pilot system for CHEWs to provide referrals to LLUH Resiliency Clinic.	Referral process created and implemented

Whole Person Care

Elevating Mental Health Awareness and Improving Access to Behavioral Health Services

Loma Linda University Behavioral Medicine Center (LLUBMC) offers additional services to address barriers in accessing behavioral and mental health care.

Stand Up to Stigma 5k

The Stand up to Stigma 5K walk is a unique community one-day event sponsored by LLUBMC. This event is designed to reduce the stigma of mental illness by encouraging community members to participate in the 5K. Held during May (Mental Health Awareness month), the walk creates community dialogue about mental illness to stand up to stigma. The event took place on May 19th, 2024 and drew over 600 participants who came to support and raise funds for mental health services.

EmPATH Centers*

Loma Linda University Behavioral Health was awarded $6 million in grants from California's Mental Health Services Oversight and Accountability Commission to expand emergency psychiatric care. The funding will support the creation of two EmPATH (Emergency Psychiatric Assessment, Treatment, and Healing) units—one pediatric and one adult—at Loma Linda University Medical Center and Children's Hospital. These units aim to improve access to mental health services, reduce inpatient admissions, and ease emergency department overcrowding by offering specialized behavioral health care in a calm, patient-centered environment.

The EmPATH units are designed to address delays caused by limited inpatient behavioral health beds in the Inland Empire, providing a crucial alternative for patients in crisis. Renovations to existing spaces will create a calming environment and add behavioral health professionals, ensuring patients are quickly assessed and directed to appropriate care. Construction is underway, with the units expected to become fully operational in 2026. These efforts will enhance the continuum of care and alleviate pressure on emergency departments while expanding mental health resources in the region.

BASIC NEEDS FOR HEALTH + SAFTEY = BELONGING + CIVIC MUSCLE

Inclusive Wellness

Access for People Living with Disabilities

PossAbilities is a FREE membership-based community outreach program developed by Loma Linda University Health whose goal is to provide resources and support to anyone with a permanent physical or intellectual disability and veterans. Its mission is to provide new direction and hope through physical, social, and spiritual activities by connecting our members with their peers and community. Loma Linda University Medical Center funds various events (i.e. celebrations, mixers, support groups, workshops and more) and staffing to support programmatic goals.

Benefits provided to the community by PossAbilities include:

- Social and recreational activities.
- Peer mentoring & Support groups.
- Adaptive sports & Paralympic training program.
- Discounted membership to the Drayson Center with adaptive equipment (small fee).
- Discount prescription program.
- On-campus cafeteria and snack shop discounts.
- Grant and scholarship opportunities.

BASIC NEEDS FOR HEALTH + SAFTEY = BELONGING + CIVIC MUSCLE

Beyond Treatment

LLU Cancer Center's Support Services for Holistic Well-being

Loma Linda University Cancer Center is a critical access point for specialty care in cancer services and a unique health asset in the Inland Empire, allowing community members to heal and undergo cancer treatment close to home. The Cancer Center's commitment to accessible care, unwavering support, and informative education underscores its dedication to the community's holistic health. In FY 2024, its Cancer Registry team provided 12,200 community members with comprehensive services.

1. **Cancer Outreach Events & Health Service Fairs**
2. **Celebration of Life – National Cancer Survivors Day**
   - 80 participants in FY 2024
3. **Cancer Screenings:**
   - Breast Cancer Genetic Testing (BRAC 1 & 2, Ambry Genetic Testing)
   - Lung Nodule Testing for Possible Lung Cancer
   - Mammogram Screening for Breast Imaging Reporting & Data System (BI-RADS)
4. **Cancer Support Groups (Weekly) and Cancer Therapy Education:**
   - Prostate Cancer Support Group - Educational speakers weekly
   - Women's Cancer Support Group - Open for all stages of treatment
5. **Cancer Support Services:**
   - Lebed Method of Exercise
   - Look Good Feel Better
   - Cancer Fighting Foods Cooking Demonstration

BASIC NEEDS FOR HEALTH + SAFTEY = BELONGING + CIVIC MUSCLE

Safety First

Community-based Injury Prevention Programs

As a Level I Trauma Center for the Inland Empire, LLUH cares for the most critical trauma cases, treating up to 3,000 patients each year. Beyond hospital care, we are dedicated to trauma prevention through community programs. In FY 2024, we conducted 74 unique programs that served over 5,000 community members. Programs include:

SAFE Kids – Aims to reduce childhood injuries from vehicles, sports, drownings, falls, burns, poisonings, and more. In FY 2024, 29 events served 3,590 community members, offering car seat education/fittings for different priority groups (expectant mothers, foster parents, etc.), safe sleep discussions, water safety events, and resource events.

Youth Drug and Alcohol Education – Designed to educate adults and teens about drugs, alcohol, and at-risk behaviors. This includes two key programs: the 6-week Youth Alternative Solutions Program (142 participants) and Narcan overdose awareness training (310 participants).

Senior Fall Prevention – Educates seniors on how to prevent falls. Events included visits to senior centers across the IE, events hosted at community centers, and education shared at resource fairs. Twenty programs served 322 unique participants.

Stop the Bleed – A nationally-recognized course teaching participants how to recognize life-threatening bleeding and apply techniques to control blood loss. Event sites across the Inland Empire included K-12 schools, community colleges, first responders, nonprofits, and churches. 23 programs served 736 community members.

