National recognition. Local care.
To excel at the delivery of healthcare to our community.
At Huntington Memorial Hospital, we push beyond the boundaries of yesterday and today, in order to pursue the care of tomorrow. Throughout, we are guided by a strong commitment to ensure the best of patient care and outcomes: While other providers may follow specific quality mandates, we often enhance our practices ahead of any mandate — because it is the right thing to do. Generous philanthropic support from our community helps us remain at the forefront of our field — and provide some of the nation’s very best medical care, right here in the San Gabriel Valley.

In the pages of this publication, you will read about several of the key areas — nursing, physician leadership, innovation and quality — in which Huntington Hospital exemplified its vision of national quality leadership in 2011.

- Through superior nursing research and support for ongoing nurse training and education, we worked to ensure superior care and optimal patient outcomes.
- With physician leadership, we developed and implemented high-quality care programs — including, for example, our Patient Partners Program, which is enhancing care for patients with chronic disease.
- Through innovation in such areas as patient care, information technology and research, we brought improved solutions to regional health needs.
- By continuously pursuing quality, we enhanced patient outcomes in significant ways.

We are proud of the many ways in which our achievements have been recognized by standards-setting bodies across the nation. Such recognition confirms the high level of care we provide each and every day — making a difference in the lives of people here in our own community.

Thank you for your support.

—

Stephen A. Ralph
President and CEO
Distinction received for high-quality nursing care

In March 2011, following years of preparation, Huntington Memorial Hospital became the first hospital in the San Gabriel Valley to receive Magnet® recognition from the American Nurses Credentialing Center (ANCC). We are among a select group of hospitals to have received this distinction, which represents the highest level of national recognition for excellence in nursing care. Fewer than seven percent of hospitals nationwide and just four hospitals in all of Los Angeles County are ANCC-recognized.

Magnet recognition reflects the hospital’s dedication to high-quality nursing care, ongoing nurse training and education, support for nurse-led research, and implementation of evidence-based nursing practices. (See next page for a timeline of Huntington Hospital’s road to Magnet recognition.)

Excellent…and getting even better

During 2011, Huntington Hospital provided exceptional professional-development opportunities for our nursing staff. Through a partnership with Western Governors University, we introduced an innovative training program through which registered nurses who wish to further their education can access online professional development. These nurses are also paired with highly trained nurse coaches who help them translate their newly acquired skills to the clinical setting. The program helps further improve patient outcomes — and prepares our nurses to pursue advanced degrees, including a bachelor’s or master’s of science in nursing.

In keeping with the Magnet model and its emphasis on new knowledge, innovation and improvement, Huntington Hospital has also supported a new Evidence-based Practice/Nursing Research Council since 2009, building a strong foundation for the development of new knowledge and innovative practice. In 2011, this council designed an electronic tool kit nurses can use to implement evidence-based practices that have the potential to strengthen patient care and outcomes. As they review and adjust care protocols based on the latest research, our nursing staff are an effective force for quality and collaboration.

Lulu Rosales, RN, director, professional practice/Magnet program, championed Huntington Memorial Hospital’s successful bid for Magnet recognition.
The road to Magnet recognition

**OCTOBER 2007**

Road trip begins
Bonnie Kass, RN, vice president, patient care and support services, and chief nursing executive, attends the American Nurses Credentialing Center (ANCC) National Magnet Conference® — and Huntington Memorial Hospital’s road trip toward Magnet recognition commences.

**FEBRUARY 2009**

Steering committee created
Huntington Hospital forms a Magnet Steering Committee. Committee members begin to gather the significant documentation required for the hospital’s Magnet application, and to educate nurses regarding the Magnet process.

**AUGUST 2009**

Initial application submitted
Huntington Hospital submits our initial application to the ANCC, listing summer 2010 as the target submission window for all required Magnet documentation.

**DECEMBER 2009 – AUGUST 2010**

Documentation developed
With guidance from Lulu Rosales, RN, nine nurse leaders take on the daunting task of documenting Huntington Hospital’s comprehensive evidence-based nursing practices.
AUGUST 2010

Final documents submitted
Four sets of documents supporting Huntington Hospital’s Magnet application are boxed and shipped to the ANCC. Each set is comprised of 13 volumes and 2,885 pages outlining the hospital’s high quality, evidence-based nursing care.

