



2017 Community Benefit Report Our Promise to the Community

In fiscal year 2016, Scripps Health provided

\$369 million

in community benefit services



Serving Our Community

Scripps is committed to community benefit through our own efforts and through key partnerships with organizations that share our dedication to improving the health and quality of life for San Diegans. From collaborative programs that address obesity and diabetes, to raising awareness about mental illness and teenage alcohol abuse, to free support groups and participation in community health and safety programs, these partnerships are vital to making our community a healthier place.

Investing in Our Community

Scripps touches countless lives in San Diego. We are proud of our multifaceted community efforts, which expand access to vitally needed health care services and improve the quality of life for people throughout the region. This report shares many of the ways we serve our community.

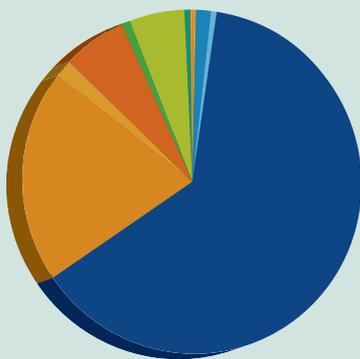
In fiscal year 2016, Scripps Health devoted \$369 million to community benefit programs, including nearly \$24 million in charitable care. We offer many free and low-cost services, including support groups, screenings for key health indicators, youth programs, special education for pregnant women, patient advocacy services and a community clinic.

Keeping patients at the center of everything we do, Scripps collaborates with other health systems, community groups, government agencies, businesses and grassroots organizations to serve the greatest needs and prioritize our investments in the health of our community. For more information, visit scripps.org/communitybenefit.

Scripps Facts

- 3,000 affiliate physicians and 14,500 employees treat and support more than 700,000 patients each year.
- Scripps cares for people throughout San Diego with four acute care hospitals on five campuses, 28 outpatient centers, home health services, hospice care and a mobile medical unit.
- Three highly respected graduate medical education programs and two pharmacy resident programs train the next generation of caregivers.
- Operating revenue: \$2.910 billion
- Operating expenses: \$2.767 billion
- Total inpatient discharges: 68,798
- Total outpatient visits: 2,444,834
- Emergency visits: 210,618

Total Community Benefits in FY16: \$368,982,312*



Medicare Shortfalls	\$246,439,692	63.4%	Community Building	\$1,491,418	0.4%
Medi-Cal Shortfalls	\$58,494,206	20.1%	Cash and In-kind	\$407,562	0.1%
Bad Debt	\$6,334,737	1.6%	Subsidized Health Services	\$5,524,807	1.4%
Charity Care	\$23,824,941	6.1%	Community Health Improvement Services & Community Benefit Operations	\$2,263,093	0.6%
Health Research	\$3,338,555	0.9%			
Professional Education	\$20,863,302	5.4%			

Colors coordinate clockwise from Medicare shortfalls.

13 % of our total operating expenses in 2016 were devoted to community benefit services at cost.*

*Hospital Provider Fee was reported as offsetting revenue from Medi-Cal.

Financial Assistance

Assisting Low-Income, Uninsured Patients

Scripps' financial assistance policy reflects our commitment to assisting low income and uninsured patients with discounted hospital charges, charity care, and flexible billing and debt collection practices. These programs are consistent with state and federal legislation and are available to everyone in need, regardless of their race, ethnicity, gender, religion or national origin.



Mercy Clinic has been a vital resource for underserved communities for more than 70 years and provides access to Scripps' nationally recognized health care system.

Mercy Clinic

Founded in 1944 and adopted by the Sisters of Mercy in 1961, Mercy Clinic of Scripps Mercy Hospital, San Diego, is a primary care clinic established to care for San Diego's working and disabled poor. A full-time clinic staff of nurses and other personnel work closely with physicians from Scripps Mercy Hospital to treat more than one thousand patients each month—most of whom are low-income, medically underserved adults and seniors. These patients also have access to specialty health care through Scripps Mercy Hospital.

An important part of the clinic's effort is focused on management of chronic diseases, such as diabetes care. In 2016, the clinic obtained a hemoglobin A1c (a marker of diabetic control) point-of-care test option for patients who are less compliant in self-testing their blood glucose levels.