BASIC NEEDS FOR HEALTH + SAFTEY

LIFELONG LEARNING

Goal 4

Improve maternal and child health outcomes

STRATEGY Review and identify opportunities to strengthen LLUH's policies, systems, provider training, and programming.

FY 2024 METRICS	RESULTS
Enhance support for at-risk infants and mothers in the Neonatal ICU through Community Health Workers; CHWs provide 200 families with support to address social determinants of health.	**152** families served
Expand Reach Out & Read program to serve 10% more young children annually to encourage healthy growth and early literacy.	Distributed **20,517** books at well child visits, a **59%** increase over FY 2023
Collaborate with the LLUH Health Equity Committee and School of Public Health in conducting robust qualitative assessments that improve support for mothers and infants.	Integrated into 2025 Community Health Needs Assessment

STRATEGY Participate in regional efforts to eliminate racial disparities in maternal and infant mortality.

FY 2024 METRICS	RESULTS
Collaborate with regional partners and coalitions to advance maternal and infant health equity.	Participated in Maternal Health Network of San Bernardino County; Inland Empire Perinatal Equity Community Advisory Board and Summit Planning Committee; and Hospital Association of Southern California Inland Empire Collaborative. Presented at LLUH Diversity, Equity, and Inclusion Summit.

Building Resilience

RICA's Approach to Caring for Vulnerable Children*

In May 2018, Loma Linda University Health launched the Resiliency Institute for Childhood Adversity (RICA) as its 13th institute, providing comprehensive medical and mental health services to children in California's Inland Empire affected by trauma. RICA aims to raise awareness about the essential need for long-term trauma-informed pediatric medical services in the region. Utilizing cross-disciplinary approaches, RICA offers trauma-informed education, mentoring, and scholarships to vulnerable children, along with allied health, developmental and nutritional assessments, and dental evaluations.

The thoughtfully designed space at RICA, inspired by nature, features canvases representing National Parks to instill hope. Committed to community well-being, RICA collaborates with Neurosurgeons for head trauma follow-ups, mental health screenings, and on-site therapeutic services. The facility encompasses examination rooms, therapy suites, a vaccination room, and dedicated spaces for students. RICA is dedicated to expanding its impact by building a network of care providers throughout the county for a resilient and healthier community future.

BASIC NEEDS FOR HEALTH + SAFTEY

LIFELONG LEARNING

Help Me Grow

Building a Strong Foundation for Inland Empire Families through Early Intervention*

The Help Me Grow Inland Empire (HMGIE) program is a multi-sector partnership between First 5 San Bernardino, First 5 Riverside and the Loma Linda University Children's Hospital which aims to ensure that children ages 0-5 are "kindergarten ready." 1-in-4 children are at-risk for moderate-to-severe developmental delay before age 5 making HMGIE extremely critical. As part of a state and national effort, HMGIE screens children to identify and address developmental delays that may compromise the child's ability to learn. The Help Me Grow Model is built on four key pillars:

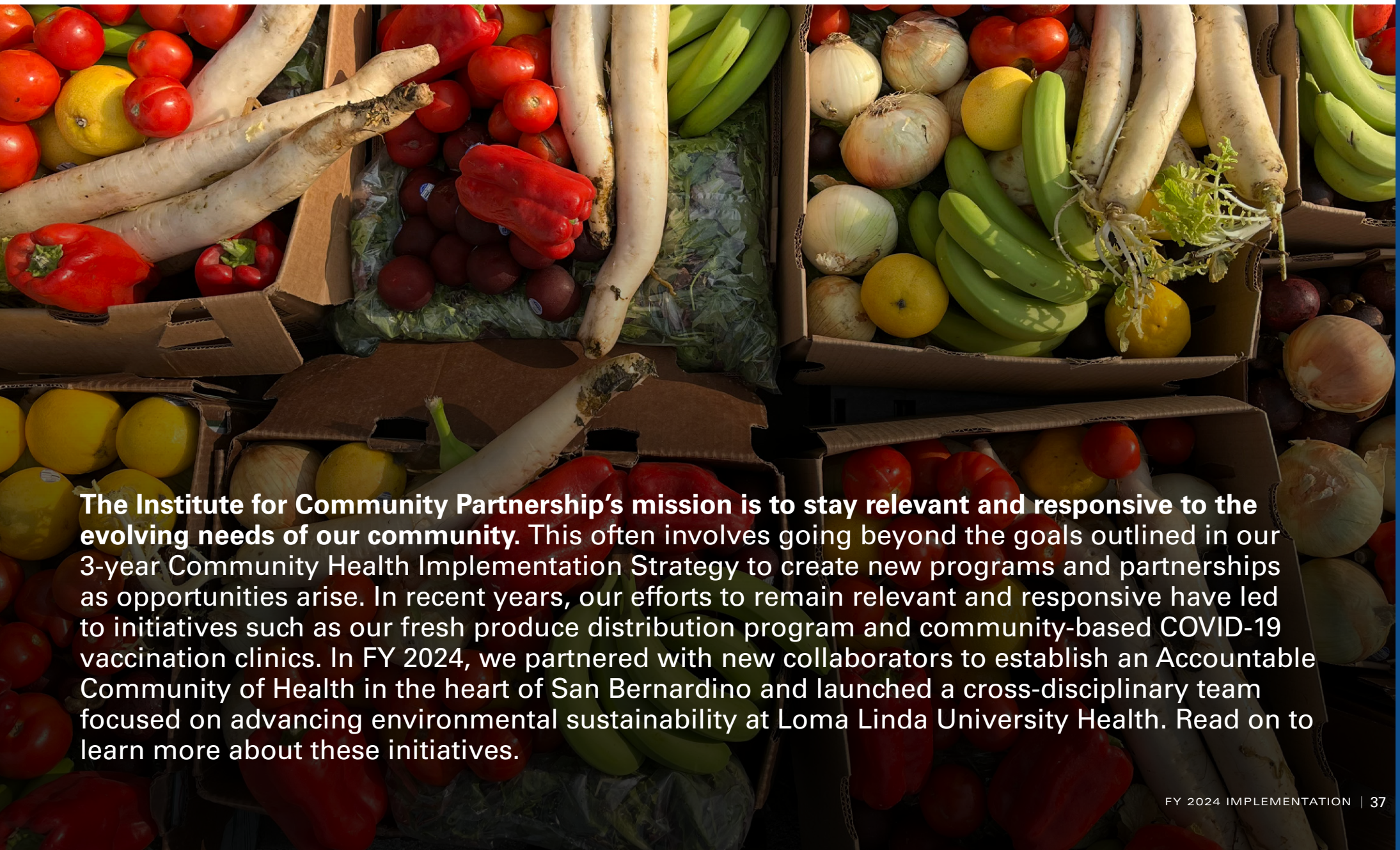
- **Developmental Screening**: Completed 11,107 screenings in FY 2024, 76% of which were for children aged 0-3.
- **Centralized Access Point:** The HMGIE Access Center served 2,138 unique children and families. It offers vital guidance on healthcare, social services, and education resources. 85% of families attained access to resources discussed at intake and 87% were Medi-Cal eligible at the time of service.
- **Education, Outreach, and Collaboration**: In Spring of 2023, HMGIE launched a community screening platform and began an early pilot enrollment of community partner sites. Current partnerships include early childhood education providers, school districts, and independent pediatric providers.
- **Data Collection and Evaluation**: In 2025, HMGIE aims to enroll 10,000 children from San Bernardino and Riverside in the platform.