NOVEMBER 2010

Documentation approved
Documentation supporting Huntington Hospital’s Magnet application is reviewed and approved by ANCC appraisers. A mandatory site visit is scheduled for January 2011.

JANUARY 2011

Site visit occurs
ANCC appraisers conduct a rigorous, three-day site visit.

MARCH 2011

Magnet recognition received
Huntington Hospital becomes one of just four hospitals in Los Angeles County — and only seven percent of hospitals nationwide — to have achieved Magnet recognition. Hospital staff and leadership celebrate this important milestone, which recognizes our excellence in nursing care.

Bonnie Kass, RN, vice president, patient care and support services, and chief nursing executive (far left), meets with members of Huntington Memorial Hospital’s Evidence-based Practice/Nursing Research Council (from left) Rita Nathan, RN, chair-elect; Anne Nowlin, RN, chair; and Debby Madeira, RN, advisor. The council supports nurse-led innovation and research, in keeping with the Magnet model.
Evidence-based practice research among nurses at Huntington Memorial Hospital has led to important improvements in key patient outcomes — including reductions in both hospital-acquired pressure ulcers and catheter-associated urinary tract infections.

“Perfect outcomes include zero cases of ventilator-acquired pneumonia over the past 30 months,” says Lulu Rosales, RN, director, professional practice/Magnet program. “We’re very proud of this and other accomplishments in 2011.”

In 2011, nurses in Huntington Hospital’s neonatal intensive care unit were involved in innovative research regarding the most effective ways to predict and treat neonatal sepsis — a potentially fatal systemic bloodstream infection. This research will help inform our NICU practices. It was supported by a grant from Pediatrix Medical Group’s Center for Research, Education and Quality.
Navigating our way to the front

Bonnie Kass, RN, vice president, patient care and support services, and chief nursing executive at Huntington Memorial Hospital, attended two 2011 conferences that included information about nurse navigators. She was surprised by what she heard.

“People were really excited about this new trend...about nurse navigators’ ability to improve patient outcomes,” Bonnie explains, “and I was thinking, ‘We’ve been doing this at Huntington Hospital for over a decade!’”

The nurse navigator program at Huntington Hospital was founded in 1999 by a group of physicians and nurses who specialized in breast cancer. Today, says Maury Kulwin, executive director, ambulatory and cancer services, the hospital’s nurse navigator program helps patients with many kinds of cancer — including thoracic, genitourinary, head and neck, and colorectal and gynecologic cancers. Through the program, specially trained nurses provide personalized support, helping patients and their families access the full continuum of care and support services provided by the hospital.

In 2011, the hospital also introduced health navigation for cardiovascular patients. Within the cardiovascular program, navigators are social workers who follow the nurse navigator approach to promote seamless care coordination for patients, and thus improve outcomes.

“Navigators are one of the threads that hold the patient experience together,” says Bonnie. “They play a key role in the way we provide care at Huntington Hospital.”
Partnering with patients for wellness

For 120 years, Huntington Memorial Hospital has pursued patient wellness through innovative care initiatives created and implemented by our physician experts. In 2011, the hospital launched a new physician-designed and -led initiative: the Patient Partners Program. It is designed to improve the well-being of patients with chronic diseases by better integrating care, with coordination from a multidisciplinary team of providers. (During year one, focus has been on patients with congestive heart failure.)

The multifaceted program includes health navigators (who hold master’s degrees in social work) helping patients to successfully transition from the hospital to outpatient care. It also involves the introduction of a new, patient-centered medical-home model at Huntington Ambulatory Care Center (HACC), the hospital’s outpatient clinic for low-income patients.

The Patient Partners Program is a collaborative effort among various hospital departments — including cardiovascular services, HACC, Senior Care Network, and Graduate Medical Education. Luis Dimen, MD, medical director, HACC, and associate director of Huntington Hospital’s internal medicine residency program, emphasizes that the program reflects an evolution from disease management to health maintenance. “Patients are empowered to take control of their own health by a team of healthcare providers that care for the whole person,” he adds.

