



# GROWTH AND QUALITY CARE IN YOUR BACK YARD

2015-2016 ANNUAL REPORT



## 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.

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and President and Chief Executive Officer  
James R. West

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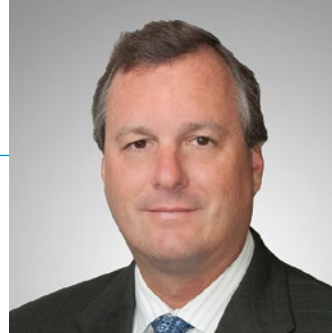
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Jane B. Dicus  
Chair, PIH Health Board  
of Directors



James R. West  
President and  
Chief Executive Officer,  
PIH Health

## LEADERSHIP MESSAGE

### GROWTH AND QUALITY CARE IN YOUR BACK YARD

PIH Health's vision, "Patients First," solidifies the bond between every member of our community and those who provide care, not solely within our walls but throughout our geographic area. To achieve our simple but ambitious vision, we must first thoroughly understand the current and future needs of those we serve. Using our Community Health Needs Assessment as a starting point, we develop innovative ways to provide accessible healthcare and resources for the communities we serve.

As the healthcare landscape continues to change, we continually evaluate how we can best provide exceptional care to our community, not only when people are sick, but to help keep them well.

Within this past year, PIH Health entered into an affiliation with Keck Medicine of the University of Southern California (USC) to develop and operate medical services to enhance access and quality healthcare for the residents of eastern Los Angeles County. For many years, Keck Medicine of USC has served as a primary quaternary referral center for PIH Health, and this affirmation enhances the level of care we provide. We are pleased that Keck Medicine of USC physicians are working alongside PIH Health physicians, providing care and bringing new expertise to our patients.

Expanding the services we offer to meet the healthcare needs of our community is our top priority. With nearly 100 years of service, the vision of helping patients achieve their best health permeates throughout our two hospitals, 18 medical offices, dozens of community affiliations and programs, numerous supporters, and generous donors who share this same focus and readiness to provide care to those who need us.

We are appreciative of the many new opportunities that make our "Patients First" vision a reality, and our hope is continued wellness for those we serve.

Jane B. Dicus

James R. West

#### QUICK FACTS\*

<b>PIH Health hospitals licensed beds</b>	<b>746</b>
<b>Employees</b>	<b>5,080</b>
<b>Volunteers</b>	<b>1,030</b> active volunteers
<b>PIH Health hospitals medical staff</b>	<b>941</b>
<b>PIH Health Physicians</b>	<b>120</b>
<b>Advanced Practice Professionals</b>	<b>33</b>
<b>Service population</b>	<b>Approximately 2.1 million</b> residents in Los Angeles and Orange Counties and the greater San Gabriel Valley

#### QUICK STATISTICS\*

<b>Number of Emergency Department visits</b>	<b>132,274</b>
<b>Number of births</b>	<b>3,161</b>
<b>Surgical volume</b>	Main Operating Room: <b>12,437</b> Same Day Surgery: <b>6,299</b> Total: <b>18,736</b>
<b>Cardiac catheterizations</b>	<b>1,789</b> heart catheterizations were done and <b>485</b> patients had stents placed
<b>Hospital visits</b>	<b>198,168</b> (includes inpatient admissions and outpatient visits)
<b>PIH Health Physicians medical office visits</b>	<b>596,300</b>

\*Numbers include PIH Health Hospital - Whittier and PIH Health Hospital - Downey as well as PIH Health Physicians medical group where applicable



## PEOPLE OF PIH HEALTH: LEADERSHIP CHANGES OR ADDITIONS

OVER THE COURSE OF LAST YEAR, PIH Health's leadership team has evolved. The following individuals are either new to the organization or have changed leadership roles:

### COLE CHRISTIANSON VICE PRESIDENT, REVENUE CYCLE

Cole Christianson joined PIH Health as Vice President, Revenue Cycle in September 2016. Cole is responsible for the overall strategic direction and tactical execution of all aspects of Revenue Cycle management. He previously worked as a consultant for PIH Health since November 2015, where he helped to modernize its revenue cycle and strengthen performance in the wake of an evolving healthcare environment. Cole also worked for McKinnis Consulting, where he led healthcare organizations to improve revenue cycle performance in areas such as patient access, billing, denials management, cash and receivables collection, and documentation improvement.