Any parent or guardian of a child living in San Bernardino or Riverside County can call the HMGIE Access Center for FREE screening and support services at 1-888-464-4316.

BASIC NEEDS FOR HEALTH + SAFTEY

LIFELONG LEARNING

Staying Relevant & Responsive to Our Community



The Institute for Community Partnership's mission is to stay relevant and responsive to the evolving needs of our community. This often involves going beyond the goals outlined in our 3-year Community Health Implementation Strategy to create new programs and partnerships as opportunities arise. In recent years, our efforts to remain relevant and responsive have led to initiatives such as our fresh produce distribution program and community-based COVID-19 vaccination clinics. In FY 2024, we partnered with new collaborators to establish an Accountable Community of Health in the heart of San Bernardino and launched a cross-disciplinary team focused on advancing environmental sustainability at Loma Linda University Health. Read on to learn more about these initiatives.

Collective Impact

The Inland Empire's First Accountable Community for Health*

An Accountable Community for Health (ACH) is a community-driven initiative designed to foster lasting, transformational change in community health with a focus on health equity. ACHs provide essential infrastructure for community members and cross-sector stakeholders to collaboratively address complex health challenges, while reshaping systems to promote equity, and resilience.

Uplift San Bernardino, the Inland Empire's first ACH, was awarded a $400,000 California Accountable Communities for Health Initiative (CACHI) grant. This initiative brings together diverse partners, including Uplift San Bernardino, Making Hope Happen Foundation, Housing Authority of the County of San Bernardino (HACSB), Loma Linda University Health, St. Bernardine Medical Center, El Sol Neighborhood Educational Center, Sierra High School, and many more. The ACH is transforming Arrowhead Grove, a neighborhood in the heart of San Bernardino where 1940s public housing once stood. Plans include a new community center and over 100 units of affordable housing led by ACH partner, HACSB.

Loma Linda University Health plays a key role as a member of the ACH Steering Committee, supporting data collection efforts through a household needs assessment and geospatial analysis to inform ACH strategies. The ACH is also focused on strengthening CalAIM's Community Supports initiative, creating a wellness fund, and providing job opportunities to support sustainable, long-term transformation in the community.

THRIVING NATURAL WORLD

BASIC NEEDS FOR HEALTH + SAFTEY

HUMANE HOUSING

MEANINGFUL WORK + WEALTH

LIFELONG LEARNING

BELONGING + CIVIC MUSCLE

RELIABLE TRANSPORTATION

CALIFORNIA ACCOUNTABLE COMMUNITIES FOR HEALTH INITIATIVE
CACHI
...The Next Generation of Health System Transformation

Uplift San Bernardino ACH is leading the transformation of Arrowhead Grove with a focus on health equity, community-driven change, and sustainable neighborhood revitalization.

Sustainable Future

LLUH's Progress in Environmental Stewardship

Loma Linda University Health (LLUH) is transforming its sustainability vision into meaningful action. Through the Environmental Sustainability Committee, a multidisciplinary team of over 50 healthcare leaders, educators, students, and residents, LLUH is embedding sustainability practices into its operations and culture.

To accelerate its sustainability journey, LLUH joined Practice Greenhealth, a membership organization that provides environmental solutions to more than 1,700 hospitals and health systems across North America. Over the past year, the Environmental Sustainability Committee completed a baseline assessment of LLUH's carbon emissions and established key priorities: **reducing waste, improving energy efficiency, greening operating rooms, and adopting sustainable procurement practices**. LLUH has launched innovative pilot projects to reduce emissions and waste and rolled out a communications campaign to engage its more than 20,000 employees, students, and faculty in sustainability efforts.