In fiscal year 2016, the clinic provided 10,351 patient visits for primary and subspecialty care. Each year,

90 percent of patient visits are paid through Medi-Cal, Medicare or some other insurance plan. The remaining 10 percent pay what, and if, they can. Mercy Clinic is broadening its managed Medi-Cal contracts in order to better serve the community's underserved patients.

The clinic also continues to strengthen its interdisciplinary teamwork, and clinic nurses are expanding their roles to include care management. Moreover, in 2017, Mercy Clinic will be first in the Scripps Mercy system to be part of the Epic electronic health records roll-out, which will further improve management of care.

As an integral part of treating patients, Mercy Clinic serves as a training ground for nearly 100 residents each year from the Scripps Mercy Hospital graduate medical education program, as well as those from Family Health Centers, the U.S. Navy and University of California, San Diego.

Caring Beyond the Clinical Setting

Scripps' commitment to the community expands beyond clinical care. We also are dedicated to helping patients thrive after discharge even under challenging circumstances. Last year, Scripps awarded a grant to Catholic Charities to provide short-term emergency shelter for medically fragile homeless patients being discharged from Scripps Mercy Hospital in San Diego and Chula Vista. These patients, who no longer require

hospital care but still need a supportive environment, receive case management and one week in a hotel along with food and bus fare to pursue their care plan. Case managers help them connect to more permanent sources of income and housing, and provide ongoing support. Ultimately, the partnership aims to reduce the number of return visits to the emergency department and improve quality of life for these patients.



Scripps is at the forefront of diabetes care, and is working hand-in-hand with the County of San Diego to help prevent the deadly disease before it starts through an intensive lifestyle intervention program.

Stopping Diabetes in Its Tracks

With 29 million people living with diabetes in the United States and another 86 million at high risk of developing it (a condition known as prediabetes), diabetes is an epidemic. Without a healthy weight and moderate physical activity, 15 to 30 percent of people with prediabetes will develop type 2 diabetes within five years.

However, research demonstrates that structured lifestyle interventions can cut the risk of type 2 diabetes in half. The National Diabetes Prevention Program (DPP) is a public-private initiative established by the Centers for Disease Control (CDC) that aims to prevent type 2 diabetes by offering evidence-based, cost-effective lifestyle-change programs in communities across the United States.

In San Diego County, Scripps aims to decrease the incidence of type 2 diabetes by promoting healthy lifestyles in underserved, ethnically diverse populations. Scripps is offering an intensive lifestyle intervention program to empower patients with prediabetes to take charge of their health and adopt behaviors that lead to weight loss, proper nutrition, physical activity and stress management. Groups of individuals meet with a community health promoter/lifestyle coach for 16 weekly, one-hour sessions, with six to eight monthly follow-up sessions.

In addition to examining the effectiveness of the DPP in reducing BMI and weight, and thereby reducing diabetes risk, Scripps will study the impact of the program on participants' behavioral and psychological risk profiles. Often, as patients lose weight and improve their physical health, they also experience improvements in their psychological health and overall well-being.

Healthy Living Program Tackles Chronic Diseases

Diabetes, heart disease, cancer and respiratory disease are the four most prevalent serious chronic diseases in California. These diseases cause 50 percent of all deaths in San Diego and throughout the U.S., and many people have more than one of these conditions.

Because lifestyle can play a major role in preventing these chronic illnesses, Scripps introduced Healthy Living, a free, interactive education program to help the San Diego community learn about and adopt practical ways to improve three behaviors — smoking, poor diet and physical inactivity — that contribute to these four diseases. Sessions are offered in English and Spanish, with special emphasis on the Latino population and underserved communities.

Participants also receive a prediabetes screening; those who score high are then referred to the Scripps Diabetes Prevention Program.



Exercise classes, cooking demonstrations and educational events at a local elementary school are part of a comprehensive program under way to curb childhood obesity.

Reducing Childhood Obesity in South Bay

Scripps partners with the Promise Neighborhood Initiative and Castle Park Elementary School to increase education and awareness about healthy lifestyles for students, their parents and school staff. Promise Neighborhood developed a Wellness Committee composed of the school principal, teachers, parents and Scripps staff designated to implement activities that support the 5-2-1-0 principle: 5 fruits or more a day, 2 hours or less of screen time, 1 hour of physical activity and 0 sugary juices.