### ROBERTO MADRID MD MBA VICE PRESIDENT, MEDICAL GROUP OPERATIONS

Roberto Madrid MD MBA joined PIH Health as Vice President, Medical Group Operations in March 2016. In this role, Dr. Madrid is responsible for the oversight of functions related to quality of care, patient access, physician productivity, and PIH Health Physicians (PHP) Medical Group operations. Additionally, he leads and oversees medical operations for PHP and works alongside 30 direct reports comprised of medical directors, department chairs and team leaders. Dr. Madrid joined PIH Health from CalOptima, where he served as Medical Director for Quality and Analytics.

### CHICO MANNING VICE PRESIDENT, SUPPLY CHAIN

Chico Manning joined PIH Health as Vice President, Supply Chain in January 2016. In this role, Chico is responsible for the overall strategic direction and tactical execution for all aspects of supply chain management at PIH Health. These include: planning, directing, and developing integrated supply chain processes to manage product selection and utilization, contracting, purchasing, strategic and financial analysis, logistics, distribution, and payment. Chico's career spans more than 26 years of progressive experience in supply chain sales, sales operations, manufacturing, fleet, and distribution. He previously worked for Frito Lay, where he was responsible for the supply chain and productivity agenda for the entire California Region. Chico is a Six Sigma Black Belt and certified in Supply and Logistics Management by the United States Marine Corps.

### ROSALIO LOPEZ MD CHIEF MEDICAL OFFICER AND CHIEF STRATEGY OFFICER

In June 2016, Rosalio Lopez MD assumed the new role of Chief Strategy Officer of PIH Health, in addition to his current role as Chief Medical Officer for PIH Health.

### RAMONA PRATT CHIEF OPERATING OFFICER

Ramona Pratt became Chief Operating Officer (COO) for PIH Health Hospital - Downey in June 2016. Previously, Ramona served as COO, Group Operations for PIH Health Physicians since 2012. In addition, Ramona served for many years in nursing leadership at PIH Health Hospital - Whittier.

### BRIAN SMOLSKIS PRESIDENT, PIH HEALTH PHYSICIANS, HEALTHMED SERVICES AND PIH HEALTH CARE SOLUTIONS

Brian Smolskis was appointed President of PIH Health Physicians and President of PIH Health Care Solutions in June 2016. Previously Brian served as Chief Operating Officer (COO) for PIH Health Hospital - Downey since 2013. Prior to that Brian served as Chief Information Officer (CIO) for the organization.

### ANDREW ZWERS VICE PRESIDENT, GROUP OPERATIONS

Andrew Zwiers was appointed Vice President of Group Operations, PIH Health Physicians in August 2016. In this role, he works directly with other executive leaders to manage all aspects of clinical site operations, including revenue and growth opportunities; expense management, and cost and margin control; and financial goal management. Additionally, he oversees development and implementation of the group's strategic plan, which includes philosophies, objectives, and long-range goals.

