



**Annual Report and Plan for Community Benefit  
Community Health System**

**Community Regional Medical Center (CRMC)  
Clovis Community Medical Center (CCMC)**

**Fiscal Year 2024 (September 1, 2023 - August 31, 2024)**

Submitted to:  
Department of Health Care Access and Information  
Accounting and Reporting Systems Section  
Sacramento, California

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## About Community Health System

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### **Community Health System**

Community Health System (CHS) is a locally owned, nonprofit healthcare system based in Fresno, California. Established in 1897, CHS is the region's largest healthcare provider and private employer. With over 10,780 employees and 2,500 affiliated physicians, CHS serves a 15,000 square-mile area that includes Fresno, Kings, Madera and Tulare counties in California's Central Valley, a designated Health Professional Shortage Area (HPSA). CHS is made up of Community Medical Centers (hospitals and outpatient centers), Community Provider Network (affiliated physicians) and Community Care Health (health plan). For over 125 years, Community Health System has been investing in this region — growing a successful healthcare system that supports the community and serves Central Valley residents.

Community Medical Centers (CMC) operates its facilities under two hospital licenses: Community Regional Medical Center (CRMC) and Clovis Community Medical Center (CCMC). Fresno Heart & Surgical Hospital (FHS), Community Behavioral Health Center (CBHC) and Community Subacute & Transitional Care Center (CSTCC) operate under the CRMC license. CMC also operates a cancer institute and several outpatient and other healthcare facilities. While CHS' system of care works collaboratively to address the region's healthcare needs, CRMC and CCMC activities and financial contributions for community benefit are reported separately in this report.

### **Community Regional Medical Center (CRMC)**

CRMC has 685 licensed beds and offers Central California's highest level of medical care. CRMC is a leader in comprehensive neuroscience services, has a Level 3 NICU (neonatal intensive care unit) and a full-service 58,000 square-foot Emergency Department (ED). CRMC is home to the only Level I Trauma Center and Comprehensive Burn Center between Los Angeles and Sacramento. We serve as the area's "safety net" provider, caring for our region's most vulnerable populations.

### **Fresno Heart & Surgical Hospital (FHS)**

FHS is a specialty hospital in Central California with 57-licensed beds. FHS is known for its excellent patient experience and exemplary bariatric, cardiac, endocrine, neuro and vascular surgery services. FHS operates under the CRMC license.

### **Community Behavioral Health Center (CBHC)**

CBHC operates 73 beds under the CRMC license and is the largest inpatient mental health facility in Fresno County for those in need of acute psychiatric care. CBHC provides 24-hour care to patients based on their level of need.

### **Community Subacute & Transitional Care Center (CSTCC)**

CSTCC is a 106-bed facility providing inpatient care for chronic, subacute conditions and complex illnesses that require 24-hour medical supervision. CSTCC provides patients with treatment that is consistent with an acute care center’s effectiveness while in a comfortable long-term setting.

### **Clovis Community Medical Center (CCMC)**

CCMC has 352 licensed beds. It includes an Emergency Department (ED) and provides specialty care for patients, including comprehensive heart and lung care, women’s services and labor and delivery. CCMC is home to the Community Cancer Institute (CCI) and the Marjorie E. Radin Breast Care Center, part of Central California’s premier comprehensive cancer care program, which offers multidisciplinary care teams, a clinic, screenings and diagnostics, as well as cancer treatments using the most advanced technology.

### **Community Health System**

Community Medical Centers

Community Provider Network including Community Health Partners, a medical foundation

Community Care Health

### **Outpatient Centers**

Advanced Medical Imaging – Clovis

Advanced Medical Imaging – Magnolia

Advanced Medical Imaging – Northpointe

California Imaging Institute

Community Cancer Institute

Deran Koligian Ambulatory Care Center

Marjorie E. Radin Breast Care Center

Pediatric Specialty Center

### **Long-Term Care Center**

Community Subacute & Transitional Care Center

### **Hospitality Home**

Terry’s House

### **Specialty Centers**

Advanced Diagnostic Testing Center *\*Effective October 31, 2024, services have been moved to FHSB*

Disease Management Center

Leon S. Peters Burn Center

Leon S. & Pete P. Peters Future Generations Center  
Leon S. Peters Rehabilitation Center  
Marjorie E. Radin Breast Care Center  
Primary Stroke Center  
Surabian Dental Care Center  
Table Mountain Rancheria Trauma Center  
Wound Care Centers

### **Clinics**

Advanced Laparoscopic Surgery Associates, A member of Community Health Partners  
California Urology North Fresno, A member of Community Health Partners  
Community Breast Specialists  
Community Diabetes & Endocrine Specialists  
Community Gynecologic Oncology Specialists  
Community Maternal Fetal Medicine – Subhashini Ladella, M.D., FACOG  
Community Maternal Fetal Medicine – Visalia  
Community Medical Oncology Specialists  
Community Neurosciences Institute – Clovis  
Community Neurosciences Institute – Downtown  
Community Neurosciences Institute – Fresno  
Community Neurosciences Institute – Hospital Based  
Community Neurosciences Institute – River Park  
Community Neurosciences Institute – Visalia  
Community Obstetrics and Gynecology Care – Lura Reddington, M.D.  
Community Pediatric Care  
Community Pediatric Care - Halifax  
Community Pediatric Specialists – Clovis  
Community Perinatology  
Community Primary Care – Ahmad Emami, M.D.  
Community Primary Care – Ali M. Fayed, M.D.  
Community Primary Care – Alluvial  
Community Primary Care – Bullard  
Community Primary Care – Clovis  
Community Primary Care – Copeland Medical  
Community Primary Care – Fir South  
Community Primary Care – Halifax  
Community Primary Care – Herndon  
Community Primary Care – Milburn