Looking ahead, LLUH plans to expand sustainability initiatives and pursue Joint Commission Certification in Sustainability. Additionally, the organization is committed to building resilience by supporting community efforts to address and adapt to climate challenges.

LLUH's commitment to sustainability goes beyond operational improvements. It is about fostering a healthier, more equitable future for the community and planet. By reducing its environmental impact, LLUH aligns its practices with its mission of whole person care, extending a legacy of promoting health and well-being for all.

Community Partner Investments

LLUH made significant investments in our partner organizations during FY 2024 through direct financial awards, investments in capacity-building, and in-kind contributions of resources to support the operations of local partners who serve our primary community benefit populations. The section below is a celebration of the work our partners accomplished throughout the year to address our Community Health Implementation Strategy priorities and improve health outcomes in our region.

assistance league® Temecula Valley

Assistance League of Temecula Valley, a nonprofit, all-volunteer organization, offers philanthropic programs in Southwest Riverside County. LLUH funding supported 18, $2,000 scholarships for tuition, fees, textbooks, and educational supplies to low-income students in the Temecula/Murrieta region. Recipients selected for these scholarships include 6 students who are single parents, 3 who were victims of domestic violence, 2 with spouses on disability, and 4 who are first generation American citizens. Half of all students selected are fully responsible for supporting themselves or their families.

$36,000

Benjamin E. Jones Community Resource Center

BEJCRC transforms lives and communities by providing continued services, support, and opportunities to learn and grow. LLUH funding provided 800 food boxes for families, of which 70% were below the federal poverty line. 100% of the food provided met USDA nutritional guidelines and included distribution of fresh produce. Over 80% of recipients came from minoritized communities and 65% included families with children.

$20,000

Big Brothers Big Sisters. OF ORANGE COUNTY & THE INLAND EMPIRE

Big Brothers Big Sisters of the Inland Empire empowers children facing adversity with lasting mentoring relationships. LLUH funding supported case management staff supporting matches, family resource specialists' mental health events, and college/career events and workshops for matches. This funding served over 350 families of which 55% live in a household earning under $30,000 per year. Mentee outcomes include 90% maintaining or improving their grades, 96% report graduating high school on time, and 90% reporting improved mental health.

$25,000

THRIVING NATURAL WORLD | BASIC NEEDS FOR HEALTH + SAFTEY | HUMANE HOUSING | MEANINGFUL WORK + WEALTH | LIFELONG LEARNING | RELIABLE TRANSPORTATION | BELONGING + CIVIC MUSCLE

Community Partner Investments

CarePortal is a connective platform of the Global Orphan Project that drives action for local children and families in need. LLUH funding supported the direct needs for children and families in San Bernardino County, as well as implementation expenses for CarePortal in building a more robust collaborative in our region. 82 families received direct support of emergency needs, with over half directly supporting foster youth. Churches stepped up in the collaborative and also responded to 90% of the needs requested by partner agencies on the CarePortal platform.

$50,000

Children's Fund is dedicated to supporting vulnerable children and breaking destructive cycles through community partnerships. LLUH funding supported emergency needs, housing/case management, scholarships, and mentorships. 1,209 children/youth were provided emergency needs such as clothing, bedding, food, refrigerators, and school supplies. 11 new families were placed in temporary housing and receive ongoing case management. Funding also supported a portion of 44 post- secondary scholarships, a day-long computer training for 100 high school seniors, and peer mentorship for 82 scholars at Cal State San Bernardino.

$50,000

Communities Lifting Communities (CLC) is aims to advance systems change and promote intercultural health equity through the effective use of data, prevention strategies, leadership and partnerships. LLUH funding supported the Inland Empire Behavioral Health Collaborative (IEBHC) for 2 years. IEBHC is seeking to transform systems of care for mental health in the Inland Empire by improving cross-sector collaboration for community health activities, and establishing workflows to help patients needing inpatient psychiatric treatment.

$25,000

THRIVING NATURAL WORLD | BASIC NEEDS FOR HEALTH + SAFTEY | HUMANE HOUSING | MEANINGFUL WORK + WEALTH | LIFELONG LEARNING | RELIABLE TRANSPORTATION | BELONGING + CIVIC MUSCLE

Community Partner Investments

El Sol Neighborhood Educational Center

El Sol Neighborhood Educational Center's mission is to empower vulnerable communities to lead healthy lives with access to health care, safe and affordable housing, educational opportunities, and the leadership skills to eliminate disparities. LLUH funding was provided as an immediate response to the cut of government funding that was set to last 2 additional years for MediCal enrollment. With the news, LLUH stepped in to fund the partnership, and launch a new innovative project to address the medical debt crisis in our region.

$80,000

"With the cost of groceries being so high, FIND helps me tremendously. The selection of foods is very good – it generally covers everything I need for a well-rounded meal program."

- FIND Program Participant

FIND FOOD BANK
THE DESERT'S REGIONAL FOOD BANK

FIND Food Bank's mission is to end hunger today, tomorrow and for a lifetime as the regional food bank serving Riverside and southern San Bernardino counties. LLUH funding supported a Mobile Market for the North Shore region as well as a full-time Community Health Worker (CHW). In FY 2024, the Mobile Market provided food for 5,536 people, of which 26% were children and 21% seniors. The CHW helped clients submit 233 applications for services such as CalFresh, Medi-Cal, and other legal documents. They also submitted 230 referrals to County entities for additional services.

