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VISION WHERE WE WANT TO BE

Patients First

MISSION WHY WE ARE HERE

We provide high-quality healthcare without discrimination and contribute to the health and well-being of our communities in an ethical, safe and fiscally prudent manner in recognition of our charitable purpose.

VALUES OUR PROMISE

• Patients First: Our patients’ safety, well-being and medical condition will be our primary concern at all times.
• Respect and Compassion: We will consistently demonstrate respect and compassion for the beliefs, situation and needs of our patients and co-workers.
• Responsiveness: We will strive to anticipate needs and respond in a timely way to meet or exceed the expectations of others.
• Integrity: Our attitude and actions will reflect the highest ethical and moral standards.
• Collaboration and Innovation: We will work together—within and outside the organization—to solve problems and pursue opportunities in creative ways.
• Stewardship: We will serve the community wisely through the efficient and prudent use of our financial resources.
PIH Health has been dedicated to serving the community for nearly 100 years through innovative, compassionate, and high-quality healthcare. Today, amidst a dynamic healthcare landscape, our mission spans across two hospitals, 20 medical offices, and countless community partners, programs and supporters who share our vision to improve health and wellness. During this past year, our many achievements highlight our continued progress toward that goal.

Launched in 2014, our Vivity collaboration with Anthem Blue Cross and six other leading hospital systems continues to capture the attention of public and private organizations seeking a high-quality and affordable insurance product. CalPERS, the nation’s second-largest purchaser of health benefits and an early adopter of healthcare system innovations, is already using Vivity network doctors and hospitals in Los Angeles and Orange Counties. In addition, we established the Downey Medical Group which is a huge milestone for residents in Downey and surrounding communities.

Excellence was also seen on medical frontlines. We’re proud to report that this year, the PIH Health Lung Cancer Screening Program received the Association of Community Cancer Center’s (ACCC’s) Innovator Award for outstanding contributions to enhancing quality cancer care in the community. In addition, the PIH Health Patricia L. Scheifly Breast Center in Whittier received accreditation by the National Accreditation Program for Breast Centers, a program administered by the American College of Surgeons.

We believe that collaboration runs deep within our organization. For the second consecutive year, PIH Health was named “Favorite Workplace” by the San Gabriel Valley News Group. This award—voted on or in part by our own employees—indicates that our staff supports our mission, and we believe that translates into compassionate caregivers and high-quality patient care.

Our most important relationship, however, is always with the patients we serve. Last September, we were honored to earn the prestigious National Research Corporation’s Path to Excellence award for the sixth consecutive year. This award recognizes healthcare organizations for their dedication to improving the patient experience.

As we begin another year, we welcome even greater opportunities to join together for community health. It’s more than what we do—it’s who we are.

Kenton Woods  
President and Chief Executive Officer, PIH Health

James R. West  
Chair, Fiscal Year 2014-2015 PIH Health Board of Directors
## QUICK FACTS*

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>PIH Health hospitals, licensed beds</td>
<td>747</td>
</tr>
<tr>
<td>Employees</td>
<td>5,096</td>
</tr>
<tr>
<td>Volunteers</td>
<td>1,005 active volunteers</td>
</tr>
<tr>
<td>PIH Health hospitals, medical staff</td>
<td>946</td>
</tr>
<tr>
<td>PIH Health Physicians</td>
<td>112</td>
</tr>
<tr>
<td>Advanced Practice Professionals</td>
<td>100</td>
</tr>
<tr>
<td>Service population</td>
<td>Approximately 2.1 million residents in Los Angeles and Orange Counties and the greater San Gabriel Valley</td>
</tr>
</tbody>
</table>

## QUICK STATISTICS*

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Emergency Department visits</td>
<td>129,789</td>
</tr>
<tr>
<td>Number of births</td>
<td>3,819</td>
</tr>
<tr>
<td>Surgical volume</td>
<td></td>
</tr>
<tr>
<td>Main Operating Room</td>
<td>11,925</td>
</tr>
<tr>
<td>Same Day Surgery</td>
<td>6,013</td>
</tr>
<tr>
<td>Total</td>
<td>17,938</td>
</tr>
<tr>
<td>Cardiac catheterizations</td>
<td>1,732 heart catheterizations were done and 505 patients had stents placed</td>
</tr>
<tr>
<td>Hospital visits</td>
<td>249,548</td>
</tr>
<tr>
<td>(includes inpatient admissions and outpatient visits)</td>
<td></td>
</tr>
<tr>
<td>PIH Health Physicians medical office visits</td>
<td>502,174</td>
</tr>
</tbody>
</table>

*Numbers include Whittier and Downey campuses and PIH Health Physicians medical group where applicable
VIVITY | A VALIANT FIRST YEAR

After a bold debut in November 2014, the first-of-its-kind insurance product, Anthem Blue Cross Vivity displayed impressive momentum and remarkable results in its first full year.

Vivity has also received good traction outside of CalPERS, attracting a number of restaurants, private schools, garbage collection companies and other small-to-midsize organizations seeking an excellent HMO insurance product at an affordable price. Going forward, Vivity is excited to be available to more of the large, national accounts in the area.

“During the past year, Vivity has made excellent progress in the collaboration of its partners, specifically in the areas of care coordination, customer service, electronic data sharing and member acquisition,” said PIH Health Senior Vice President and Chief Medical Officer Rosalio Lopez MD MBA. “We’re very excited about what the future holds.”

SEVEN HOSPITAL SYSTEMS PARTNERING WITH ANTHEM BLUE CROSS TO OFFER VIVITY

- PIH Health
- Cedars-Sinai Medical Center
- Good Samaritan Hospital
- Huntington Memorial Hospital
- MemorialCare Health System
- Torrance Memorial Medical Center
- UCLA Health System

OVER THE PAST YEAR MUCH HAS TRANSPRIRED for PIH Health as an organization. The following are some of the highlights from Fiscal Year 2014–2015.

PIH HEALTH LUNG CANCER SCREENING PROGRAM RECEIVES THE ACCC INNOVATOR AWARD

In October 2014, the PIH Health Lung Cancer Screening Program received the Association of Community Cancer Center’s (ACCC) Innovator Award for outstanding contributions to enhancing quality cancer care.

The PIH Health Lung Cancer Screening Program improves the quality and timeliness of cancer care from diagnosis to start of treatment as well as communication among the multidisciplinary team. As a Lung Cancer Alliance Screening Center of Excellence and an American College of Radiology (ACR) designated lung cancer screening center, PIH Health offers state-of-the-art equipment and procedures, and industry-leading physicians.

“We recognize the importance of each and every scan we perform,” said Daniel Saket MD, PIH Health Hospital - Whittier medical director, Radiology. “We know that while some patients are undergoing routine tests, others are anxiously awaiting what could be life-changing results.”

The Lung Cancer Screening Program seeks to empower patients to be advocates for their own health while providing compassionate and professional care.
THE PIH HEALTH PATRICIA L. SCHEIFLY BREAST CENTER RECEIVES ACCREDITATION BY NAPBC

In January 2015, the PIH Health Patricia L. Scheifly Breast Center was granted a three-year/full-accreditation designation by the National Accreditation Program for Breast Centers (NAPBC), a program administered by the American College of Surgeons. Accreditation by the NAPBC is granted to centers that provide the highest level of quality breast care and that voluntarily undergo a rigorous evaluation process and review of their performance. A center that achieves NAPBC accreditation has demonstrated a commitment to excellence in all aspects of breast healthcare.

The NAPBC is a consortium of professional organizations dedicated to improving quality of care and monitoring outcomes of patients with diseases of the breast. Its board membership includes professionals from 20 national organizations that reflect the full spectrum of breast care.

Receiving care at a NAPBC-accredited center ensures that a patient will have access to:

- Comprehensive care, including a full range of state-of-the-art services.
- A multidisciplinary team approach to coordinate the best treatment options.
- Information about ongoing clinical trials and new treatment options.
- And, most importantly, quality breast care close to home.

HEALTH EDUCATION BROCHURE HELPS DOCTORS GUIDE PATIENTS TO WELLNESS

In October 2014, physicians throughout the PIH Health service area gained access to a new tool to help guide patients—a Health Education Brochure. This brochure provides information on programs that range from diabetes prevention to chronic disease self-management (some offered in other languages). This tool offers other opportunities for patients and their families to take part in and become active participants in their own healthcare.

“The health brochure augments providers’ ability to guide patient care and encourage wellness, ultimately contributing to our organization’s efforts to strengthen the continuum of care,” said Ricardo V. Lopez MPH CHES, manager, PIH Health Community Health Education.

The Health Education Brochure is an extension of the class listings from PIH Health’s Healthy Living magazine and can also be found online, reaching patients, community members and PIH Health staff at PIHHealth.org/Calendar. The vast majority of programs are offered free of charge and at various community locations.

PIH HEALTH NAMED FAVORITE PLACE TO WORK FOR SECOND YEAR IN A ROW

In June, PIH Health was honored to receive the “Favorite Workplace” award from the San Gabriel Valley News Group for the second consecutive year.

The publishers of the Whittier Daily News, Pasadena Star News and San Gabriel Valley Tribune recognized the top employers in the San Gabriel Valley, PIH Health among them. The designation was voted on by readers, which includes PIH Health employees and staff.

The award was also featured in a prominent advertisement that ran in the three publications mentioned above as well as the Los Angeles Daily News, Torrance Daily Breeze, Long Beach Telegram, Downey Patriot and Downey Community News.
PIH HEALTH ENHANCES PATIENT PORTAL

My PIH Health, PIH Health’s online portal where patients can access their health information, launched on June 4, 2014 at PIH Health Hospital - Whittier and throughout PIH Health Physicians’ (PHP) medical offices.