In addition to planning and implementing a school-wide wellness event, the committee coordinates presentations for school staff and parents, and integrates campus-wide, sustainable strategies that support healthy eating and active living. The program includes a series of wellness courses for students in the fourth and fifth grades, and physical activities to prepare students to pass the annual state fitness test.

The committee also works with community organizations to plan additional educational events for parents throughout the year in support of 5-2-1-0, such as a series of Healthy Living classes with Scripps Whittier Diabetes Institute. Other activities include a walking club, school food pantry, gardening club, exercise classes for families, cooking demonstrations and events with Scripps Family Medicine residents.

Since 2013, more than 400 children and 200 parents have participated in wellness activities on campus. As a result of activities, lesson plans and advocacy for healthy living, the amount of physical activity and consumption of fruits and vegetables by children, parents and staff has increased. Based on annual student surveys, 60 percent of students are physically active, compared to 26 percent in previous years.



Screening Athletes for Sudden Cardiac Arrest

Every year, three to five student athletes in San Diego County die suddenly and unexpectedly from Sudden Cardiac Arrest/Death, an abnormality in the heart's electrical system that can happen without symptoms or warning signs. However, this life-threatening condition can be detected with a cardiac screening exam.

Scripps Mercy Hospital, Chula Vista, Family Medicine Residency, Southwest Sports Wellness Foundation and the Sweetwater Union High School District partner to prevent sudden cardiac arrest and death among high school students by increasing awareness of the importance of healthy lifestyles and cardiovascular screenings among active students. Family Medicine residents offer yearly cardiac screening and sports physicals before students participate in organized sports, and implement an injury clinic during football season to evaluate and treat possible concussions and other injuries.



Improving Training Safety for SWAT Academy Candidates

On a hot, dry summer day, four participants at the San Diego Sheriff's SWAT team tryouts suffered heat-related illness and were taken to the hospital. All made a full recovery, but the Sheriff's Dept. reached out to Scripps Health President and CEO Chris Van Gorder for help. They wanted a medical professional to sit down with their Special Enforcement Detail (SED) trainers and evaluate their training program and safety plan. As a former medic and a member of the Sheriff's Search and Rescue (SAR) Detail, Chris understood the need for a safe, effective training protocol, and asked three members of the Scripps team - Ghazala Sharieff, MD, senior director, patient experience and medical management, Craig Uejo, MD, medical director of the Employee Care Clinic, and Johan Otter, senior director, occupational health and wellness - to meet with the SWAT team.

The team had several meetings with the Sheriff's Dept., and Dr. Sharieff spent a morning in the field observing a training session. Chris and Dr. Sharieff also visited the final SED training camp, where candidates undergo additional SWAT team training, such as firearm drills, scenario practice and cold water activities.

"The training can be pretty grueling," says Dr. Sharieff, who also is an SAR member. "We ended up having to treat some participants during that morning."

The Scripps team then developed a formal training protocol that included hydration and dietary recommendations, and physical activity guidelines for various temperatures and conditions. The Sheriff's Dept. plans to utilize the team's recommendations during the next SWAT tryouts, and also incorporate them into SAR and other training programs across the department.

Training Tomorrow's Physicians

Scripps has been training future physicians longer than any other institution in San Diego, and giving back to the community in the process. For nearly 70 years, physicians in our graduate medical education programs have helped care for underserved populations throughout the region. Scripps offers a comprehensive range of graduate medical education programs, including internal medicine residency programs at Scripps Green Hospital and Scripps Mercy Hospital, San Diego, and a family medicine program at Scripps Mercy Hospital, Chula Vista. In 2016, Scripps enrolled 140 residents and 36 fellows throughout the system.

Ensuring Access to Behavioral Health Care

With the expansion of Medi-Cal and Covered California, significantly more individuals are seeking behavioral health care. To help meet that need, Scripps Mercy Hospital is partnering with Family Health Centers of San Diego (FHCS) to strengthen behavioral health services in the community and ensure patients receive timely access to care before their health status becomes critical. The goal is to provide proactive, comprehensive care to reduce the probability of hospitalization.