DONOR SPOTLIGHT

Huntington Memorial Hospital is extremely grateful for the significant support UniHealth Foundation has provided toward our Patient Partners Program. The Los Angeles-based foundation provides grants to nonprofit hospitals and healthcare organizations, with a priority of achieving better patient outcomes through care-system enhancements. It is a priority, says UniHealth Foundation’s president, Mary Odell, that Huntington Hospital’s Patient Partners Program clearly fulfills.

Luis Dimen, MD, is medical director of Huntington Ambulatory Care Center (HACC) and associate director of Huntington Memorial Hospital’s internal medicine residency program. He is helping lead the hospital’s efforts to enhance patient outcomes through a new, patient-centered medical-home model at HACC.
In the hospital
A specially trained nurse (part of the hospital’s inpatient care team) and a health navigator meet with the patient and his/her family prior to discharge. The nurse and the assigned health navigator provide information regarding medication management, follow-up care and more. Patients without a primary-care provider are referred to HACC for follow-up care.

At home
During the month following discharge, the health navigator provides patient support and education through a series of follow-up contacts. This follow-up emphasizes the importance of prompt outpatient care — in order to help patients with congestive heart failure avoid rehospitalization. The navigator also helps the patient develop and maintain a personal health record, which further promotes wellness.

In the clinic
HACC enhanced care for low-income residents in 2011 through the introduction of a new patient-centered medical-home model. This new care model is central to our Patient Partners Program. Physicians involved in the program’s design noted that many patients with a chronic disease have more than one health need, for which care is traditionally fragmented among multiple specialists. The medical-home model involves a multidisciplinary care team comprised of physicians, residents from the hospital’s Graduate Medical Education program, a nurse practitioner, health navigators, and a dietitian. Together, team members coordinate care that focuses on the whole patient rather than a single presenting condition at a time — thus paving the way to optimal health.

EXCELLENT CARE, EXCELLENT OUTCOMES
During the Patient Partners Program’s initial implementation period, we have already seen significant success: At follow-up 30 days after discharge from patient care:

- 96 percent of enrolled patients reported having filled their prescriptions.
- 96 percent of enrolled patients reported taking all required medications.

In addition, a majority of patients enrolled via the health navigators — and who lacked other sources of primary care — accessed follow-up care at Huntington Ambulatory Care Center within seven days after hospital discharge.

THE PILLARS OF A SUCCESSFUL TRANSITION
The Patient Partners Program draws upon the respected Coleman model, which provides four key guidelines for the care of chronic-disease patients following discharge from inpatient care. Our program’s health navigators are specially trained to support and assist patients in these four areas, to support the best possible outcomes:

1. **Timely follow-up care:** Navigators encourage patients to see their primary care physician within seven days of discharge. Those without a physician are referred to Huntington Ambulatory Care Center.
2. **Medication management:** Navigators educate patients regarding new medications and help them understand and manage their complex medication regimens.
3. **Developing and maintaining a personal health record:** As patients receive care from a primary care physician and a variety of specialists, health navigators teach patients how to create and use a personal health record to document — and communicate — important health information and changes with all their healthcare providers. The personal health record includes information about everything from medications to symptoms, and helps to ensure coordinated care among the multiple providers involved.
4. **Understanding red flags:** Navigators teach patients how to respond to various signs and symptoms — helping to ensure the appropriate level of care for their condition.

A better approach to better health
All medical residents trained at Huntington Hospital now complete two mandatory rotations at HACC. In addition, they may choose to participate in a new elective rotation there. As a result, our residents are receiving enhanced preparation in multidisciplinary care for patients with chronic diseases.

“And in addition to our team-based approach,” says Dr. Dimen, “we’re also educating patients about how to be their own best healthcare advocates. We want to improve health outcomes...and life outcomes.”
As part of the Patient Partners Program, physicians Luis Dimen, MD, and Kristin Karlyn, MD, co-director, Chronic Disease Management program, are taking the lead in developing new protocols to guide clinical care for patients with a variety of chronic diseases. Drs. Dimen and Karlyn recently worked closely with residents from the Graduate Medical Education program to prepare guidelines for multidisciplinary care of diabetes, hypertension and hyperlipidemia — drawing from respected resources such as the American Diabetes Association and the National Institutes of Health. The new protocols will guide high-quality care for Patient Partners Program participants and other Huntington Ambulatory Care Center patients.