One login gives a patient access to their health records. Whether from a doctor’s office or a hospital stay (currently at the Whittier campus only), the Patient Portal allows the ability to communicate privately with their physician’s office via secure messaging. While logged into the system, patients can:

- View and print test and lab results
- View upcoming appointments
- Track vital information such as height, weight and blood pressure
- See a list of current medications
- View clinical summaries of doctor visits or hospital stay
- Set up proxy accounts for dependents

New features added this past year include the ability to:

- Request an appointment
- Request prescription refills

SOCIAL MEDIA

PIH Health feels a responsibility to our community, and seeks to provide health and wellness information to local residents in a variety of ways. Making our resources accessible anytime, from virtually anywhere, through an updated website and social media outlets was a natural evolution of our outreach programs.

Based on the tremendous growth of our web visits and social media presence, it’s clear that our community agrees. During the first full year of our new PIH Health website, the number of visits and unique visitors more than doubled. Today, the site attracts a whopping 120,000 average monthly visits; and proving that today’s visitors are more active than ever, 71 percent of that website traffic is coming in through mobile devices.

“Thanks to our new site, patients and visitors can easily find a doctor, get directions, review services and access a wide range of wellness information, wherever they happen to be,” said Rosalio J. Lopez MD MBA, senior vice president and chief medical officer. “We’ve also had more than 22,000 views to our physician videos, which help people get to know our various doctors. We’ve received great feedback from patients who appreciated ‘meeting’ their doctors before selecting them, or who have chosen their physicians partly because they ‘connected’ with them through the video.”

Our Healthy Living online blog has also gained great traction this year. Since it launched in September 2014, nearly 20,000 articles have been read. The bi-weekly blog posts cover a wide range of topics—everything from chronic conditions, patient success stories, fun ways to stay in shape, wellness tips and even healthy recipes. In fact, when hospital visitors now connect to our Wi-Fi network, they are immediately taken to the Wellness section, and data shows that many people choose to spend time there.

As new blogs are posted, they are promoted on the PIH Health Facebook page, which has also seen growth. Our page “likes” have grown 137 percent over last fiscal year, with 500 average engaged users per day. One more way PIH Health is able to connect with its ever-social community is through its recently launched Twitter page. Going forward, the organization hopes to connect with even more individuals to help encourage health and wellness through its social media efforts.
INFORMATION TECHNOLOGY UPDATES

Where would we be today without technological advances? Technology not only helps to improve the speed of the transmission of information but it helps us store that information and find what we need with the click of a button. While there is no doubt that technology has changed the world, it has also helped to improve the way the healthcare business operates. Here are a few “techy” tidbits that occurred throughout PIH Health this past year:

RECOGNITION FOR THE WHITTIER CAMPUSS BY THE JOINT COMMISSION AND HIMSS

In November 2014, PIH Health Hospital - Whittier was recognized by two prominent national organizations in the healthcare field. In The Joint Commission’s 2014 annual report America’s Hospitals Improving Quality and Safety, the Whittier campus was recognized for attaining and sustaining excellence in accountability measure performance in: heart attack, heart failure, pneumonia and surgical care.

Additionally, Healthcare Information and Management Systems Society (HIMSS) Analytics announced that PIH Health Hospital - Whittier achieved Stage 6 on the EMR Adoption ModelSM (EMRAM). Only 16.5 percent of hospitals in the nation carry this designation. According to HIMSS, Stage 6 hospitals are at the forefront of electronic health records (EHR) adoption.

eMD XCHANGE

In July 2015, an exciting improvement—eMD Xchange—was introduced to PIH Health’s eMD system at the Whittier campus and was piloted in select PIH Health Physicians’ offices. eMD Xchange is a health information exchange (HIE) tool that connects and consolidates PIH Health information in acute and ambulatory care settings. Phase I of the Xchange links PIH Health internal communities. Integrating patient information from the Downey campus and community practices are included in future plans.

Key Features of eMD Xchange:

• eMD Xchange is a health information exchange (HIE) tool that displays patients’ health history between Acute and Ambulatory care settings.
• Acute providers can view office visit details and Ambulatory providers can view hospital information.
• eMD Xchange provides online access to demographics, provider notes, transcribed reports, diagnoses, procedures, problems, allergies, medications, immunizations, and radiology and lab results.
• eMD Xchange positions PIH Health to better manage our patient population and support our vision of “Patients First.”

ADDITION OF PHYSICIAN NOTES

In August 2015, the electronic notes feature of eMD, called Physician Notes, was upgraded by the Information Technology (IT) team. This newly upgraded feature provides physicians a more efficient documentation platform by providing:

• Acronym expansion.
• Simplified format when pulling vital signs, labs and radiology results.
• All medications grouped into categories and all anti-infectives have an accurate report of the duration of treatment to date.
• Pain medications and insulin presented in simple table format for 24-hour periods with corresponding pain scales and glucose levels, respectively.

Physician Notes now allows for more efficient documentation capabilities. For example, physicians may access reference material to increase the specificity of their diagnoses (which is intended to decrease his or her query rate) and they also have the ability to easily create a physician superbill for each encounter.
## COMMUNITY BENEFIT – INTEGRAL TO PIH HEALTH’S CHARITABLE MISSION

**MORE THAN $54.8 MILLION INVESTED DURING FISCAL YEAR 2014-2015**

PIH Health’s comprehensive community benefit programs strive to improve the overall health of our communities. During the 2014-2015 fiscal year, the community benefit investment for the PIH Health enterprise totaled more than $54.8 million, or 6.4 percent of enterprise expenses.

Some results of our investment are noted below, organized by IRS-recognized community benefit categories.

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Served/Counted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Charity Care (Financial Assistance)</td>
<td>$3,447,043</td>
<td>4,234 served</td>
</tr>
<tr>
<td>Unpaid Costs of Public Health Insurance Programs</td>
<td>$32,886,774 71,930 served</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$30,738,246 Medi-Cal</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$2,148,528 Other Public Health Insurance Programs</td>
<td></td>
</tr>
<tr>
<td>Cash &amp; In-Kind Contributions</td>
<td>$396,563</td>
<td>1,793 served</td>
</tr>
<tr>
<td>Research</td>
<td>$199,351</td>
<td>80 served</td>
</tr>
<tr>
<td>Community Benefit Operations</td>
<td>$419,908</td>
<td>38,572 served</td>
</tr>
<tr>
<td>Health Professions Education</td>
<td>$7,481,042</td>
<td>3,170 served</td>
</tr>
<tr>
<td>Community Health Improvement Services</td>
<td>$3,203,020</td>
<td>38,572 served</td>
</tr>
<tr>
<td>Subsidized Health Services</td>
<td>$6,743,605</td>
<td>57,249 served</td>
</tr>
</tbody>
</table>

To view the full Community Benefit Annual Report, please visit [PIHHealth.org/CBAnnualReport](http://PIHHealth.org/CBAnnualReport)
COMMUNITY SUPPORT

PIH Health gives back to the community by providing financial support to nonprofit organizations within its service area. These contributions support important programs and services that are aligned with PIH Health’s mission and are consistent with and responsive to our communities’ identified health needs. These gifts enable the organization to build upon the impact of existing community health improvement efforts.

![Circle chart showing investments in different sectors]

**Rotary Club of Whittier**

“We are grateful for PIH Health and for the partnership we have developed to serve the oral health care needs of underserved children in the City of Whittier.”

— Rotary Club of Whittier, which developed partnerships to bring a dental screening and nutrition education program to local students

**Interfaith Food Center**

“We truly appreciate our partnership with PIH Health, not only with the funding toward the purchase of a new refrigerated truck, but also with the regular visits from the Mobile Health Services Nurse and for the nutritional guidance provided to our clients.”

— Interfaith Food Center, a local food bank serving Whittier, La Mirada and Santa Fe Springs
COMMUNITY BENEFIT

COMMUNITY HEALTH IMPROVEMENT PLAN

PIH Health places great emphasis on identifying and addressing our communities’ most significant health needs. In order to understand where our efforts can make the most impact, PIH Health—in accordance with Internal Revenue Service (IRS) requirements—conducts a Community Health Needs Assessment (CHNA) every three years, specific to each hospital campus’ primary service area.

The data findings and community input gained through these assessments highlight key opportunities for action. As a result, a Community Health Improvement Plan was developed after carefully analyzing and prioritizing the most significant health needs. The areas of focus and strategies shown below will guide PIH Health’s community health improvement efforts through 2016.

FISCAL YEAR 2014-2015

<table>
<thead>
<tr>
<th>AREAS OF FOCUS</th>
<th>OUR STRATEGIES</th>
<th>IMPACT SNAPSHOT</th>
</tr>
</thead>
</table>
| Preventative screenings and immunizations | Mobile Health Services  
Community Health Education Programs | 1,304 adult and childhood immunizations given                                                                                                                                                                   |
| Childhood obesity                      | Community Collaboratives Promoting Healthy Eating, Active Living  
  • Activate Whittier  
  • Healthy Los Nietos  
  • Stay Healthy Downey | 11 Whittier schools have substituted food sales for a mud run physical activity fundraiser  
84% increase in student health knowledge after education classes (5th and 7th grades)  
Initiated strategic planning                                                                                                                                 |
| Diabetes and heart disease             | Chronic Disease Self-Management Program  
Community Health Education Programs  
Diabetes Education Center  
Whittier First Day Health & Wellness Center | 94% of 72 program graduates report having a self-management plan as a result of the program  
Average 23% decrease in blood glucose concentration across 202 individuals enrolled in Diabetes Self-Management program                                                                                   |
| Health insurance coverage              | Health Insurance Enrollment and Referral | 2,696 insured via enrollment efforts in public health insurance programs                                                                                                                                       |

To learn more about PIH Health’s Community Health Improvement programs, please visit [PIHHealth.org/Community](http://PIHHealth.org/Community)
JOINING FORCES TO IMPROVE COMMUNITY HEALTH

PIH Health is proud to work alongside the community to promote healthy living and to partner with a growing number of community collaboratives that are working to make the healthy choice the easy choice. PIH Health provides technical assistance in the areas of strategic planning, program development and evaluation, engagement, marketing, and partnership development as needed so that together we can address some of the most prevalent health issues in our community.