## AWARDS }

2016 NRC Picker Path to Excellence Award\*\*  
(also awarded from 2010-2015)



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



2016 Most Wired Award by Hospitals and Health Networks\*\*  
(also awarded in 2013-2014)



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



2016 CALNOC Annual Performance Excellence Award\*\*



2015 AHA NOVA Award\*



2016 CAPG Standards of Excellence - Elite Status\*\*\*\*  
(also awarded from 2012-2015)



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



2015 Association of Community Cancer Center's (ACCC) Innovator 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 and 2016 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 and 2015 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

## BOARDS OF DIRECTORS

FISCAL YEAR 2015-2016

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, Chair  
Ed Dunlap  
Leon M.N. Garcia  
Frank Gomez PhD  
Thomas King  
Robert Petrina  
Kenton Woods  
Huey-Min Yu

### PIH HEALTH HOSPITAL - WHITTIER

Efrain Aceves  
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James Ball  
Paula Cowan  
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Ed Dunlap  
Leon M.N. Garcia  
Frank Gomez PhD  
Thomas King  
Sudhaker Nayak MD  
Robert Petrina  
C. Wayne Ray MD  
Neal Shindel MD  
Kenton Woods  
Huey-Min Yu

### PIH HEALTH HOSPITAL - DOWNEY

Efrain Aceves  
Donald Alvarado  
Richard Atwood  
James Ball  
Paula Cowan

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Ed Dunlap  
Leon M.N. Garcia  
Frank Gomez PhD  
Bill Kim MD  
Thomas King  
Mark Minkes MD  
Sanatkumar Patel MD  
Robert Petrina  
Kenton Woods  
Huey-Min Yu

### PIH HEALTH PHYSICIANS

Efrain Aceves  
Donald Alvarado  
Richard Atwood  
James Ball  
Paula Cowan  
Jane Dicus, Chair  
Ed Dunlap  
Leon M.N. Garcia  
Frank Gomez PhD  
Thomas King  
Rosalio Lopez MD  
Mark Magged MD  
Alexander Mendez MD  
Robert Petrina  
Kenton Woods  
Huey-Min Yu

### PIH HEALTH INSURANCE COMPANY

Efrain Aceves  
Donald Alvarado  
Richard Atwood  
James Ball  
Paula Cowan  
Jane Dicus, Chair

Ed Dunlap  
Leon M.N. Garcia  
Frank Gomez PhD  
Thomas King  
Davis Lee MD  
Mark Magged MD  
Keith Miyamoto MD  
Ingrid Patsch MD  
Robert Petrina  
Kenton Woods  
Huey-Min Yu

### PIH HEALTH FOUNDATION

Richard Atwood  
Annette Atwood  
Nathan Honda MD  
Kathy Luciano  
Melanie Lyons, Chair  
Beverly Mathis

### PIH HEALTH MANAGEMENT CORP.

Peggy Chulack  
James West, Chair  
Gregory Williams

### PIH HEALTH CARE SOLUTIONS

Peggy Chulack  
Rosalio Lopez MD  
Brian Smolskis  
James West, Chair  
Gregory Williams