Doing right by our community

“Recently, there has been a national focus on helping people stay healthy and avoiding higher levels of care. Much of this focus has come about in response to healthcare reform, which will soon begin to reward providers for health outcomes as opposed to the amount of care rendered,” explains Eileen Koons, director, Senior Care Network. “At Huntington Hospital, this approach is not new. We’ve been providing wellness-focused, community-based care for decades,” Eileen continues. Since 1984, for example, Senior Care Network has empowered clients to participate actively in their own care and wellness. “And the hospital’s new Patient Partners Program — which involves Huntington Ambulatory Care Center, Senior Care Network, and other areas of the hospital — is another example of Huntington Hospital doing what’s right for our community.”
Huntington Hospital

The American College of Surgeons’s National Surgical Quality Improvement Program (NSQIP) recognized Huntington Memorial Hospital as exemplary in 2011. In fact, the hospital was found to be exemplary in three categories. We were one of just 26 hospitals nationwide to be exemplary in two or more categories.

NSQIP was founded in 1994 to promote improvements in surgical care provided at Department of Veterans Affairs medical centers. The program was extended to encompass private sector hospitals in 2004 and Huntington Hospital joined soon after. We were eager to take advantage of NSQIP’s efficient ability to gather performance data, in order to further enhance quality and outcomes across our own surgical services.

To measure the performance of all surgical specialties at the hospital, NSQIP randomly selects 30 surgical cases a week for analysis. A nurse analyst on our staff collects variables regarding patients’ risk factors (demographic profile, medical history and more) and surgical outcomes, and enters this information into the NSQIP database. Data are risk-adjusted to ensure an accurate comparison with other hospitals and our NSQIP rating is calculated. The rating is based on a comparison between actual outcomes and expected outcomes for the population served. Huntington Hospital’s Surgical Council, led by Paula Verrette, MD, vice president, quality and performance improvement, and chief medical officer, meets quarterly to analyze results, and propose and implement any needed improvements.

NSQIP data confirm that Huntington Hospital’s surgical outcomes compare favorably with those of the nation’s finest hospitals – including The Johns Hopkins Health System and Massachusetts General Hospital, among others. We were rated exemplary in the categories of surgical site infections, urinary tract infections, and overall mortality and morbidity.

“Huntington Hospital is proud to have been among early adopters of NSQIP. We work hard to identify any gaps, develop solutions and share findings with all hospital departments, so we can continuously improve our care.”

THOMAS VANDER LAAN, MD, GENERAL SURGEON; CO-DIRECTOR, INTENSIVE CARE UNIT; SURGICAL COUNCIL MEMBER

National Surgical Quality Improvement Program: Physicians lead the charge for quality

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At the front of the pack

In addition to his role as director, endovascular services, and director, surgical education, Steven G. Katz, MD, also serves as Huntington Memorial Hospital’s National Surgical Quality Improvement Program (NSQIP) champion. He has helped lead efforts to further enhance surgical outcomes at the hospital.

“NSQIP doesn’t tell you how to fix something,” Dr. Katz explains, “but it can help identify areas for improvement. The hospital then has the opportunity to implement the course of action that makes the most sense in our specific setting.”

To further reduce surgical-site infections, for example, Huntington Hospital’s Surgical Council involved surgeons in implementing best-practice solutions — switching to the surgical scrub chlorhexadine, for example, which is now known to be more effective than betadine. Adjustments to antibiotic dosing, and additional procedures to stabilize patients’ temperature, blood-glucose level and oxygen during and after surgery were also introduced.

“And it’s worked,” says Dr. Katz. “We’re now leading the field with regard to our low rates of surgical-site infection.”

Because joining NSQIP represents a considerable investment, Dr. Katz notes many hospitals remain uninformed regarding any shortcomings in their surgical outcomes. “But Huntington Hospital welcomed NSQIP participation,” he says, “because we don’t consider okay to be good enough. We want to provide the highest-quality care possible — and that’s what we’re doing.”
Innovation

Huntington Health e-Connect: Out in front of information technology

Two years ago, leaders at Huntington Memorial Hospital made the important decision to invest in a new health information technology. Known as Huntington Health e-Connect, the new system is vital to the future of quality healthcare in our community. Through Huntington Health e-Connect, Huntington Hospital is leading the way in using information technology to improve patient care — even as other health organizations rush to catch up to increase provider collaboration.