$75,000

THRIVING NATURAL WORLD
BASIC NEEDS FOR HEALTH + SAFTEY
HUMANE HOUSING
MEANINGFUL WORK + WEALTH
LIFELONG LEARNING
RELIABLE TRANSPORTATION
BELONGING + CIVIC MUSCLE

Community Partner Investments

FIRST COMMUNITY CAPITAL

First Community Capital is on a mission to champion economic justice and opportunity by extending access to affordable capital and technical assistance to economically disadvantaged small businesses and individuals with low to moderate incomes. LLUH funding supported technical assistance and workshops for recipients of prior-year community benefit funding allocated for low-interest microloans. Technical assistance recipients saw an average increase of 50 points on their credit scores, helped create or retain 23 jobs, and had a 95% repayment rate on their outstanding loans.

$50,000

A GREATER HOPE

A Greater Hope enriches lives through culturally responsive integrated services. LLUH funding supported the purchase and implementation of an Exym Electronic Health Record system, treatment services for foster youth ages 5-18, and Child Abuse Prevention and Treatment education/counseling for adults. 89% of youth reported an increased understanding of trauma, coping skills and emotional regulation. 97% of adults who completed services reported improvement in family functioning, increased connection to community and moved towards maintaining or regaining custody of their child(ren).

$25,000

MAKING HOPE HAPPEN FOUNDATION
UPLIFTING SAN BERNARDINO

Making Hope Happen Foundation provides opportunities, resources, and hope to students in San Bernardino City Unified School District. LLUH funding supported 14 student scholarships as well as funding for paid mentors (previous scholarship recipients), who are tasked with supporting students as they navigate their first year in college. Over 90% of scholarship recipients came from minoritized communities and 100% of students were pursuing careers in health. First Generation college student recipients also exceeded the national average GPA of 2.7, achieving an average GPA of 3.5.

$50,000

THRIVING NATURAL WORLD
BASIC NEEDS FOR HEALTH + SAFTEY
HUMANE HOUSING
MEANINGFUL WORK + WEALTH
LIFELONG LEARNING
RELIABLE TRANSPORTATION
BELONGING + CIVIC MUSCLE

Community Partner Investments

HEALTH CAREER CONNECTION (HCC)

Health Career Connection (HCC) empowers undergraduates, recent graduates, and HCC alumni from underrepresented backgrounds to pursue careers in healthcare and public health. LLUH funding supported a 10-month paid fellowship, proactive outreach to diverse populations for intern sites, developing an alumni Behavioral Health Coalition to conduct various projects, intern mentorship, and the stipends for four placed interns. In addition, LLUH leveraged community partnerships to connect HCC with 5 new host sites, enabling 6 interns to work on projects that enriched their learning experiences while advancing the missions of the host organizations.

$90,000

"As a result of the Health Workforce Fellowship, I have been able to develop both personally and professionally as I work towards becoming not only a physician, but also an advocate for those in need."

Amado Cruz
HCC Loma Linda University Health Fellow

Malcolm's Heart Inc.© Nonprofit 501(c)(3)
Helping Families with Alzheimer's & Other Dementias

Malcolm's Heart Inc. is dedicated to supporting, helping, and embracing families and patients affected by Alzheimer's disease and other dementias. Through an innovative pilot program, LLUH partnered with the organization to leverage the health system's purchasing power to provide essential medical equipment and supplies at a fraction of the cost, instead of providing direct funding. This funding fulfilled 23 requests for items such as canes, wheelchairs, walkers, and adult diapers. All recipients were over the age of 55, and 80% were from minoritized communities.

$1,254

THRIVING NATURAL WORLD | BASIC NEEDS FOR HEALTH + SAFTEY | HUMANE HOUSING | MEANINGFUL WORK + WEALTH | LIFELONG LEARNING | RELIABLE TRANSPORTATION | BELONGING + CIVIC MUSCLE

Community Partner Investments

PATH OF LIFE MINISTRIES

Path of Life Ministries delivers holistic care to greater Riverside's unhoused. LLUH funding supported the Emergency Family Shelter, which served 336 individuals in FY 2024. 89% of those served came from minoritized communities and 57% were children. Funding supported Case Managers who create individual service plans for shelter guests and food for those that stay in the shelter.

$70,000

SAN BERNARDINO COUNTY

The City of San Bernardino, in collaboration with local partners, is developing SB Hope Campus—a 200-bed, low-barrier, non-congregate navigation and recuperative care center. LLUH funding contributed to the development of a 70-bed recuperative care center on campus, which will provide care and support for unhoused individuals recovering from illness or injury in a safe environment. SB Hope also offers interim housing, case management, housing navigation, and onsite services such as behavioral health care, substance use counseling, job training, and assistance with legal documents, helping individuals transition to stability.

$70,000

Sankofa Birthworkers Collective

Sankofa Birthworkers Collective's mission is to center connection, foster wellness, and support Black Birthworkers throughout the Inland Empire. LLUH funding educated over 40 practitioners about techniques that facilitate optimal fetal positioning and comfort for birthers to help reduce the need for cesarean birth, supported 68 Black postpartum birthers with a weekly support group, and mentored 15-30 new doulas in a small group setting. All of these initiatives were designed to better support Black birthers in our region.