### PIH HEALTH HOME HEALTHCARE

Peggy Chulack  
James West, Chair  
Gregory Williams

### PIH HEALTH ADULT DAY HEALTHCARE

Peggy Chulack  
James West, Chair  
Gregory Williams

### PIH HEALTH RE

Peggy Chulack  
Rosalio Lopez MD  
James West, Chair

### PIH HEALTH COMMUNITY PHARMACY, LLC.

Peggy Chulack  
James West, Chair  
Gregory Williams

### HEALTHMED SERVICES, INC.

Peggy Chulack  
Brian Smolskis  
James West, Chair  
Gregory Williams

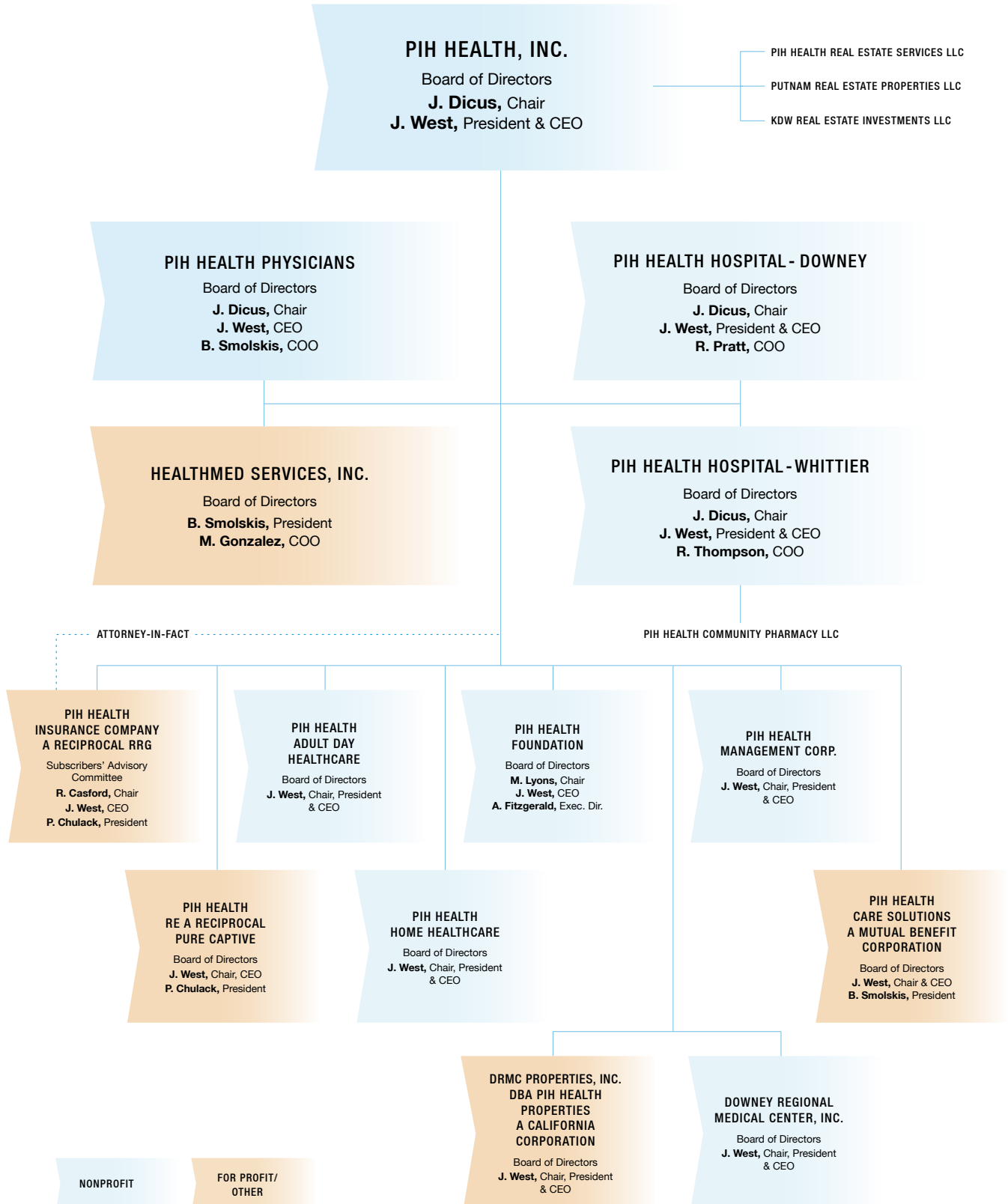
### PIH HEALTH PROPERTIES

Peggy Chulack  
James West, Chair  
Gregory Williams

### DOWNEY REGIONAL MEDICAL CENTER, INC.

Peggy Chulack  
James West, Chair  
Gregory Williams

CORPORATE ORGANIZATIONAL CHART  
FISCAL YEAR 2015-2016



## PIH HEALTH AND AFFILIATES } CONSOLIDATED STATEMENTS OF OPERATIONS

For the years ended September 30, 2016 and 2015 (in thousands)