Following a pilot phase in 2011, Huntington Health e-Connect went live before the end of the year. We are now expanding the web-based system to allow all physicians in the San Gabriel Valley (some 7,000 users) to view patient data in a single, secure electronic environment. More than 200 physicians and their office staffs were enrolled and trained on the system in 2011.

Working together to improve patient care

“You can’t create collaboration around patient care if all providers aren’t looking at the same data,” explains Rebecca Armato, executive director, physician and interoperability services, who is leading Huntington Hospital’s efforts to go digital. “Huntington Health e-Connect allows a patient’s primary care physician to see the results of tests ordered by a specialist, for example; view details of inpatient care or lab results; and so much more. It links the many aspects of a patient’s care in a seamless way and is truly the future of care today.”

Through Huntington Health e-Connect, providers also have the ability to generate electronic referrals, submit prescriptions directly to a patient’s pharmacy, and send secure messages to other providers, as needed, regarding the patient’s care. “It allows doctors to communicate, collaborate and make more informed decisions,” says Rebecca. “Patient outcomes improve as a result — and we build a healthier community.”

“I think Huntington Health e-Connect is a good platform for physicians to communicate with each other regarding patient care. It allows us to retrieve inpatient and outpatient medical information readily so we can render better medical care and avoid unnecessary duplication of services. At Huntington Hospital, we’re probably further forward than most of our neighbor hospitals in this regard, and we have a strong information-technology team working collaboratively with local physicians and their office staff. Huntington Health e-Connect is going to be of considerable value to us — and to our patients.”

MICHAEL LUU, MD
Partnering to pioneer brain research

Neurosurgeons at Huntington Memorial Hospital have partnered with a team of cognitive neuroscientists from California Institute of Technology to uncover some of the secrets of the brain. According to Ian Ross, MD, surgical director, epilepsy and brain-mapping program, the resulting research promises to yield important clues about aspects of brain function that have mystified generations of scientists.

“Most recently, our team has been examining individual neurons in the brain’s amygdala region, to determine their relevance to social and emotional functioning,” explains Dr. Ross. The team has also focused on formation of memories in the hippocampus region.

“This is a sophisticated research program that requires buy-in and hard work from a broad cadre of individuals,” says William Sutherling, MD, medical director, epilepsy and brain-mapping program. He explains that Huntington Hospital is one of a select few hospitals with an environment conducive to such important research. “You must have a critical mass of patients, clinical staff and scientists to conduct research like this, and hospital leadership and staff must be receptive and supportive,” he says.

“And, importantly, Caltech is right in our backyard,” Dr. Sutherling adds, recognizing Ralph Adolphs, PhD, and his team of scientists from Caltech’s Emotion and Social Cognition Laboratory for their design of impressive research projects that are producing significant results in a tricky clinical setting.

The research team taps into electrodes to monitor neural activity in the brains of patients who have provided consent to participate in their study. While the electrodes help Huntington Hospital surgeons to plan procedures to relieve epileptic seizures, they are monitored by Caltech scientists to better understand how the brain works.
Innovative, lifesaving treatment

In September 2011, a graduate student from California Institute of Technology was sped by ambulance to Huntington Memorial Hospital’s Emergency & Trauma Center. He suffered cardiac arrest and was in a coma, having nearly drowned. (When found, he had been underwater in a swimming pool for more than five minutes.) After evaluating the young man, emergency department physicians believed he might already have suffered irreparable brain damage. They called the one man they thought had the best chance at saving the patient’s life — and restoring his cognitive function.

Daryl Banta, MD, pulmonary and critical care specialist, is an expert in therapeutic hypothermia. Over the past year, he has helped initiate and implement a protocol at Huntington Hospital that has proven to improve both brain function and survival. “We’ve been tremendously successful in using this protocol to treat patients with ventricular arrhythmia and coma,” Dr. Banta explains. “When appropriate patients are correctly enrolled, the majority walk out of the hospital with little to no cognitive deficit.”

The Caltech student’s situation, however, was different. This patient did not fit the classic criteria for hypothermia. And only a few reported studies have demonstrated the success of therapeutic hypothermia for near-drowning patients. “This young man, though, was in a very desperate situation,” says Dr. Banta. “Hypothermia gave us a long shot at sparing him from irreversible brain damage.” Dr. Banta provided therapeutic hypothermia, cooling the patient’s body to approximately 34 degrees Celsius for a period of 24 hours, giving his body a chance to heal while protecting his brain.