If a shared patient is admitted, Scripps Mercy and Family Health Centers will help ensure a seamless transition of care at discharge into appropriate outpatient care, preventing a return to the emergency department. Thanks to a longstanding focus on integrating behavioral health into primary care, community clinics have developed considerable in-house resources and expertise to deal with mild to moderate behavioral health issues. For example, since late 2000, every primary care visit at FHCS has included a mental health screening, and FHCS clinics now see between 180 and 225 patients daily for in-person mental health visits.

Preparing for the Worst: Scripps Statewide Disaster Drills

When disaster strikes, being ready to act is of utmost importance. Scripps participates in San Diego County and State of California advisory groups to plan, implement and evaluate key disaster preparedness response plans and exercises, including the 2016 Statewide Medical and Health Full Scale Exercise. The drill is sponsored by the California Department of Public Health and Emergency Medical Service Authority in collaboration with response partners from local health departments, public safety groups and health care facilities across the state.

On November 17, 2016, Scripps took part in the exercise — a train derailment resulting in mass casualties. As part of the drill, responders successfully activated the Hospital Incident Command System and Emergency Operations Plan upon notification of a Mass Casualty Incident (MCI). They also activated the medical surge plan that takes effect when demands exceed normal medical capacity, and ensured that a resource management system was in place to obtain the staff, supplies and equipment needed to respond during an MCI.

Scripps also participated in several local drills, and served as an advisor to San Diego County for federal and state grant development and planning.



Walking to Support a Healthy Community

Team Scripps participated in several events throughout 2016 to increase awareness and raise funds for life-threatening diseases such as heart disease and cancer.

- **American Heart Association Heart Walk**

Scripps is a sponsor of the American Heart Association's annual Heart Walk to raise funds for research, professional and public education, and advocacy.

- **Susan G. Komen Race for the Cure** Scripps took part in the Komen Race for the Cure series to support breast cancer research and local breast health initiatives.

- **American Lung Association Lung Force Walk** Scripps participated in the 2016 Lung Force Walk to raise awareness and funds to fight lung cancer and promote lung health, and sponsored the "Ask a Doc" section of the Heroes Tent, which featured several Scripps physicians.

- **Leukemia & Lymphoma Society Light the Night** Team Scripps completed the Light the Night Walk to fund research and support for people battling cancer, and Scripps physicians spoke at the event.





Scripps' community-based youth program helps high school students understand health care risks, provides education on drug and alcohol prevention, and mentors them in leadership skills.

Engaging Young Leaders in Health Care

In September 2016, the Alcohol Policy Panel of San Diego County honored Scripps' Young Leaders in Health Care (YLHC) Program at Scripps Memorial Hospital Encinitas with a certificate of recognition for their prevention efforts regarding underage drinking, and for their outstanding commitment and dedication to serving and inspiring teens in our community.

Created to educate teens about the hazards of underage drinking and other public health issues, teach them about health care and public health opportunities, and mentor them in leadership skills, YLHC began in 2009 with a partnership between San Dieguito Alliance for Drug Free Youth (SDA) and Scripps Health. Scripps employees Jason and Joelle Cook started the program with Scripps Encinitas emergency department physician Andrew Accardi, MD, and his wife, Pasha.

Scripps began working with local high school clubs, holding meetings on the Scripps Encinitas campus. Over the years, YLHC has grown into a community-based regional club and has supported 12 public and private schools around the county. The students meet once a month at Scripps Encinitas and at their school sites with a teacher advisor. Last year, approximately 90 students attended each meeting.

"The YLHC not only gives high school students an opportunity to understand the health care risks in today's society, but also teaches them to take preventable steps to educate their peers on these risks," notes Joelle Cook. "It has been amazing to watch these kids step up in their schools and communities to educate on the consequences of drug and alcohol abuse in teens."

Improving the Health of Our Community

At Scripps, we put our patients at the center of all we do. We have joined with our partners throughout the San Diego community with a goal to ensure that everyone has access to lifesaving care. Whether it's a physician visit, a class, or a prevention program, Scripps is committed to enhancing access to care and improving our community's health.



For more information about the programs and services offered by Scripps Health, visit scripps.org/communitybenefit or contact the Scripps Health Office of Community Benefit Services at **858-678-7095**.

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