PIH Health is partnering with community collaboratives that include:

• **Activate Whittier** - comprised of local organizations and community residents working together to build a healthy, active Whittier. Successes include smoke-free parks; “Healthy Pick” labeling at corner stores, school salad bars and fundraisers focused on healthy activities rather than unhealthy food sales; and the five-mile Whittier Greenway Trail.

• **Healthy Los Nietos** - designed to address the rising rates of childhood obesity. Through physician-led education and family-oriented activities in partnership with the Los Nietos School District, this collaborative works with students, teachers and families to help turn the tide on this growing health challenge.

• **Stay Healthy Downey** - focused on improving overall health through partnerships with key community organizations. This collaborative’s work strives to create a sustainable approach to wellness that will positively impact current and future generations.

This year, PIH Health also expanded its outreach to additional collaboratives in the communities of La Habra and Cerritos.

Regardless of the program, service or initiative, one thing is clear. PIH Health is passionate about serving the community and recognizes the power of partnership and collaboration in improving community health.

PIH HEALTH AWARDED 2015 AMERICAN HOSPITAL ASSOCIATION NOVA AWARD

On July 25, 2015, the American Hospital Association (AHA) recognized PIH Health as one of five 2015 NOVA Award recipients at its Health Forum Leadership Summit in San Francisco. This prestigious national honor recognizes collaborative programs focused on improving community health.

PIH Health, together with Kaiser Permanente Downey Medical Center, was honored with this award for their collaborative work with Activate Whittier. In 2008, the two healthcare systems joined forces with the city of Whittier, the YMCA of Greater Whittier and the Los Angeles County Department of Public Health to establish Activate Whittier—a community-wide initiative designed to combat obesity, involving multiple nonprofit organizations, schools, residents and youth.

“We had never all worked together before, but there was a natural synergy,” said James R. West, president and chief executive officer, PIH Health. “Each of the partner organizations knew we needed to collaborate with other community organizations to make the greatest impact.”

PIH Health President and Chief Executive Officer James R. West; Vice President of Marketing, Business Development and Community Benefit Debra Legan; Chief Administrative Officer Peggy Chulack; Director Community Benefit and Community Health Vanessa Ivie; and PIH Health Board Members Drew Sones, Jane Dicus, Paula Cowan and Efrain Aceves accepting the 2015 American Hospital Association NOVA Award.
Supporting the mission of PIH Health financially is important for many in our community, and the results this past fiscal year truly speak for themselves. Two successful events raised a combined total of more than $850,000 in net proceeds to benefit PIH Health. This generous outpouring of funds is already making a tremendous positive impact on people in our community.

**PIH Health Foundation 2015 Gala**

In April, the 2015 PIH Health Foundation Gala attracted more than 700 guests and raised a net profit of over $590,000 to support the PIH Health James P. Fitzgerald MD Spiritual Care Services. These funds are supporting PIH Health chaplains at our two hospitals and providing staff members and volunteers with additional supplies of resources and materials. At a time when many hospitals are reducing their support of this vital function, PIH Health is enabling our Spiritual Care teams to extend their compassionate care, provide more faith-based guidance and touch more lives during some of life’s most difficult transitions.

**Frank Scott Pro/Am Golf Tournament**

In September, the generous giving continued at the 22nd Annual Frank Scott Pro/Am Golf Tournament, a sold-out event that raised $260,000 in net proceeds to benefit nursing education at PIH Health. By investing in continued education for nurses, PIH Health sets itself apart by demonstrating its unwavering commitment to one of our most valuable resources—the nursing team that provides excellent, state-of-the-art healthcare to our community, one person at a time.

*From left to right sitting at the table: Dr. Shannon Moore, Rev. Jeff Bassette, Rev. Ernesto Hernandez, Carol Hernandez, Rev. Tom Boles and Virginia Boles*

*Standing left to right: Chaplain Patricia Dutriz, Reverend Dominic Tran, Reverend Philip Demers, Carolyn Demers.

*PIH Health nurses and Frank Scott Pro/AM Golf Tournament Co-Chairs Annette and Rich Atwood (center)*
PIH HEALTH JAMES P. FITZGERALD MD SPIRITUAL CARE SERVICES • AT THE HEART OF PIH HEALTH CARE

When Joanna Viera came to PIH Health Hospital - Whittier not being able to breathe, she had no idea of what to expect or the seriousness of her condition. Within three hours, she was diagnosed with Stage IV ovarian cancer and began the fight for her life. During Joanna’s difficult healthcare journey, she lost more than 90 pounds and endured six hospital visits in one year alone.

Fortunately, Joanna got well and eventually returned to work; and her appreciation for PIH Health’s spiritual care team has never wavered.

“To be honest, I don’t know how I would have gotten through it, had the spiritual care staff not been here for me,” said Joanna. “I feel that the spiritual care staff along with my medical team really got me through my treatment—and got me to the point of being well.”

PIH Health’s Spiritual Care Services—recently named in honor of the late James P. Fitzgerald MD—include compassionate chaplain care (in both English and Spanish), religious rites, prayer and family support, a listening ear and the provision of spiritual materials, if desired. Both PIH Health hospitals also provide around-the-clock access to a chapel for prayer and meditation. For any community members who are grieving the loss of loved ones, the spiritual care services team also facilitates a six-week “Living With Loss” support group.

That’s why the 2015 PIH Health Foundation Gala, Midnight at the Oasis, supported the PIH Health James P. Fitzgerald MD Spiritual Care Services. This event was a tremendous success, raising a net profit of more than $590,000 to support the outstanding spiritual care services our chaplains provide. Thanks to the donors’ support of the gala, PIH Health Hospital - Downey was able to employ a full-time chaplain.

These valuable resources, however, also require ongoing support.

“The words of comfort, compassion and caring that emanate from our spiritual care services staff as they counsel and pray with patients and their families, provide a sense of peace that only comes from a divine source,” said Gregory Polito MD, vice president of Surgical Services. “They are a vital, integral part of our patients’ journey back to mental, psychological, relational and spiritual wellness—even if a return to true physical wholeness is not possible. And that is why my wife, Pam, and I cannot say enough positive things about them and have contributed to their support.”

For these reasons, PIH Health Foundation will continue to raise funds to help build a spiritual care endowment so that Spiritual Care Services will always be part of PIH Health.
A LEGACY OF LOVE

ESTATE PLANNING CAN MAKE A LASTING IMPACT

Legacy gifts come in all shapes and sizes—and they’re often as unique as the individuals who so generously provide them. That was certainly true for Dorothy Dewhirst Kosowsky, the late PIH Health Foundation Legacy Society member. Before she passed away in 2015, Dorothy committed the proceeds from the sale of her home to establish an endowment fund at PIH Health Foundation. Dorothy’s estate plan lovingly honored her late brother, James H. Dewhirst MD, who practiced Family Medicine in Whittier and Hacienda Heights for 44 years and also served as Chief of Staff at PIH Health Hospital - Whittier in 1981.

The purpose of the James H. Dewhirst MD endowment fund is to support the PIH Health Family Medicine Residency Program to help provide services for the in-home healthcare program.

“There are so many different ways to make an estate gift and this is one creative way to help someone’s legacy live on,” said Nicole Jackson, major and planned gifts director at PIH Health Foundation.

Planned gifts like Dorothy’s have been directly responsible for some of PIH Health’s most significant advances and are essential for the organization’s continued success. When including PIH Health in estate plans, whether through life insurance gifts, will bequests, charitable remainder trusts or other life-income gifts, individuals also become members of the PIH Health Legacy Society. All of these efforts help create a legacy that builds the future and ensures PIH Health remains great for generations to come.

PIH HEALTH’S LEGACY SOCIETY MEMBERS GIVE BACK

J.C. “Mac” McFarland has been a nearly lifelong resident of Whittier. “Carolyn and I plan to be here for the remainder of our time on this earth, so PIH Health seems a natural place to choose to share some of our good fortune,” he says. Mac and his wife, Carolyn, belong to PIH Health’s Legacy Society—a membership group comprised of donors who have made plans in their estate to give to PIH Health, and whose contributions have helped build PIH Health into what it is today.

Two of Mac and Carolyn’s three children were born at PIH Health’s Whittier campus, as were two of their grandchildren. Mac’s father went through the hospice program with PIH Health, resulting in a dignified end to his full life.

Since his semi-retirement 17 years ago, Mac has become very active with PIH Health as a volunteer director, serving on several boards and committees, including chairing the PIH Health Hospital - Whittier Board and the PIH Health Physicians Board. “PIH Health has been a very important institution in our lives over the years, so once Carolyn and I decided we were in a position to do some charitable giving—during and after our lives—PIH Health was definitely at the top of the list of charities we wanted to support,” says Mac.