“Just ten days after he was admitted to the hospital, he was discharged and experienced a full neurological recovery,” Dr. Banta says. “This success story gives me a great deal of pride as an intensivist and demonstrates the promising potential of this innovative treatment protocol,” he adds.
Pasadena Community Urgent Care surpasses expectations

Pasadena Community Urgent Care provides physician-led, community-based care for residents of Pasadena and surrounding areas. It was opened in October 2010 by a group of community partners — Huntington Memorial Hospital, the City of Pasadena, Huntington Medical Foundation and Community Health Alliance of Pasadena (CHAP). Urgent care services are provided by Huntington Medical Foundation, a medical group of more than 50 San Gabriel Valley physicians. (CHAP provides primary care services at their own clinic adjacent to Pasadena Community Urgent Care.)

The urgent care center was created in response to a 2007 Los Angeles County Health Survey that found that more than 22 percent of Pasadena residents found it somewhat to very difficult to obtain medical care when needed. In 2011, the center provided care through 22,107 patient visits — almost twice the projected number. It is supported by significant financial contributions from the City of Pasadena and Huntington Hospital. The urgent care center and CHAP clinic are located at 3160 East Del Mar Boulevard.

Pasadena Community Urgent Care responds to a previously unmet need in our community for prompt, high-quality care for patients with urgent — though not life-threatening — medical needs.
Quality and Clinical Excellence

Quality leadership from the very top
Leaders at Huntington Memorial Hospital, with oversight by the Quality Committee of our board of directors, use a sophisticated quality dashboard to view performance across a variety of core measures. The dashboard allows meaningful review of essential quality information — and supports continuous quality improvement toward our rigorous 0/100 quality policy: “If something should not happen, our goal is for its occurrence to be zero,” explains Paula Verrette, MD, vice president, quality and performance improvement, and chief medical officer. “And if something should happen, our goal is for it to happen 100 percent of the time.”

QUALITY INITIATIVE SUCCESSES
Over the course of 2011, Huntington Hospital’s quality-improvement process further positioned us as a national quality leader:

**Ventilator-acquired pneumonia.** Ventilator-acquired pneumonia was one of the first quality measures championed by our Quality Committee. And in 2011, Huntington Hospital was one of just 13 hospitals nationwide to receive an award from the United States Department of Health & Human Services for eliminating ventilator-acquired pneumonia among our patients. In fact, in keeping with Huntington Hospital’s 0/100 philosophy, not a single patient (including our most vulnerable neonatal patients) has had ventilator-acquired pneumonia within the last three years.

**Sepsis.** Studies demonstrate that sepsis — a systemic bloodstream infection — is fatal in 50 percent or more cases. And, as with heart attack and stroke, sepsis has a limited treatment window: Care must be provided swiftly for patient survival. Thanks to a targeted response by our physicians, Huntington Hospital’s sepsis mortality rate is low when compared with hospitals nationwide.

**Elective inductions.** In keeping with best practices, Huntington Hospital recently began efforts to reduce elective inductions of infants under 39 weeks of gestation. (Babies are considered fully mature at 40 weeks of gestation.) In recent years, inductions have become increasingly popular, allowing physicians and parents to schedule delivery for enhanced convenience. However, research demonstrates that babies are subsequently more likely to experience medical problems related to breathing, feeding, body temperature and jaundice. By taking steps to reduce elective inductions, Huntington Hospital is taking steps to promote infant health. Prior to instituting this quality initiative, our elective induction rate was 25 percent. Today, it is 12 percent — and still trending downward.
Excellence, recognized
Huntington Memorial Hospital’s pursuit of quality is guided by best practices and focused on the best possible patient outcomes. In 2011, our efforts were rewarded, also, via a number of national accolades:

**The Joint Commission**
Huntington Hospital received full accreditation from The Joint Commission, the nation’s leading standards-setting and accrediting body in healthcare. In addition, we are recognized by The Joint Commission for excellence in specific care programs, as follows:
- Gold Seal of Approval™ for total knee- and hip-replacement program.
- Gold Seal of Approval™ for stroke care.