$50,000

THRIVING NATURAL WORLD | BASIC NEEDS FOR HEALTH + SAFTEY | HUMANE HOUSING | MEANINGFUL WORK + WEALTH | LIFELONG LEARNING | RELIABLE TRANSPORTATION | BELONGING + CIVIC MUSCLE

Community Partner Investments

STEP UP

Step Up strives to provide compassionate aid to those facing serious mental health challenges and chronic homelessness. LLUH funding supported the Enhanced Care Management program in the Inland Empire. Out of 313 members enrolled in the program, only 3% were readmitted to the emergency room within 90 days of discharge. Step Up also had a 100% follow-up rate (ECM members contacted within 48 hours of discharge), 99% were connected to primary care, and 100% were connected to community resources, housing, mainstream benefits, and health insurance.

$70,000

"At first, I didn't believe it when they told me they could help me find a home. With the housing and support from Step Up, I finally felt safe to break away from the unhealthy relationships that were enabling my active addiction."

-Teresa
Step Up Participant, now a certified drug & alcohol counselor at Step Up

vvfrc
VICTOR VALLEY FAMILY RESOURCE CENTER

Victor Valley Family Resource Center is dedicated to eradicating homelessness and empowering vulnerable populations by providing access to affordable housing, education, mental health support, case management, and life skills training. LLUH funding provided essential services to 45 individuals and families experiencing homelessness. 90% of participants came from minoritized communities, 32% of clients secured gainful employment, 28% transitioned to stable housing, 100% participated in counseling services, 90% engaged in a 12-week substance use intervention program, and 80% completed life skills and financial literacy workshops.

$70,000

THRIVING NATURAL WORLD
BASIC NEEDS FOR HEALTH + SAFTEY
HUMANE HOUSING
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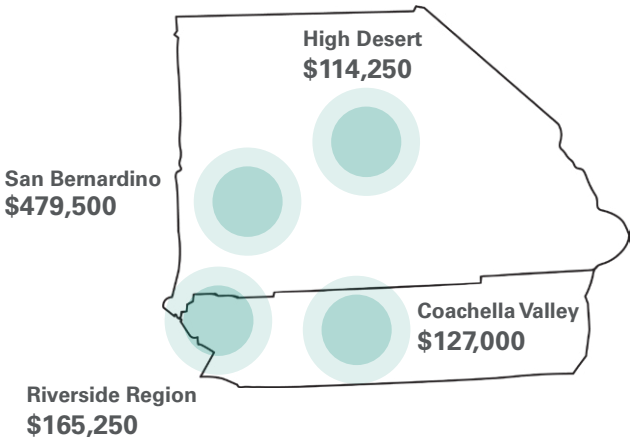
LIFELONG LEARNING
RELIABLE TRANSPORTATION
BELONGING + CIVIC MUSCLE

Community Investment Awards

Total Funding: $886,000

Funding by Region



Funding by Focus Area

Emergency Services
$109,750

Housing
$131,083

Food
$51,083

Transportation
$7,750

Direct Maternal & Child Health Initiatives
$50,000

Direct Mental Health Services
$126,750

Case Management
$144,334

Workforce Development
$141,750

Scholarships
$96,417

Mentorship
$25,583

Green Space
$1,500

Funding by Population

$451,795
LOW-INCOME COMMUNITIES OF COLOR

$165,823
UNHOUSED

$47,299
FOSTER YOUTH

$124,333
LOW-INCOME YOUTH

$96,750
PEOPLE WITH DISABILITIES

Looking Forward

Community Benefit in FY 2025

LLUH remains committed to addressing the top 3 Health Challenges in our region as we continue to strive toward a healthier and more equitable community. In addition to the aforementioned initiatives stated throughout the report, continued investments in nonprofit organizations, and remaining relevant and responsive to emergent needs and opportunities; we are also excited to share some new developments planned for the upcoming year.

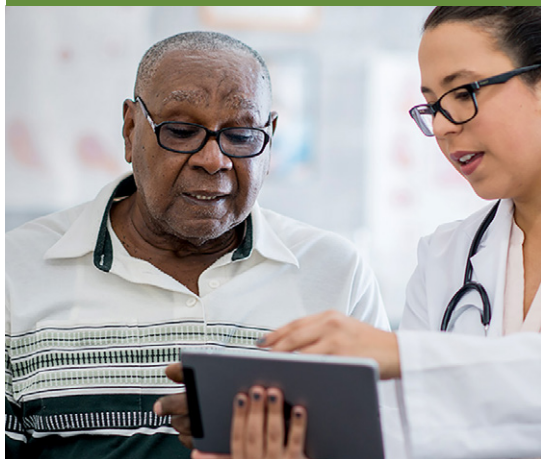
FY 2025 initiatives in development include:

CalAIM Enhanced Care Management

With support from CalAIM funding, LLUH will expand its efforts to serve high-need patients through a multidisciplinary team that includes three new CHWs.

Expanding Charity Care Access

LLUH will collaborate with partners to enhance charity care access and provide greater assistance to underserved families burdened by medical debt.



Understanding our community's needs and assets

LLUH's 2025 Community Health Needs Assessment will engage over 1,000 community voices to shape programs and investments that address regional health priorities.

We are excited to continue to listen, learn and partner to achieve health equity in FY 2025 and beyond.

Charity Care Access

A Collaborative Approach to Support

Medical debt has become a significant burden for millions of Americans, affecting 38% of Californians and contributing to food insecurity, delayed healthcare, and housing instability. This crisis disproportionately impacts people of color, low-income families, and individuals with chronic conditions.