	2016	2015
<b>Revenues</b>		
Net patient service revenue including Hospital Fee Program revenue of \$54,264 for 2016 and \$95,732 for 2015	\$ 751,411	\$801,352
Less provision for bad debts	13,279	14,323
Net patient service revenue less provision for bad debts	738,132	787,029
Capitation revenue	99,452	85,617
Other operating revenue	21,037	20,199
Net assets released from restrictions used for operations	1,694	713
Total revenues	860,315	893,558
<b>Expenses</b>		
Salaries and wages	288,077	274,132
Purchased services	112,353	111,140
Medical supplies and drugs	103,319	98,293
Employee benefits	104,527	106,550
Professional fees	105,257	105,318
Depreciation and amortization	36,712	39,995
Other expenses	28,254	29,521
Interest	11,478	11,767
Insurance	6,510	6,704
Rent expense	2,946	3,130
Hospital Fee Program	42,837	74,965
Total expenses	842,270	861,515
Excess of revenues over expenses	18,045	32,043
<b>Other gains (losses), net</b>		
Net investment income	9,966	10,776
Net realized gains on investments	16,877	10,905
Change in fair value of interest rate swap and net interest expense	(13,446)	(16,047)
Gain on disposal of property and equipment	676	11,064
Other (losses) gains Net	(4,816)	256
Total other gains, net	9,257	16,954
Excess of revenues over expenses and other gains	27,302	48,997
Unrealized gains (losses) on investments	9,390	(33,230)
Pension-related changes other than net periodic pension cost	(21,258)	(9,304)
Net assets released from restrictions used for long-lived assets	476	18
<b>Change in unrestricted net assets</b>	<b>\$ 15,910</b>	<b>\$ 6,481</b>



## PIH HEALTH AND AFFILIATES } CONSOLIDATED BALANCE SHEETS

As of September 30, 2016 and 2015 (in thousands)

<b>Assets</b>	<b>2016</b>	<b>2015</b>
<b>Current assets</b>		
Cash and cash equivalents	\$ 31,681	\$ 26,685
Investments, short term	2,958	2,943
Patient accounts receivable, net of allowance for doubtful accounts of \$23,059 and \$18,855 in 2016 and 2015, respectively	94,049	95,455
Inventory	7,552	8,367
Other receivables	6,114	5,118
Prepaid expenses and other assets	11,955	19,605
Other current assets, Hospital Fee Program	53,750	40,021
<b>Total current assets</b>	<b>208,059</b>	<b>198,194</b>
<b>Investments in mutual funds and other investments</b>	<b>37,446</b>	<b>32,834</b>
<b>Investments</b> Assets limited as to use	<b>411,815</b>	<b>373,303</b>
<b>Property and equipment</b> , net	<b>632,033</b>	<b>629,769</b>
<b>Other assets</b>	<b>4,567</b>	<b>6,031</b>
<b>Total assets</b>	<b>\$1,293,920</b>	<b>\$1,240,131</b>
	<b>2016</b>	<b>2015</b>
<b>Liabilities and Net Assets</b>		
<b>Current liabilities</b>		
Accounts payable and accrued expenses	\$ 86,553	\$ 91,176
Estimated third-party payor settlements	294	1,630
Accrued interest	2,320	2,723
Current portion of long-term debt	10,019	22,991
Current portion of obligations under capital leases	674	1,086
Current portion of prepetition liabilities	2,591	2,591
Short-term loan borrowing	53,000	39,000
Other current liability, Hospital Fee Program	38,036	27,198
Retention—self-insurance programs, current portion	15,714	17,055
<b>Total current liabilities</b>	<b>209,201</b>	<b>205,450</b>
<b>Deferred compensation</b>	<b>14,351</b>	<b>13,981</b>
<b>Interest rate swaps</b>	<b>55,547</b>	<b>48,589</b>
<b>Prepetition liabilities</b> , net of current portion	<b>3,782</b>	<b>6,373</b>
<b>Long-term debt</b> , net of current portion	<b>387,272</b>	<b>377,153</b>
<b>Obligations under capital leases</b> , net of current portion	<b>877</b>	<b>1,550</b>
<b>Pension liability</b>	<b>84,742</b>	<b>64,908</b>
<b>Retention—Self-insurance programs</b> , net of current portion	<b>21,423</b>	<b>21,789</b>
<b>Total liabilities</b>	<b>777,195</b>	<b>739,793</b>
<b>Commitments and contingencies</b>		
<b>Net assets</b>		
Unrestricted	509,625	493,715
Temporarily restricted	6,129	5,652
Permanently restricted	971	971
<b>Total net assets</b>	<b>516,725</b>	<b>500,338</b>
<b>Total liabilities and net assets</b>	<b>\$1,293,920</b>	<b>\$1,240,131</b>