PIH Health acknowledges the value in sharing with others, which is why the Legacy Society shows appreciation for its members with special recognition and an annual luncheon. PIH Health Legacy Society members are actively keeping the organization in their estate planning initiatives, and many more have given in the past, to further PIH Health’s success with improving the health of its local and regional community. “PIH Health is fortunate to have so many dedicated supporters like Mac and Carolyn McFarland,” says Amy Fitzgerald, executive director, PIH Health Foundation. “Donors such as the McFarlands and other Legacy Society members help to ensure the future of PIH Health.”
A FEW HIGHLIGHTS FROM FISCAL YEAR 2014-2015

STRENGTH IN NUMBERS

$3.6 million
total raised by PIH Health Foundation in Fiscal Year 2014-2015

including

396 gifts of $1,000 or more

1,811 individuals

259 businesses and organizations

EVENTFUL GAINS

Over $590,000 raised by PIH Health Foundation Gala to support PIH Health James P. Fitzgerald Spiritual Care Services.

Over $260,000 raised by Frank Scott Pro/Am Golf Tournament in support of nursing education.

WHERE YOUR GIFTS ARE USED

Many donors ask us to use their contribution wherever it is needed most. Others have a specific program or service that is meaningful to them and request that their gift be used to support it. In Fiscal Year 2014-2015, the top 10 designated areas were:

1. James P. Fitzgerald MD Spiritual Care Services
2. James H. Dewhirst MD Endowment Fund
3. Nursing Education
4. Critical Care
5. Breast Health
6. Hospice
7. Labor and Delivery
8. Cardiac Care
9. Cancer
10. Community Benefit Initiatives

NEW ENDOWED FUNDS

The Spiritual Care Services endowment was created by the Atwood Family to support the ongoing work of PIH Health James P. Fitzgerald MD Spiritual Care Services. The fund will ensure that spiritual care services continue to be an integral part of the quality comprehensive care PIH Health provides.

The James H. Dewhirst MD Family Practice endowment was established in honor of the former PIH Health physician to support in-home healthcare offered through the PIH Health Family Residency Program. The fund was established through a generous estate gift from Dr. Dewhirst’s sister, Dorothy Kosowsky.
CMS Ranks PIH Health Hospital - Whittier with Five Stars

Of the more than 3,500 Medicare-certified acute care hospitals in the United States, only 251 have received a five-star quality rating from the Centers for Medicare and Medicaid Services (CMS), which publishes Star Ratings to the agency’s Hospital Compare website.

PIH Health Hospital - Whittier was named among this distinguished group in April 2015. The hospital received the highest ranking of five stars for patient satisfaction.

Star Ratings are based on the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey that asks patients about factors such as the responsiveness of the hospital staff to their needs, the quality of care transitions and how well information about medications is communicated. The survey also assesses cleanliness and quietness of the facility and whether or not the patient would recommend it to others. CMS updates the HCAHPS Star Ratings each quarter.

PIH Health Hospital - Whittier Receives NICHE Designation for Excellence in Elder Care

On September 1, 2014, PIH Health Hospital - Whittier was designated as a NICHE (Nurses Improving Care for Healthsystem Elders) hospital in recognition of our commitment to elder care excellence.

“We are pleased to receive the NICHE designation,” said Reanna Thompson, chief operating officer and chief nursing officer at PIH Health Hospital - Whittier. “We have always been committed to providing age-specific care and this recognition places us at the forefront of geriatric care.”

Seniors account for a significant part of PIH Health’s population, which is why the organization is making safe care for elderly patients a priority. Through participation in the NICHE program, PIH Health Hospital - Whittier is able to offer evidence-based, interdisciplinary approaches that promote better outcomes, positive experiences, and improved care for older adults.

“The hospital’s dedication to drive continuous improvement processes and enhance care marks them as leaders in the field,” said Barbara Bricoli MPA, executive director of NICHE. NICHE is the nation’s largest nurse-driven program designed to help hospitals improve the care for older adults.

Creating New Pathways: Plaza Tower Link Opens

In May 2015, a new pedestrian walkway—called the Plaza Tower Link—opened enabling patients, visitors, and employees of PIH Health Hospital - Whittier to move between the newly built Plaza Tower and Ed L. Shannon Tower with ease. Construction and reinforcement of the connector bridge began in June 2013 after demolition of the old surgery area. Special care was taken to keep the new Surgical Unit in the Plaza Tower fully functional while linking the two hospital towers. The new pedestrian bridge overlooks a garden filled with trees and flowering plants, connects five different levels of the hospital, and provides better access to the basement and the Surgical Services.
PIH HEALTH HOSPITAL - WHITTIER RECEIVED THE HIGHEST RANKING OF FIVE STARS FOR PATIENT SATISFACTION FROM THE CENTERS FOR MEDICARE AND MEDICAID SERVICES
On August 15, 2015, PIH Health Hospital - Downey entered into a contract with EmCare, a leading national provider of clinical services, to provide Emergency Department (ED) physician and managerial services.

EmCare has developed innovative ways to help organizations address the changes in the healthcare industry for more than 40 years, and has a presence in nearly 1,000 hospitals, hospital systems and other healthcare organizations nationwide.

Dan Kiss MD, a Fellow of the American College of Emergency Physicians (FACEP), leads the new EmCare program at the Downey campus.

To ensure our vision of “Patients First,” we continuously look for ways to improve patient care. This is especially important in the ED, which serves as the entry point to our hospital for many of our patients. The ED is highly visible to our community and the public, and the patient experience in this department is extremely influential to our reputation as a healthcare provider.

On October 1, 2013, the former Downey Regional Medical Center officially joined the PIH Health system as PIH Health Hospital - Downey.

The event was held on Saturday, October 18, 2014. Guests enjoyed games, food, health screenings, free flu shots and childhood vaccines, and a display of renderings of recent and upcoming hospital upgrades. Also in attendance were Downey Mayor Fernando Vasquez (2013-2014) and Council Member Mario A. Guerra (2006-2014) who presented PIH Health with a certificate of recognition for its dedication to the community. Public officials also presented PIH Health with the Mayor’s Healthy Heart Award that was accepted by Senior Vice President and Chief Medical Officer Rosalio J. Lopez MD MBA, and Brian Smolskis.

Above left: Event attendee Carla Flores, age nine and Senior Vice President and Chief Medical Officer Rosalio J Lopez MD MBA operate on a “patient” during a friendly game similar to Operation at PIH Health Hospital - Downey’s one-year anniversary event.

Left: Representatives from Downey’s City Council presented PIH Health with a certificate of recognition to commemorate PIH Health Hospital - Downey’s one-year anniversary and to thank the health system for its contributions to the community. From left to right: Mayor Fernando Vasquez (2013-2014), city of Downey; Council Member Mario A. Guerra (2006-2014), city of Downey; President and Chief Executive Officer James R. West, PIH Health; and Chief Operating Officer Brian Smolskis, PIH Health Hospital - Downey.
eMD Launches at PIH Health Hospital - Downey

Keeping Patient Care Connected

The idea for PIH Health’s electronic health record (EHR) system was born almost 10 years ago, when a group of stakeholders came together to assess the needs of the organization as it headed into the digital age.

The goal was to develop an integrated system that improved quality, safety, efficiency and security, all while keeping in mind our vision of “Patients First.” There were several meetings with a great deal of input from staff on future workflow based on new software. The result was a brand new, robust system which has been installed and embraced at PIH Health Hospital - Whittier and throughout the PIH Health Physicians medical offices.

And, since acquiring PIH Health Hospital - Downey in October 2013, implementing an electronic health record system at that hospital has been a priority. On October 24, 2014, eMD Phase I launched at the Downey campus.

eMD, which is comprised of both clinical and business technology solutions, will go-live in three phases at the Downey campus.

Phase I focused on core eMD technologies, like implementing electronic patient lists and locations and integrating lab orders, lab results, radiology orders and radiology results. In addition, electronic order entry went live for dietary, cardiology (invasive and non-invasive), respiratory, neurology and PT/OT/Speech in this first phase. Lastly, a fully integrated electronic registration and scheduling system was introduced to enhance and support patient flow and clinical workflows.

It is anticipated that nearly all eMD services at PIH Health Hospital - Downey will be implemented by summer 2016. This is an ambitious timeframe as the same type of implementation occurred over the span of six years at PIH Health Hospital - Whittier.

PIH Health is confident this system will help us to provide outstanding care to our patients.

Downey Medical Group Welcomes First Physician – Yasmeen Shaw MD

Yasmeen Shaw MD, a board-certified pulmonary disease, critical care medicine and internal medicine physician, became the first physician to join the Downey Medical Group (DMG) as a Hospitalist/Intensivist. Dr. Shaw also serves as the ICU Medical Director and Respiratory Therapy Medical Director. Having an intensivist on site helps improve the immediacy of patient care, which can speed important healthcare decisions and positive outcomes.

Aside from her newsworthy welcome to DMG in August 2015, Dr. Shaw offers tremendous value to the community, with local roots that run deep. She grew up in Whittier, having graduated from La Serna High School, and her medical career follows in the footsteps of her father, Bashir Shaw MD, an internist also affiliated with PIH Health. Not surprisingly, her love of science led her to a career in medicine.

“I take care of the sickest people in the hospital,” she said. “I do this because I love helping families through this tough time. I give my patients guidance, options and unbiased information about their health benefits and risks. I put myself in their situation and I treat them and speak to them the way I would want my physician to speak with and treat me.”