To address these disparities, LLUH has adopted a two-pronged approach:

Internal Efforts: LLUH is enhancing access to charity care for eligible patients. In FY 2024, we launched a Charity Care Task Force to evaluate policies and streamline processes. The task force is simplifying applications, exploring presumptive eligibility tools, and improving the overall patient experience.

External Partnerships: LLUH is addressing medical debt regionally by partnering with organizations to assist individuals in accessing charity care at over 50 hospitals across the Inland Empire. In FY 2024, we collaborated with El Sol Neighborhood Educational Center and Dollar For to pilot a program that increases awareness of charity care eligibility and provides direct application assistance. An $80,000 investment funded three bilingual Community Health Workers and one Supervisor at El Sol, who guide families through Dollar For's platform and help uninsured individuals apply for Medi-Cal coverage.

BASIC NEEDS FOR HEALTH + SAFTEY

MEANINGFUL WORK + WEALTH

Listening to Our Community

Shaping Health Priorities Together

In June 2025, LLUH will publish our Community Health Needs Assessment (CHNA), which aims to engage at least 1,000 unique community voices through surveys, community conversations, and key informant interviews. This effort, in partnership with Loma Linda University School of Public Health, will help us better understand the needs and assets of our region, ensuring that our programs reflect the community's priorities. For the first time, LLUH is using the Vital Conditions for Health and Well-being Framework as its foundation, incorporating new questions on meaningful work, lifelong learning, and feelings of belonging.

Reaching a diverse set of community voices requires extensive collaboration. We are proud to partner with more than 30 trusted organizations across the Inland Empire to better understand to ensure that our community is seen, heard, and given space to share authentically. We will also collaborate with our Emergency Departments and Advanced Urgent Care sites to better understand the needs of our patient population.

The CHNA findings will guide our FY2026-2028 Community Health Implementation Strategy (CHIS), focusing on programs and investments that address the community's most pressing health needs. The CHIS will be published in the fall of 2025, building on the CHNA to prioritize initiatives that will drive positive health outcomes across San Bernardino and Riverside counties.

- THRIVING NATURAL WORLD
- BASIC NEEDS FOR HEALTH + SAFTEY
- HUMANE HOUSING
- MEANINGFUL WORK + WEALTH
- LIFELONG LEARNING
- BELONGING + CIVIC MUSCLE
- RELIABLE TRANSPORTATION

APPENDIX

LLUH Hospitals

Loma Linda University Medical Center

Medical Center, East Campus & Surgical Hospital

11324 Anderson St.
Loma Linda, CA 92354

Phone: (909) 558-4000

Hospital License #:
95-3522679

HCAI ID #: 106361246

Loma Linda University Children's Hospital

11324 Anderson St.
Loma Linda, CA 92354

Phone: (909) 558-4000

Hospital License #:
46-3214504

HCAI ID #: 106364502

Loma Linda University Behavioral Medicine Center

1710 Barton Rd.
Redlands, CA 92373

Phone: (909) 558-9275

Hospital License #:
33-0245579

HCAI ID #: 106364014

Loma Linda University Medical Center-Murrieta

28062 Baxter Rd.
Murrieta, CA 92563

Phone: (909) 290-4000

Hospital License #:
37-1705906

HCAI ID #: 106334589

LLUH 2023 Facts & Figures

Loma Linda University Health

Loma Linda University Health Hospitals

- Loma Linda University Medical Center
  - Loma Linda University Medical Center East Campus
  - Loma Linda University Surgical Hospital
  - Loma Linda University Behavioral Medicine Center
- Loma Linda University Children's Hospital
- Loma Linda University Medical Center – Murrieta

Loma Linda University

Number of students 4,347

School of Allied Health Professions	968
School of Behavioral Health	462
School of Dentistry	565
School of Medicine	895
School of Nursing	764
School of Pharmacy	210
School of Public Health	291
School of Religion	72
San Manuel Gateway College	120

Global Outreach

Adventist Health International (AHI)

Countries served	30
Hospitals	45
Clinics	100+

International Service Program (ISP)

Faculty and employees who served	295
Countries served	59

International Professional Development Program (IPDP)

Professionals mentored	42
Countries served	22

Deferred Mission Appointee (DMA) Program

Serving abroad	20
Physicians	17
Dentists	3
Countries served	11
In the pipeline	25

Students for International Mission Service (SIMS)

Students, faculty and trip participants	942
Countries served	13

Faculty Medical Group Physicians

1,287

Number of Accredited Residency Programs 29

Number of Accredited Fellowship Programs 41

Number of Resident Physicians and Fellows

Residents	715
Fellows	150

Employees

Loma Linda University Health Total 17,595

Loma Linda University	2,752
Medical Center, Medical Center East Campus, Surgical Hospital and Behavioral Medicine Center	7,010
Children's Hospital	2,308
Medical Center – Murrieta	1,444
University Health Care	1,413
Shared Services	2,668

Pioneering Research

- Lifestyle and longevity
- Maternal/fetal/neonatal
- Proton treatment
- Regenerative medicine
- Infectious disease
- Cancer
- Stroke/traumatic brain injury/neurology
- Dental materials
- Health disparities among diverse populations

Areas of Clinical Leadership

- Behavioral medicine
- Cancer treatment
- Cardiac care
- Orthopaedics
- Pediatrics and neonatal
- Proton treatment
- Rehabilitation
- Transplantation
- Women's services

Number of Licensed Beds

Loma Linda University Health Total

1,046

Loma Linda University Medical Center	320
Medical Center East Campus	134
Surgical Hospital	28
Behavioral Medicine Center	89
Children's Hospital	364
Medical Center – Murrieta	111

Community Benefit Accounting Definitions

LLUH is committed to upholding the standards of excellence established by the 2010 Affordable Care Act and California's AB 204 (2019) for excellence in Community Benefit and evaluates it based upon the following criteria:

- Access to care (health and behavioral) for disenfranchised and marginalized communities
- Focus on vulnerable populations: low socio-economic status, underinsured, the uninsured
- Addressing SDOH's for low-income people who experience undue, multiplied burden

PATIENT CARE SERVICES

LLUH reports the uncompensated dollars (net benefit) as Community Benefit for the following patient care services.