**Intersocietal Accreditation Commission**
In 2011, we became the first hospital in the San Gabriel Valley to achieve a Vascular Testing accreditation from the Intersocietal Accreditation Commission (IAC). IAC recognition certifies that the diagnostic tests performed by our new vascular laboratory are accurate and of the highest quality.

**National Accreditation Program for Breast Centers**
Huntington Hospital is one of just three facilities in the greater Los Angeles area to be accredited by the National Accreditation Program for Breast Centers (NAPBC). This elective accreditation process — part of the American College of Surgeon’s Commission on Cancer — recognizes comprehensive, multidisciplinary, team-based care for patients with breast cancer.

**American College of Radiology**
Huntington-Hill Breast Center was named a Breast Imaging Center of Excellence by the American College of Radiology in 2011. This important designation is awarded to breast imaging centers that demonstrate dedication to women’s health by participating in rigorous quality-assurance programs. As a Breast Imaging Center of Excellence, Huntington-Hill Breast Center is fully accredited in the following areas:
- Mammography
- Stereotactic breast biopsy
- Breast ultrasound

**Center of Excellence in Accelerated Partial Breast Irradiation**
Huntington Hospital was recently designated a Center of Excellence in Accelerated Partial Breast Irradiation (APBI). APBI allows physicians to provide targeted, accelerated radiation therapy for eligible breast cancer patients. With new, single-entry Strut-adjusted Volume Implant (SAV®) technology, physicians are able to precisely deliver radiation to the appropriate area, while sparing healthy tissue.
Huntington Ambulatory Surgery Center: Enhancing quality through state-of-the-art surgical care

In December 2011, Huntington Memorial Hospital opened a new, state-of-the-art outpatient surgical center. Created in partnership with Health Inventures and members of our surgical staff, Huntington Ambulatory Surgery Center is located in Huntington Pavilion, the nexus of our outpatient services.

Comprising six outpatient surgery suites, Huntington Ambulatory Surgery Center incorporates the latest surgical equipment, including minimally invasive technologies that can enhance patient outcomes. A team of specially trained clinical and administrative staff, convenient check-in and enhanced privacy are among the center’s strengths. It provides the best of attention, ease and comfort for patients throughout the surgical process.

Dedicated outpatient surgical space also facilitates scheduling and increases convenience for both patients and physicians. (Previously, many outpatient procedures were performed in Huntington Hospital’s inpatient facilities.) Outpatient procedures ranging from orthopedic and sports-medicine surgery to ophthalmology, gynecology, urology, pain-management and cosmetic surgeries are available here. The 22,782-square-foot center features a spacious and comfortable waiting area, free internet access, and free parking for patients and guests.
Excellence is more than just a word at Huntington Memorial Hospital. It is our mission.

In keeping with this mission — to excel at the delivery of healthcare to our community — we provide medical care of the highest quality, incorporating best practices, advanced clinical technologies, and a caring human touch. As a nonprofit hospital, moreover, we go beyond the kind of care that is funded through traditional reimbursements, devoting significant resources toward above-and-beyond services to benefit local residents. Such services include (but are not limited to) charity care; health research, training and education; and community outreach and education. (See facing page for specific community benefits provided in 2011.)

In most cases, these important community-benefit services do not in themselves generate revenue, though they are evidently important to our community’s health. We must rely on generous philanthropic support to make them possible. The support of friends like you thus helps ensure the full range of services that our mission and our nonprofit status call on us to provide.

We are deeply grateful to all those who made it possible for us to fulfill our mission — and promote the health and well-being of our friends and neighbors — in 2011.

Thank you for your continued support.

Jane Haderlein
Senior Vice President, Philanthropy and Public Affairs
Community Benefits

“Philanthropy is the lifeblood of Huntington Hospital and plays an essential role in ensuring access to high-quality medical care for all members of our community.”

LOUISE BRYSON, BOARD MEMBER, QUALITY COMMITTEE MEMBER

$84,428,262

IN 2011, HUNTINGTON MEMORIAL HOSPITAL PROVIDED THE FOLLOWING COMMUNITY BENEFITS, TOTALING $84,428,262:

- **Charity care**: $60,696,476, including lifesaving medical care for those unable to pay. Charity care costs also include the difference between Medi-Cal and Medicare reimbursements and the actual costs of providing care, as well as other direct care services.