Prior to joining PIH Health, Dr. Shaw worked as an intensivist with HealthCare Partners at Torrance Memorial Medical Center in Torrance, California. She graduated with a bachelor’s degree in biochemistry from Whittier College in Whittier, California. She earned her medical degree from Medical College of Wisconsin in Milwaukee, then completed her internal medicine residency at University of Louisville in Kentucky, where she served as chief resident. Dr. Shaw completed her pulmonary/critical care fellowship at the University of California, Davis.
PIH Health Physicians - Group Division and IPA Division recently received the Excellence in Healthcare award from the Integrated Healthcare Association (IHA). This is the second year the Group Division has received this award.

This award—IHA’s highest level of achievement—recognizes physician organizations that have been successful at achieving strong quality results while effectively managing costs. To earn this recognition, physician organizations must demonstrate performance that ranks in the top 50 percent for clinical quality, patient experience and total cost of care performance.

Out of more than 200 physician organizations, 23 achieved this honor for 2015, based on the IHA statewide Value Based Pay for Performance (P4P) program results for measurement year 2014. The Group Division has achieved a four star rating on the State of California Office of the Patient Advocate website, which provides information on clinical performance measures and patient experience measures. The IPA Division has a three star rating.

“This award reflects the dedication of our physicians, advance practice professionals, nurses, staff, leadership team and Board members to providing our community with high-quality healthcare,” said Ramona Pratt, chief operating officer, PIH Health Physicians.

IHA is a nonprofit statewide leadership group that promotes quality improvement, accountability and affordability of healthcare in California.

PIH Health Physicians was awarded Elite Status by the California Association of Physician Groups (CAPG) as a result of its 2014 Standards of Excellence survey for the third year in a row. Elite Status is achieved by surpassing rigorous, peer-defined benchmarks in all four of the survey categories: Care Management, Health Information Technology, Accountability/Transparency and Patient Centered Care.

“It is an honor to be recognized for the third consecutive year,” said Ramona Pratt, chief operating officer, PIH Health Physicians. “PIH Health Physicians is committed to providing our patients with superior healthcare and adhering to the highest standards.”

CAPG designed the annual Standards of Excellence survey to assess the capabilities of accountable healthcare organizations to accomplish the threefold goal of population health, individual patient experience and affordability. The 2014 review process included extensive information regarding group supports for primary care, the most important element of a high-performing delivery system.

“What started eight years ago has now become an industry standard in measuring the tools required for sophisticated healthcare systems to deliver accountable and value-based care in the physician practice setting,” said Donald Crane, president and chief executive officer of CAPG.

The Standards of Excellence survey is a voluntary, critical self-assessment for CAPG’s 180 medical group members in California and 29 other states. Starting in 2013, CAPG collaborated with the National Committee for Quality Assurance on the application analysis and auditing of the survey.
eMD AMBULATORY PHASE II COMPLETED

Extensive training and time have been invested into the eMD system organization-wide, with the end goal of making each patient’s medical record accessible to physicians and other care providers in real-time. Simultaneous work has been done at all PIH Health entities but in September 2015, eMD Ambulatory hit a milestone with the completion of its Phase II go-lives at all identified PIH Health Physicians’ medical offices.

Back in July 2012, Phase I of eMD Ambulatory implementation was launched at all PIH Health Physicians primary care and OB/Gyn offices, which coincided with the launch of a new practice management (PM) scheduling system.

Phase II began in January 2013 and took a departmental approach, one by one. Three more departments—Cardiothoracic, Vascular Surgery and Otolaryngology—went live with eMD on Monday, September 14, 2015. And, Cardiology was the final Phase II department to go live on Monday, September 28, 2015.

“There will always be more to come,” said Administrative Director of Clinical Services, PIH Health Physicians Debbie Golub. “We need to optimize what we have built and improve workflows that will make the system more efficient for all users.”

There are three remaining offices that have yet to go-live. These offices that are scheduled to go-live at a later date, include: Eye Care Centers, Hematology/Oncology and Pulmonology.

WHITTIER URGENT CARE CENTER REMODELED

The newly renovated Urgent Care Center (UCC) reopened for business on July 29, 2015 at its original location on the first floor of 15733 Whittier Blvd., Whittier. The building is adjacent to the PIH Health Whittwood Medical Office Building where the UCC was temporarily located during construction. The main entrance can be found on the side of the building that faces Whittier Boulevard. The space has been completely remodeled, boasting a new layout that improves patient flow, a more comfortable waiting area, larger exam rooms along two sides of the corridor and a nurse station in the center. The center features new equipment and on-site radiology. For patients’ convenience, there is a video monitor in the waiting room displaying expected wait times that is updated regularly.
THE MOST IMPORTANT CONTRIBUTOR TO PATIENT SATISFACTION is not a fancy hospital lobby or high-tech equipment; it’s the staff—the people who are providing frontline healthcare, delivering meals, greeting guests or doing any number of vital tasks to keep hospitals and medical offices running efficiently.

PIH Health has more than 5,200 such employees who work together in diverse clinical and non-clinical settings to ensure our organization is among the finest in the nation. From doctors and nurses to therapists, technicians and pharmacists, the frontline medical expertise at PIH Health is stellar. And behind the scenes, there are hundreds of unsung heroes on staff, including those in clerical, janitorial, information technology, food services, facilities, and other essential roles. We’re proud of all of our people and are excited to share their stories.
EMPLOYEE SPOTLIGHT  Adam Jones
Driven, committed, fair, funny and easy-going are just a few words that describe Adam Jones, facilities director at PIH Health Hospital - Whittier. Adam joined PIH Health more than 14 years ago. He started as a temporary administrative assistant in Facilities and was hired as a full-time employee in 2002. Adam was promoted to manager of plant operations and maintenance in December of 2004 and assumed his current role of facilities director in 2013. Adam takes much pride in the work he does for our patients and employees and that is clearly evident when you spend time with him.

“I love working at PIH Health because of the commitment to patient care and the family-like culture,” said Adam. “IT’S GREAT TO KNOW THAT AT THE END OF EACH DAY, MY WORK IS IMPACTING SOMEONE’S LIFE. MY TEAM’S WORK CONTRIBUTES TO SAFE CARE, OUTSTANDING PATIENT OUTCOMES AND A POSITIVE PATIENT EXPERIENCE.”

When not working, you can find Adam singing, dancing, going to the movies, and spending time with his wife and five children.

EMPLOYEE SPOTLIGHT  Julie Davis RN
For Julie Davis RN, one of several Hospital Managers at PIH Health Hospital - Downey, it’s impossible to predict what any work shift will look like. Since she works nights, Julie is the “go-to person” for almost anything that requires unique on-site attention—and no two work shifts are exactly the same. That’s because part of her job is making herself accessible to nurses who need help anywhere in the hospital.

“I have an office, but I’m not in it much,” she said. “I’m either on the floors, in the Emergency Department (ED) and often in the pharmacy,” said Julie, who joined the hospital in 1994. “Ultimately, my priority is making it easier for everyone else to do their jobs and serve our patients.”

“Every day is a new day; that’s what I love about my job,” she said.

“I LOVE TO SEE EVERYTHING GOING ON IN ALL THE DEPARTMENTS AND HOW IT ALL WORKS TOGETHER. I WOULDN’T WANT TO BE DOING ANYTHING ELSE.”

Julie is also excited about the recent changes PIH Health has brought to the Downey campus.

“It’s exciting to have a focus on “Patients First” and doing everything possible to provide the best care we can,” she said. “Of course, the new technology, new equipment and facility improvements are a great thing, too. Our community is very happy to have upgraded resources and a newer, nicer place to go when the need arises. I love PIH Health and the incredible family atmosphere here. I see myself staying at PIH Health for a very long time.”
EMPLOYEE SPOTLIGHT  LIZETTE GARCIA

Working with patients has been the greatest reward for Lizette Garcia, certified ophthalmic assistant (COA) for PIH Health at its La Habra Eye Care Center. Lizette has been a COA for 15 years and employed with PIH Health for almost three years, which she claims have been the most rewarding years of her career.

“Not only do I get the opportunity to help our patients but I also get to know them on a more personal level,” said Lizette.

“I ALWAYS TELL MY PATIENTS THAT I GET MORE FROM THEM THAN I FEEL I AM GIVING TO THEM. I AM SO GRATEFUL FOR THAT. THEY HAVE ENRICHED MY LIFE.”

Lizette’s coworkers agree that it is her friendly demeanor, always willing to help and listen, that makes her such an asset to PIH Health and the patients we serve. She truly cares about her patients as well as her colleagues and makes sure she is there to address all of their needs.

In her spare time, Lizette likes to make tutus for her three daughters, read and listen to country music with her husband.

EMPLOYEE SPOTLIGHT  RUTH IDAH

As Director of Quality Management for PIH Health Physicians IPA Division, Ruth Idah MPH MBBS helps ensure that patients receive the best care possible within PIH Health’s managed care environment.

The Quality Management team is an administrative body that manages member (patient) safety, member access and member maintenance of health, which includes supplying physicians with the quality metrics they need to identify patients due for specific healthcare procedures or preventative screenings. Ruth’s team also oversees performance management to help physicians continuously improve, as well as physician credentialing to verify each healthcare providers’ educational qualifications. In addition, the team is responsible for risk adjustment to ensure Medicare funds are appropriately spent, as well as handling member grievances, which gives the team valuable information about areas of continuous improvement.

Ruth, who joined PIH Health in 2014, has enthusiasm about her role that extends far beyond administration and compliance.

“It matters to me personally because it’s all about people—on every front,” said Ruth, who obtained her medical degree in Nigeria and earned a Master’s in Public Health at the University of California, Los Angeles.

“IT COMES BACK TO THE VISION OF PIH HEALTH—IT’S ALWAYS ABOUT “PATIENTS FIRST.”