1. **Medi-Cal and other Means tested Government Sponsored Programs**: Medi-Cal, State Children's Health Insurance Program (SCHIP) and California Children's Services California Children's Services (CCS)
2. **Financial Assistance Program/Charity Care** is defined as any medically necessary inpatient or outpatient hospital service provided to a patient who has an income below 200% of the current federal poverty level and who has established qualification in accordance with requirements outlined in the LLUH Charity Care and patient financial assistance policies. Discounted care is available to patients with income at or below 400% of the federal poverty level and who meet qualifications. To access any of LLUH's Financial Assistance policies in multiple languages, you can find these on our website: https://lluh.org/patients-visitors/patients/billing-insurance/financial-assistance

HEALTH PROFESSIONS EDUCATION

As an academic medical center, LLUH is committed to the investment in Graduate and Undergraduate medical education for physicians, nurses and other healthcare professionals. These expenditures are only reported after subsidies, grants, and payments (DME & IME) are offset.

RESEARCH

Costs associated with studies or investigations aimed at increasing the generalizable knowledge made available to the public that improves population health. It includes: Clinical Trials and Community Health Research.

COMMUNITY HEALTH SERVICES

Community Benefit accounting in this category includes:

- Community Health Services – LLUH programming focused on access to care (i.e. support groups, community injury prevention, cancer center, diabetes treatment, behavioral health, etc.)
- Cash & In-Kind Donations – Direct cash donations to single day community benefit events.
- Community-Building Activities – Costs incurred for direct investment in partner organizations addressing the Community Health Implementation Strategy priority areas and costs for ICP ran community-based programming (health career pathways, CHWs, El Jardín, etc.)
- Community Benefit Operations – Administrative costs associated with running the aforementioned programs and for Community Benefit reporting.

Institute for Community Partnerships (ICP)

LOMA LINDA UNIVERSITY HEALTH
Institute for Community Partnerships

Juan Carlos Belliard, PhD, MPH
Assistant Vice President | Community Partnerships
Director | Institute for Community Partnerships

Nery Pereira
Administrative Assistant

Community Benefit

Jasmine Hutchinson, MSPH
Director I Community Benefit
Associate Director | Institute for Community Partnerships

Mark Camarena, MNLM
Fiscal Manager | Community Benefit

Katie Jang
Coordinator | Community Benefit

Community Health Development

Marti Baum, MD
Medical Director | Community Benefit

Community-Academic Partners in Service

Taylor Pope, MPH
Director | Community-Academic Partners in Service

O. Siquem Bustillos, MPH
Program Manager | Community-Academic Partners in Service

Special Program Implementation

Sara Rojas, MHI
Program Manager | Health Care Access

Miguel Cruz, MPH
Program Coordinator | Jardín de la Salud Community Garden

Evelyn Perez
Program Coordinator | Outdoor Equity

Mark Alvarez
Fellow | Outdoor Equity

Community Health Worker Integration

Cristie Granillo, MEd, MS
Manager | School District CHW Integration

Crissy Irani, MBBS, MPH
Manager | Hospital-Based CHW Integration

Camille Saye
Manager | Hospital-Based CHW Integration

Lucia Cloud, RN
Coordinator | Hospital-Based CHW Integration

John Lambert
Community Health Worker | VIP

Erica Landin
Community Health Worker | VIP

Genesi Ramirez Leon
Community Health Worker | VIP

Richard Salazar
Community Health Worker | VIP

Rosa Perez Quintanilla
Community Health Worker | Perinatal

Candy Rangel
Community Health Worker | Perinatal

Janette Bucio
Community Health Worker | WFCH

Esmirna Zapata
Community Health Worker | WFCH

Mykayla Miller
Community Health Worker | SCC

Aliett Saldana
Community Health Worker | ID Clinic

Duane Fitzpatrick
Community Health Worker | ED

Selina Peña
Community Health Worker | ED

Destiny Villasenor
Community Health Worker | ACES

Yanina Chujutalli
Community Health Worker | DTC/DOD

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Dr. Alex Dubov	Associate Professor, Division of Interdisciplinary Studies	Loma Linda University School of Behavioral Health
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Monica Guerra	Community Solutions Technical Assistance Lead	U.S. Department of Transportation
Jasmine Hutchinson	Director, Community Benefit	Loma Linda University Health
George Lamb	President/CEO	Faith Advisory Council for Community Transformation
Bridgette Peteet	Professor, Department of Psychology	Loma Linda University
Marcelino Serna	Parent/Family Community Engagement Project Specialist	San Bernardino County Superintendent of Schools
Salomeh Wagaw	Epidemiologist	Riverside County Public Health
Jodie Wingo	Chief Executive Officer	CHAISR-Community Health Association of Inland Southern Region

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LOMA LINDA UNIVERSITY
HEALTH