- **Health research, training and education**: Huntington Hospital is dedicated to securing the future of medical care in our region through investments in promising medical research, as well as in training the caregivers of tomorrow to provide high-quality care, based on best practices. In 2011, we invested $14,801,751 in research and education, including our flagship Graduate Medical Education program and continuing education for nurses and other health professionals.

- **Community outreach and education**: $8,930,035 in community outreach and education services for some of the most vulnerable members of our community, including low-income residents, seniors and those with chronic diseases. Services in this regard included health screenings, informative community health fairs, flu shots, and more.

Huntington Hospital Trauma Center launched a local chapter of the national organization Students Against Destructive Decisions (SADD) in 2011. The chapter represents the latest expansion of our injury-prevention program. With support from administrators at Blair Middle and High schools in Pasadena, the hospital’s injury prevention coordinator trained a select group of students and their faculty advisor in the SADD peer-mentoring model. Via regular support groups, the trained student leaders now in turn educate their peers — supporting responsible decision-making and the avoidance of dangerous behaviors such as driving under the influence, texting and driving, violence, and bullying. During the program’s pilot phase, 180 students signed SADD’s Contract for Life. Through this contract — which also incorporates parental involvement — students commit to making responsible decisions and avoiding dangerous ones. In the future, the hospital will expand SADD activities to reach additional students and schools.
2011 Financial Review
Huntington Memorial Hospital and Affiliates

**BALANCE SHEET** (in $ millions)

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<tr>
<td><strong>Total assets</strong></td>
<td><strong>1013</strong></td>
<td><strong>988</strong></td>
</tr>
<tr>
<td>Long-term obligations</td>
<td>211</td>
<td>216</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>188</td>
<td>162</td>
</tr>
<tr>
<td>Net assets</td>
<td>614</td>
<td>610</td>
</tr>
<tr>
<td><strong>Total liabilities and equity</strong></td>
<td><strong>1013</strong></td>
<td><strong>988</strong></td>
</tr>
</tbody>
</table>

**STATEMENT OF OPERATIONS** (in $ millions)

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient services and revenues</td>
<td>471</td>
<td>502</td>
</tr>
<tr>
<td>Other revenues</td>
<td>46</td>
<td>38</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td><strong>517</strong></td>
<td><strong>540</strong></td>
</tr>
<tr>
<td>Salaries and employee benefits</td>
<td>272</td>
<td>266</td>
</tr>
<tr>
<td>Other expenses</td>
<td>204</td>
<td>223</td>
</tr>
<tr>
<td>Capital costs</td>
<td>33</td>
<td>34</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>509</strong></td>
<td><strong>523</strong></td>
</tr>
<tr>
<td><strong>Income</strong></td>
<td><strong>8</strong></td>
<td><strong>13</strong></td>
</tr>
</tbody>
</table>

**Community Benefits**
Huntington Memorial Hospital provided approximately $88.4 million in qualified community benefits during the 2011 reporting period, including $28.5 million in support to the Medicare population. Community benefits also include charity care; health research, training and education; and community outreach and education.

*Calculations based on report filed with the State of California in May 2012.*

*Inclusive of Collis P. and Howard Huntington Memorial Trust*
We are proud to recognize donors whose 2011 gifts helped ensure the availability of superior care at Huntington Memorial Hospital. We are truly grateful for their support of our high-quality medical services. These generous friends have made a real and positive difference in the lives of patients across our region.

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Generous support from our community — in the form of philanthropic contributions — helps us respond quickly and flexibly to evolving needs, while ensuring that our care remains of the highest caliber. In addition, a commitment to care, and the strong obligations of philanthropic stewardship, dictate that we safeguard the future of medical care for our region. We demonstrate our dedication to sustainability in many ways: investing in a strong and highly qualified workforce...promoting research and innovation...and taking advantage of the latest clinical and information technologies.

We can make investments in these and other critical areas only with your continued support. I thus hope you will join me in investing in your community, by investing in Huntington Hospital today.

Thank you.

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To become the finest community-based regional medical center in Southern California.
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The printer, Chromatic Lithographers, will make a donation on behalf of the hospital to American Forests, for the planting of 300 trees.