“We’re here to serve health plan members as well as the healthcare providers, the administrative staff, clinical staff, executive staff, leadership and other partners in the communities we serve—all of whom work together to keep people healthy. People are the center of everything I do, and it’s the people who make my job worthwhile.”
AT THE HEART OF PIH HEALTH’S OPERATIONS ARE VOLUNTEERS, a diverse group of individuals who give their time to help patients at PIH Health Hospital - Downey, PIH Health Hospital - Whittier and PIH Health Physicians.

In Fiscal Year 2014-2015, 1,005 volunteers spent more than 106,433 hours working in departments such as the PIH Health Community Pharmacy, Labor and Delivery, Occupational Therapy, the Surgical Unit, at the Gift Shops on both hospital campuses and at special events in the community. Without the generosity of these dedicated community members, PIH Health would not be able to deliver the high level of patient care that it provides on a daily basis.

VOLUNTEER SPOTLIGHT / STAN ELLIS

Stan Ellis, a dedicated volunteer in PIH Health’s Engineering Department and Ambassador Center was once a patient as well.

In 2013, Stan had a stroke and was cared for by the staff at both PIH Health Hospital - Downey and PIH Health Hospital - Whittier.

Stan and his wife, Diana, feel fortunate. “The steady stream of care that I received at PIH Health, from my initial care in the Downey Emergency Department and Intensive Care Unit, to the Acute Rehab Center and Cardiac Units at Whittier, to home health services, got me back on my feet,” said Stan. “The compassion and encouragement of the staff inspired me every day.”

Stan was discharged a month and a half after his initial stroke, once again able to walk, speak and spend time doing what he loves—enjoying his family and friends and exercising. Stan now loves to walk, and he heads out into his neighborhood almost every day.

Three days a week, he volunteers at PIH Health Hospital - Downey in the Engineering Department where he helps report needed repairs as well as the Ambassador Center, where he assists with patient discharges and runs errands throughout the hospital.

“VOLUNTEERING IS MY WAY OF BEING A PART OF THE INSTITUTION THAT GAVE ME MY LIFE BACK. I WANT TO DO ANYTHING I CAN TO SUPPORT THE PHYSICIANS AND NURSES WHO CARE FOR PATIENTS AND THEIR FAMILY MEMBERS, JUST LIKE MINE.”
OVER THE COURSE OF THE LAST YEAR, PIH Health’s leadership team has evolved. The following individuals are either new to the PIH Health system or have changed leadership roles.

JUDY PUGACH NAMED CHIEF NURSING OFFICER

In November 2014, Judy Pugach RN MPH CPHQ, assumed the role of Chief Nursing Officer at PIH Health Hospital - Downey, bringing more than 30 years of nursing experience to the team.

She began her tenure with PIH Health Hospital - Whittier in 1996 as nurse manager of the telemetry and respiratory units, and in the two decades since, has demonstrated outstanding leadership and management skills. In 2004, Judy joined the Quality team with oversight of infection prevention, accreditation and licensing, patient safety, clinical analytics, core measures and performance improvement. In 2007, she added oversight of risk management. In 2013, Judy assumed leadership of enterprise Quality programs as Vice President of Quality Management Departments for PIH Health Physicians and the Whittier and Downey campuses.

Judy's dedication helped PIH Health Hospital - Whittier earn recognition as a Truven Analytics 100 Top Hospitals in 2013 and 2014. The annual award is bestowed on healthcare facilities that achieve the highest level of performance in quality factors like patient length of stay and low complication rates.

Before joining PIH Health, Judy spent 20 years caring for patients, first as a staff nurse in a surgical intensive care unit (ICU) and later as the head nurse at a surgical ICU/trauma unit in New York. She has also worked as a clinical nurse instructor, teaching the next generation of nurses to deliver the very best care.

In addition to her position on PIH Health’s executive leadership team, Judy has served as Chair of the Hospital Association of Southern California’s Accreditation and Licensing Committee since 2010. She is a current member of the National Association for Healthcare Quality, past president and member of the California Association for Healthcare Quality, and is certified in Professional Healthcare Quality and Professional Healthcare Risk Management. She obtained her bachelor of science degree in nursing from Long Island University in New York and holds a master of public health degree from California State University, Long Beach.

DEBRA LEGAN NAMED VICE PRESIDENT OF MARKETING, BUSINESS DEVELOPMENT AND COMMUNITY BENEFIT

Debra Legan joined PIH Health as Vice President of Marketing, Business Development and Community Benefit in October 2014.

Debra served in a consulting role at PIH Health for nearly three years—helping to restructure and lead PIH Health’s Marketing Communications and Business Development Departments, guiding the PIH Health brand redesign and providing oversight for the development of the new website. Debra oversees marketing, internal communications, advertising, public relations, government and civic affairs, business development, community benefit, community health education and mobile health services.

Prior to PIH Health, Debra was vice president of Marketing and Corporate Communications for Hoag Hospitals in Newport Beach and Irvine and its affiliated businesses. She also consulted for Hill & Knowlton, Mazda, and the Professional Association of Diving Instructors (PADI), and served as director of Marketing and Sales Promotion for General Group International, a leading automotive aftermarket insurance and vehicle service contract administrator.

Debra has served on a number of boards of directors, including the Orange County Business Council, the Newport Beach Chamber of Commerce, and the Newport Beach Economic Development Committee. She holds a bachelor’s degree from the University of Southern California.
PIH HEALTH WELCOMES MARIA D. GONZALEZ TO LEADERSHIP TEAM

Maria D. Gonzalez joined PIH Health as Chief Operating Officer, Management Services Organization/Independent Physicians Association (COO, MSO/IPA) in July 2015. As COO, MSO/IPA, Maria directs and oversees the operations of the IPA as well as all functions related to group contracting, utilization management, quality management and claims. Additionally, she leads efforts to strengthen provider relations, business development, financial performance and growth.

PIH HEALTH APPOINTS GREGORY WILLIAMS AS CHIEF FINANCIAL OFFICER

Gregory Williams joined PIH Health as Chief Financial Officer in July 2015. Greg is now leading the financial operations of PIH Health to help position the organization for future growth and enhanced market competitiveness.

Prior to joining PIH Health, Greg worked in healthcare finance and investment banking for more than 15 years, most recently at Barclays PLC in New York. During his career Greg has advised numerous healthcare organizations—including PIH Health—in areas including capital markets and strategic alternatives, financial and capital planning, risk management solutions and credit/rating strategies. Greg has worked on numerous debt, equity, merger and acquisition, and other financial transactions throughout his career.

Greg earned his bachelor of arts degree from Vanderbilt University, where he graduated magna cum laude and Phi Beta Kappa.

SHELLY NECKE RN NAMED VICE PRESIDENT, POST-ACUTE CARE SERVICES AT PIH HEALTH HOSPITAL - WHITTIER

On June 29, 2015, Shelly Necke RN MSN MSHCA was promoted to the position of Vice President, Post-Acute Care Services at PIH Health Hospital - Whittier. Shelly began her career at PIH Health in 1997 as a nurse in Critical Care and most recently served as Administrative Director of Transitional Care Unit (TCU) and Acute Rehabilitation Center (ARC).

As vice president, Shelly continues to oversee TCU and ARC as well as Home Health, Hospice, Palliative Care and Outpatient Social Work. Shelly serves on the California Hospital Association Advisory Board for Post Acute Care Services, and will lead the strategic development of a Post-Acute Model of care which will include the coordination of patient care in other post-acute settings.

Shelly holds a bachelor’s degree in nursing from Azusa Pacific University and a master’s degree in Nursing Administration and Health Care Administration from California State University, Long Beach.
THE REAL SUCCESS COMES FROM THE PEOPLE
2014 PHYSICIAN LIFETIME ACHIEVEMENT AWARD  ROBERT M. IRWIN MD

Each year, PIH Health Hospital - Whittier awards one special doctor with its highest honor, the Physician Lifetime Achievement Award. To earn this award, recipients must have demonstrated outstanding devotion and service to our community throughout their careers.

The 2014 recipient, Robert Irwin MD, is one of those impressive doctors who has served PIH Health in many ways over the years.

Since his appointment to the PIH Health Hospital - Whittier Medical Staff in May of 1970, Dr. Irwin has demonstrated his expert skills in a variety of positions. In 1974, he was Chairman of the Emergency Department. In 1982, he served as Chairman of the Department of Surgery, Surgical Evaluation and the Operating Room Committee. In 1985, he became the president of the Medical Staff and served on the PIH Health Hospital - Whittier Board of Directors and the PIH Health Foundation Board.

During his esteemed career, Dr. Irwin also served on a number of committees, including the Patient Care Committee, the Joint Conference Committee, the Family Practice Advisory Committee and the Risk Management Committee.

Wherever he went, Dr. Irwin contributed to the success of the people around him. In addition to his clinical and leadership accomplishments, he is also very active in community life, particularly his consistent support of the PIH Health Foundation. He and his wife, Connie, gladly support every gala and golf tournament hosted by the Foundation.

Dr. Irwin’s energy, insight, enthusiasm and innovative work have created a legacy that continues to influence PIH Health in many positive ways.

IN FOND MEMORY  ALLAN K. BRINEY MD

Our friend, physician and former Chief of Staff, Allan King Briney MD FACR, passed away peacefully at home on June 15, 2015, leaving behind fond memories for many at PIH Health.

After graduating from the University of Pittsburgh summa cum laude in 1943 and receiving his medical degree in 1945, Dr. Briney served the military in the Medical Corps of the United States (U.S.) Army and U.S. Air Force from 1946 to 1948. He then completed his Fellowship in Radiology at the University of Pennsylvania from 1948 to 1951 and went into private practice in Whittier in 1953.