**GENEROUS DONORS** } JANUARY 1, 2016 – DECEMBER 31, 2016

**\$250,000+**

The Atwood Family  
UniHealth Foundation

**\$100,000–\$249,999**

County of Los Angeles Department  
of Health Services  
Timken Foundation of Canton

**\$50,000–\$99,999**

The Estate of Elsie Behrends  
California Community Foundation  
Richard and Kathy Luciano  
Mr. and Mrs. Samuel A. Mathis  
R.C. Baker Foundation

**\$25,000–\$49,999**

Acute Dialysis Services  
Allscripts  
Intercommunity Dialysis Services  
Lambert Radiology Medical Group  
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Dr. Brian Yue  
PIH Health Physicians Medical Group  
Dr. and Mrs. Frank M. Sanchez  
Whittier Kidney Dialysis Center, Inc.

**\$10,000–\$24,999**

Don and Michele Alvarado  
AppleCare Medical Management  
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**\$5,000–\$9,999**

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PIH Health Medical Staff  
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SCS Flooring Systems  
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Training and Research Support Centre  
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Kenton and Florence Woods  
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**\$2,500–\$4,999**

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Alliant Employee Benefit  
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Mr. Matthew Bickell  
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Ms. Elizabeth Courtney  
Downey Kiwanis Foundation  
Downey Patriot  
Loren and Maggie Du Puy  
East Whittier Middle School  
Instrumental Music Program  
Mr. Roger N. Edwards and  
Dr. Janet Staples-Edwards  
EMS Management LLC  
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Women's Golf Association  
Dr. Mary Ann Gilbert  
Whittier Hearing Center Inc.  
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Betty Koo  
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La Serna Football Program  
Ms. Joan B. Lee  
Debra and Roy Legan  
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Dr. Oariona Lowe and  
Dr. Evangelos Rossopoulos  
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Mr. and Mrs. Roy Tyra  
Mr. and Mrs. Joseph P. Vinci  
Whittier Sunrise Rotary Club  
Foundation, Inc.  
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Mr. and Mrs. Antair F. Yang  
Dr. Brian W. Yue and Mrs. Andrea Yue

**\$1,000–\$2,499**

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Ms. Victoria Alexanian  
Amigos de los Ninos  
Mr. and Mrs. Leighton Anderson  
Bill and Arlie Ankerberg  
Mr. Michael C. Apodaca  
Mr. and Mrs. Howard Applebaum  
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Rev. Jeffrey D. Bassette and  
Dr. Shannon Moore  
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Mr. Avinash Bhargava  
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Brighton Collectibles  
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Natalie Bumanglag and Family  
Dr. and Mrs. K. Leo Buxbaum  
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Cardiovascular Medical  
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Dr. Jacquelyn Cituk  
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Ms. Heather Conwell Magnuson  
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Ron and Paula Cowan  
CSI Electrical Contractors, Inc.  
Ms. Shannon Crofts  
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Lorraine and Francesco DeGiacomo  
Rev. Philip and Carolyn Demers  
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Medical Group, Inc.  
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Dr. and Mrs. Mark D. Dubin  
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Mr. and Mrs. Kevin P. Duthoy  
Chaplain Patricia Dutriz  
Enterprise Fleet Management  
Ruben and Miriam Espejel  
Mr. Olin W. Fine  
Mr. Jason Fischer  
Ms. Debbie Fitzhugh  
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