As a board certified radiologist, Dr. Briney served PIH Health as chairman of Radiology for 18 years and become Chief of Staff at PIH Health Hospital - Whittier in 1979. During his esteemed career, he was also a fellow of the American College of Radiology and president of the Los Angeles Medical Association, where he also served on the Board of Trustees for 17 years.

Dr. Briney will be remembered as a true medical professional and advocate for better healthcare in our community.
AWARDS

2015 NRC Picker Path to Excellence Award**
(Also awarded from 2010-2014)

2015 Association of Community Cancer Center’s (ACCC) Innovator Award**

2015 CAPG Standards of Excellence - Elite Status****
(Also awarded from 2012-2014)

2015 100 Top Hospitals Award by Truven Analytics**
(Also awarded in 2013-2014)

2015 Favorite Workplace Award by San Gabriel Valley Newsgroup*
(Also awarded in 2014)

2015 NICHE (Nurses Improving Care for Healthsystem Elders) Designation**

2014 Stage 6 Recognition by HIMSS Analytics**

2014 Most Wired Award by Hospitals and Health Networks**
(Also awarded in 2013)

2014 Top Performer on Key Quality Measures® by The Joint Commission**

2014 Integrated Healthcare Association (IHA) Excellence in Healthcare Award****

ACCREDITATIONS AND DESIGNATIONS

Accreditation by The Joint Commission**

Accreditation by Det Norske Veritas***

Designated Acute Stroke Receiving Center in Los Angeles (LA) County by the LA County Department of Health Services**

Designated as a Breast Imaging Center of Excellence by the American College of Radiology**

Designated Blue Distinction Center+ for Knee and Hip Replacement by the Blue Cross and Blue Shield Association**

LA County Designated Disaster Resource Center**

LA Designated Emergency Department Approved for Pediatrics (EDAP)****

LA County STEMI (ST Segment Elevation Myocardial Infarctions) Receiving Center (for heart attack patients)**

2013 Three-Year Accreditation with Commendation to the PIH Health Comprehensive Cancer Program by the Commission on Cancer (CoC) of the American College of Surgeons (ACoS)**

2013 Advanced Certification and Accreditation by the Joint Commission as a Primary Stroke Center**

*Enterprisewide
**PIH Health Hospital - Whittier
***PIH Health Hospital - Downey
****PIH Health Physicians
*****PIH Health Hospital - Whittier and PIH Health Hospital - Downey
PIH Health Physicians were awarded elite status by the California Association of Physician Groups (CAPG).
The Boards of Directors include physicians, and business and community leaders who help guide the policies and objectives of PIH Health. Board members are essentially representatives of the communities at large who volunteer their time to ensure that as a nonprofit PIH Health continues to be a good steward.

We thank the following community members for generously donating their time to our organization—they are most appreciated.

**PIH HEALTH, INC.**
- Efrain Aceves
- Donald Alvarado
- Richard Atwood
- James Ball
- Paula Cowan
- Jane Dicus
- J. Patrick Drohan
- Leon M.N. Garcia
- Frank Gomez PhD
- Thomas King
- Angel Munoz
- Norma Provencio
- Drew Sones
- Kenton Woods, Chair
- Huey-Min Yu

**PIH HEALTH HOSPITAL - WHITTIER**
- Efrain Aceves
- Donald Alvarado
- Richard Atwood
- James Ball
- Paula Cowan
- Jane Dicus
- J. Patrick Drohan
- Leon M.N. Garcia
- Frank Gomez PhD
- Thomas King
- Angel Munoz
- Sudhaker Nayak MD
- Presh Patel MD
- Norma Provencio
- Neal Shindel MD
- Drew Sones
- Kenton Woods, Chair
- Huey-Min Yu

**HEALTHMED SERVICES, INC.**
- James R. West, Chair

**PIH HEALTH HOSPITAL - DOWNEY**
- Efrain Aceves
- Donald Alvarado
- Richard Atwood
- James Ball
- Paula Cowan
- Jane Dicus
- J. Patrick Drohan
- Leon M.N. Garcia
- Frank Gomez PhD
- Bill Kim MD
- Thomas King
- Mark Minkes MD
- Angel Munoz
- Sanatkumar Patel MD
- Norma Provencio
- Drew Sones
- Kenton Woods, Chair
- Huey-Min Yu

**PIH HEALTH FOUNDATION**
- Richard Atwood
- Nathan Honda MD, Chair
- Kathy Luciano
- Melanie Lyons

**PIH HEALTH PHYSICIANS**
- Paul Breitman MD
- Richard Casford
- Jane Dicus
- Ken Henderson
- Joy Leong MD
- Rosalio Lopez MD
- J.C. “Mac” McFarland, Chair
- Alexander Mendez MD
- Hubert Perry
- Robert Petrina
- Drew Sones

**PIH HEALTH MANAGEMENT CORP.**
- Peggy Chulack
- James R. West, Chair
- Ronald Yoshihara

**PIH HEALTH INSURANCE COMPANY**
- Richard Casford, Chair
- Lawrence Dicus
- Leon M.N. Garcia
- Davis Lee MD
- Mark Magged MD
- J.C. “Mac” McFarland
- Keith Miyamoto MD
- Ingrid Patsch MD
- Raymond Schmidt PhD
- Kenton Woods

**PIH HEALTH RE**
- Peggy Chulack
- James R. West, Chair

**PIH HEALTH PROPERTIES**
- James R. West, Chair
### Revenues

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net patient service revenue including Hospital Fee Program revenue of $95,732 for 2015 and $7,648 for 2014</td>
<td>$ 801,352</td>
<td>$689,850</td>
</tr>
<tr>
<td>Less provision for bad debts</td>
<td>14,323</td>
<td>19,102</td>
</tr>
<tr>
<td>Net patient service revenue less provision for bad debts</td>
<td>787,029</td>
<td>670,748</td>
</tr>
<tr>
<td>Capitation revenue</td>
<td>85,617</td>
<td>77,800</td>
</tr>
<tr>
<td>Other operating revenue</td>
<td>20,199</td>
<td>21,552</td>
</tr>
<tr>
<td>Net assets released from restrictions used for operations</td>
<td>713</td>
<td>1,762</td>
</tr>
<tr>
<td>Total revenues</td>
<td>893,558</td>
<td>771,862</td>
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</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>274,132</td>
<td>277,692</td>
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<tr>
<td>Purchased services</td>
<td>111,140</td>
<td>107,633</td>
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<tr>
<td>Medical supplies and drugs</td>
<td>98,293</td>
<td>97,483</td>
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<tr>
<td>Employee benefits</td>
<td>106,550</td>
<td>109,762</td>
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<tr>
<td>Professional fees</td>
<td>105,318</td>
<td>101,482</td>
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<tr>
<td>Depreciation and amortization</td>
<td>39,995</td>
<td>43,917</td>
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<tr>
<td>Other expenses</td>
<td>29,521</td>
<td>27,093</td>
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<tr>
<td>Interest</td>
<td>11,767</td>
<td>8,701</td>
</tr>
<tr>
<td>Insurance</td>
<td>6,704</td>
<td>6,152</td>
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<tr>
<td>Rent expense</td>
<td>3,130</td>
<td>3,382</td>
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<tr>
<td>Hospital Fee Program</td>
<td>74,965</td>
<td>8,577</td>
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<tr>
<td>Total expenses</td>
<td>861,515</td>
<td>791,874</td>
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### Excess (deficit) of revenues over expenses before goodwill impairment and reorganization expenses

<table>
<thead>
<tr>
<th></th>
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<th>2014</th>
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<tbody>
<tr>
<td>Goodwill impairment</td>
<td>(50,867)</td>
<td></td>
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<tr>
<td>Reorganization expenses</td>
<td>(3,909)</td>
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<tr>
<td>Excess (deficit) of revenues over expenses</td>
<td>32,043</td>
<td>(74,788)</td>
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### Other gains (losses)

<table>
<thead>
<tr>
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<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net investment income</td>
<td>10,776</td>
<td>11,561</td>
</tr>
<tr>
<td>Realized gains on investments</td>
<td>10,905</td>
<td>4,656</td>
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<tr>
<td>Change in fair value of interest rate swap and net interest expense</td>
<td>(16,047)</td>
<td>(10,197)</td>
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<tr>
<td>Gain (loss) on disposal of property, plant and equipment</td>
<td>11,064</td>
<td>(2,842)</td>
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<tr>
<td>Loss on extinguishment of debt</td>
<td>(4,711)</td>
<td></td>
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<tr>
<td>Other gains (losses)</td>
<td>256</td>
<td>(16)</td>
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<tr>
<td>Other gains (losses)</td>
<td>16,954</td>
<td>(1,549)</td>
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### Other gains (losses) Net

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<th>2014</th>
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</thead>
<tbody>
<tr>
<td>Excess (deficit) of revenues over expenses and other gains (losses)</td>
<td>48,997</td>
<td>(76,337)</td>
</tr>
<tr>
<td>Unrealized (losses) gains on investments</td>
<td>(33,230)</td>
<td>13,683</td>
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<tr>
<td>Pension-related changes other than net periodic pension cost</td>
<td>(9,304)</td>
<td>(8,637)</td>
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<tr>
<td>Net assets released from restrictions used for long-lived assets</td>
<td>18</td>
<td>1,249</td>
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### Change in unrestricted net assets

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<tbody>
<tr>
<td>Change in unrestricted net assets</td>
<td>$6,481</td>
<td>$(70,032)</td>
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## PIH Health and Affiliates: Consolidated Balance Sheets

As of September 30, 2015 and 2014 (in thousands)

### Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$26,685</td>
<td>$9,277</td>
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<tr>
<td>Investments short term</td>
<td>2,943</td>
<td>4,342</td>
</tr>
<tr>
<td>Patient accounts receivable net of allowance for doubtful accounts of $9,437 and $12,042 in 2015 and 2014, respectively</td>
<td>95,455</td>
<td>94,457</td>
</tr>
<tr>
<td>Inventory</td>
<td>8,367</td>
<td>7,461</td>
</tr>
<tr>
<td>Other receivables</td>
<td>5,118</td>
<td>7,103</td>
</tr>
<tr>
<td>Prepaid expenses and other assets</td>
<td>19,605</td>
<td>18,759</td>
</tr>
<tr>
<td>Other current assets Hospital Fee Program</td>
<td>40,021</td>
<td>2,565</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>198,194</td>
<td>143,964</td>
</tr>
<tr>
<td>Investments in mutual funds and other investments</td>
<td>32,834</td>
<td>36,671</td>
</tr>
<tr>
<td>Investments Assets limited as to use</td>
<td>373,303</td>
<td>387,660</td>
</tr>
<tr>
<td>Property, plant, and equipment Net</td>
<td>629,769</td>
<td>617,905</td>
</tr>
<tr>
<td>Deferred financing costs Net</td>
<td>3,973</td>
<td>4,189</td>
</tr>
<tr>
<td>Other assets</td>
<td>6,031</td>
<td>6,078</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,244,104</td>
<td>1,196,467</td>
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</table>

### Liabilities and Net Assets

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$91,176</td>
<td>$75,298</td>
</tr>
<tr>
<td>Estimated third-party payor settlements</td>
<td>1,630</td>
<td>1,603</td>
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<tr>
<td>Accrued interest</td>
<td>2,723</td>
<td>2,200</td>
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<tr>
<td>Current portion of long-term debt</td>
<td>22,991</td>
<td>9,212</td>
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<tr>
<td>Current portion of obligations under capital leases</td>
<td>1,086</td>
<td>1,133</td>
</tr>
<tr>
<td>Current portion of prepetition liabilities</td>
<td>2,591</td>
<td>2,420</td>
</tr>
<tr>
<td>Short-term loan borrowing</td>
<td>39,000</td>
<td>40,000</td>
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<tr>
<td>Other current liability Hospital Fee Program</td>
<td>27,198</td>
<td>2,373</td>
</tr>
<tr>
<td>Retention—self-insurance programs current portion</td>
<td>17,055</td>
<td>17,169</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>205,450</td>
<td>151,408</td>
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<tr>
<td>Deferred compensation</td>
<td>13,981</td>
<td>14,838</td>
</tr>
<tr>
<td>Interest rate swaps</td>
<td>48,589</td>
<td>39,318</td>
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<tr>
<td>Prepetition liabilities Net of current portion</td>
<td>6,373</td>
<td>8,873</td>
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<tr>
<td>Long-term debt Net of current portion</td>
<td>381,126</td>
<td>404,182</td>
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<tr>
<td>Obligations under capital leases Net of current portion</td>
<td>1,550</td>
<td>2,636</td>
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<tr>
<td>Pension liability</td>
<td>64,908</td>
<td>58,170</td>
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<tr>
<td>Retention—Self-insurance programs net of current portion</td>
<td>21,789</td>
<td>25,161</td>
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<tr>
<td><strong>Total liabilities</strong></td>
<td>743,766</td>
<td>704,586</td>
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</tbody>
</table>

### Commitments and Contingencies

<table>
<thead>
<tr>
<th>Description</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted</strong></td>
<td>493,715</td>
<td>487,234</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>5,652</td>
<td>3,676</td>
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<tr>
<td>Permanently restricted</td>
<td>971</td>
<td>971</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>500,338</td>
<td>491,881</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$1,244,104</td>
<td>$1,196,467</td>
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</tbody>
</table>
### GENEROUS DONORS | JANUARY 1, 2015–DECEMBER 31, 2015

<table>
<thead>
<tr>
<th>$250,000+</th>
<th>$50,000–$99,999</th>
<th>$25,000–$49,999</th>
<th>$10,000–$24,999</th>
<th>$2,500–$4,999</th>
<th>$1,000–$2,499</th>
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</thead>
<tbody>
<tr>
<td>The Atwood Family</td>
<td>The Capital Group Companies</td>
<td>Jerome Foundation</td>
<td>Allscripts</td>
<td>PIH Health Physicians Medical Group</td>
<td>Lyft</td>
</tr>
<tr>
<td>County of Los Angeles Department of Health Services</td>
<td>R.C. Baker Foundation</td>
<td>PIH Health Medical Staff</td>
<td>Mr. and Mrs. Harry C. Crowell</td>
<td>Dr. Joel Garris</td>
<td>Mr. and Mrs. Jack Scheifly</td>
</tr>
<tr>
<td>Estate of Dorothy Dewhirst Kosowsky</td>
<td>Mr. and Mrs. James R. West</td>
<td>Mr. and Mrs. Bruce Pasqua</td>
<td>Mr. and Mrs. James P. Hicks</td>
<td>Whittier Pathology Medical Group, Inc.</td>
<td>Mr. and Mrs. John Quintanar</td>
</tr>
<tr>
<td><strong>Corporate Matching Gifts</strong></td>
<td><strong>Intercommunity Dialysis Services</strong></td>
<td><strong>Leeba Lessin</strong></td>
<td><strong>Mr. and Mrs. Anthony A. Chishiti</strong></td>
<td><strong>Mr. and Mrs. James M. Andreoli</strong></td>
<td><strong>Mr. and Mrs. Kevin P. Duthoy</strong></td>
</tr>
<tr>
<td>Mr. and Mrs. Frank Renek</td>
<td>Matt and Melanie Lyons</td>
<td>Discovey Channel</td>
<td><a href="mailto:Dr.@email.com">Dr.@email.com</a></td>
<td>Dr. and Mrs. Richard A. Casford</td>
<td>Mr. and Mrs. Joseph P. Vinci</td>
</tr>
<tr>
<td>Mr. and Mrs. Bruce Pasqua</td>
<td>PIH Health Medical Staff</td>
<td>Teledyne Technologies</td>
<td>Mr. and Mrs. John B. Dickerson</td>
<td>Mr. and Mrs. Richard E. Casford</td>
<td>Whittier Christian High School</td>
</tr>
<tr>
<td>Mr. and Mrs. Michael J. Nevell</td>
<td>R.C. Baker Foundation</td>
<td>Mr. and Mrs. Michael B. Brickell</td>
<td>Dr. and Mrs. John D. McCarthy</td>
<td>Mr. and Mrs. Richard E. Casford</td>
<td>Kenton and Florence Woods</td>
</tr>
<tr>
<td>Dr. Brian Yue</td>
<td>Mr. and Mrs. James R. West</td>
<td>Mr. and Mrs. John B. Dickerson</td>
<td>Mr. and Mrs. Richard E. Casford</td>
<td>Mr. and Mrs. Richard E. Casford</td>
<td>Mr. and Mrs. Joseph P. Vinci</td>
</tr>
<tr>
<td>Dr. Daniel Saket</td>
<td>Mr. and Mrs. James R. West</td>
<td>Mr. and Mrs. John B. Dickerson</td>
<td>Mr. and Mrs. Richard E. Casford</td>
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<td>Whittier Christian High School</td>
</tr>
<tr>
<td>Dr. Joseph Park</td>
<td>Mr. and Mrs. James R. West</td>
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</tr>
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<td>Mr. and Mrs. Richard E. Casford</td>
<td>Mr. and Mrs. Richard E. Casford</td>
<td>Mr. and Mrs. George H. Engelage IV</td>
</tr>
<tr>
<td>Dr. Robert Kleinman</td>
<td>Mr. and Mrs. James R. West</td>
<td>Mr. and Mrs. John B. Dickerson</td>
<td>Mr. and Mrs. Richard E. Casford</td>
<td>Mr. and Mrs. Richard E. Casford</td>
<td>Fasone Construction</td>
</tr>
<tr>
<td>Dr. Joel Garris</td>
<td>Mr. and Mrs. James R. West</td>
<td>Mr. and Mrs. John B. Dickerson</td>
<td>Mr. and Mrs. Richard E. Casford</td>
<td>Mr. and Mrs. Richard E. Casford</td>
<td>Mr. Joseph Fasone and Mrs. Jeanette Zavalas-Fasone</td>
</tr>
<tr>
<td><strong>Allscripts</strong></td>
<td><strong>Mr. and Mrs. Harry C. Crowell</strong></td>
<td><strong>Mr. and Mrs. James P. Hicks</strong></td>
<td><strong>Mr. and Mrs. Richard A. Casford</strong></td>
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</tr>
<tr>
<td>Mr. and Mrs. Mark A. Crowell</td>
<td>Mr. and Mrs. Harry C. Crowell</td>
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<td>Mr. and Mrs. Richard A. Casford</td>
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</tr>
<tr>
<td>Lambert Radiology Medical Group</td>
<td>Mr. and Mrs. Harry C. Crowell</td>
<td>Mr. and Mrs. James P. Hicks</td>
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<td>Mr. and Mrs. Richard E. Casford</td>
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<td>Mr. and Mrs. Richard E. Casford</td>
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</tr>
<tr>
<td>Dr. Roger Hughes</td>
<td>Mr. and Mrs. Harry C. Crowell</td>
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<td>Mr. and Mrs. Richard E. Casford</td>
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</tr>
</tbody>
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*Corporate Matching Gifts*