Community Primary Care – Shaw  
Community Primary Care – Sussex Way  
Community Radiation Oncology Specialists  
Community Rheumatology Specialists  
Community Specialty Surgery Associates  
Community Urgent Care  
Community Urology Specialists  
Dizon Medicine Copper, A member of Community Health Partners  
Dizon Medicine Urgent Care, A member of Community Health Partners  
Dizon Pediatrics Copper, A member of Community Health Partners  
Dizon Pediatric Urgent Care, A member of Community Health Partners  
Fowler Packing Health & Wellness, A member of Community Health Partners  
M2 Oncology, A member of Community Health Partners  
Sierra Endocrine Associates  
Valley Surgical Specialists

### **Affiliations**

California Health Sciences University  
California State University, Fresno  
Clovis Adult Education  
Family Healthcare Network  
Fresno Adult School  
Fresno City College  
Fresno Pacific University  
Grand Canyon University  
Gurnick Academy of Medical Arts  
Inspire Health Medical Group  
Institute of Technology  
Madera Community College  
National University  
Samuel Merritt College  
San Joaquin Valley College  
United Health Centers of the San Joaquin Valley  
Unitek College  
University of California, San Francisco, School of Medicine  
University of the Pacific  
University of Phoenix

Western Governors University  
West Hills College Lemoore

**Accreditation**

Every three years, The Joint Commission inspects participating hospitals, and facilities included on the same license, to gauge the quality of care. CHS hospitals are fully accredited.



## Mission, Vision and Values

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### Mission

Community Health System exists to better the lives of all those we serve.

### Vision

We will be the trusted health leader, opening new doors to educate, innovate and expand our care and services across the Valley.

### Values

Humanity: to do right by all people

Duty: to care, teach and serve is our calling

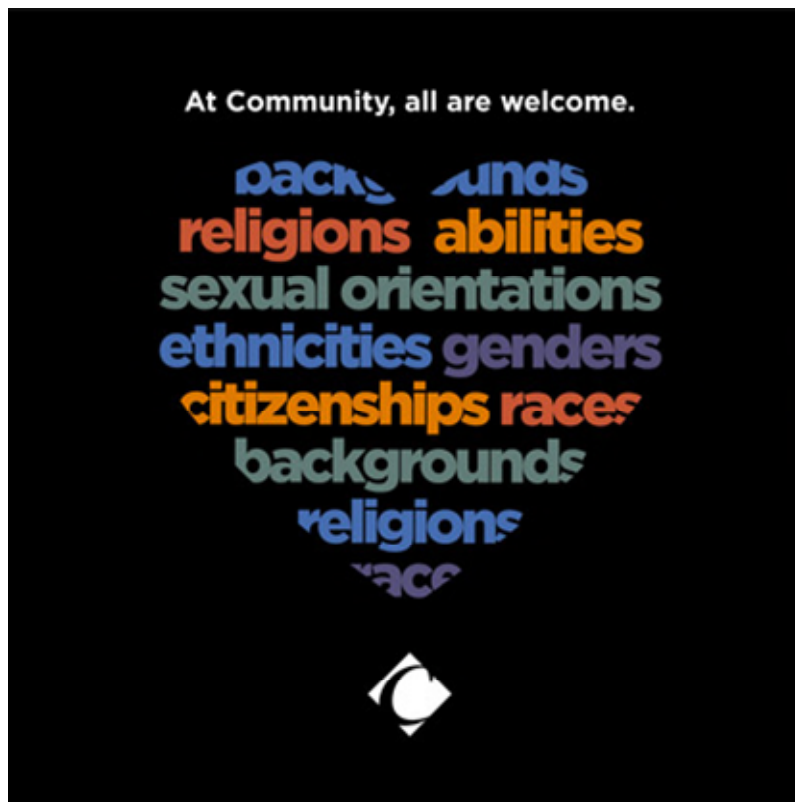
Excellence: to reach beyond expectations in all we do

Ingenuity: to fearlessly forge new paths forward

## Commitment to Diversity

As a locally owned and operated healthcare network, CHS respects and celebrates the Central Valley's rich and diverse heritage. Our commitment to diversity and inclusion is a cornerstone of our patient care and work culture. All are welcome as valued members of our community whether employee, physician, student or visitor. We have mandatory education for all employees on respectful LGBTQ+ interactions and California laws against workplace bullying and discrimination.

CHS prides itself on being a diverse healthcare provider. This is reflected in our workforce with 40% of clinical and non-clinical staff identifying as Latino, 23% are Asian staff members and 4% are Black or African American staff members. 72% of our workforce represent diverse ethnic backgrounds and 75% of our workforce identifies as female. 58% of our leadership team are women and 31% of our leaders represent diverse ethnic backgrounds.



## Governance

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CHS is governed by a volunteer Board of Trustees comprised of civic leaders and physicians. The Trustees set the vision and policy direction for the organization and approve the organization's strategic, business and financial plans. The Board of Trustees reviews and adopts Community Health Needs Assessments, annual community benefit reports and our evaluation of impact on the areas of greatest need.

Senior management encourages initiatives that expand access to healthcare services in our community and is committed to investing in and partnering with local, nonprofit organizations working in socioeconomically disadvantaged neighborhoods and rural populations. A multi-stakeholder committee ensures Board and senior management directives are fulfilled and approves financial allocations to community benefit programs, outreach and education. Community benefit and community service are at the heart of our healthcare system.

### **FY24 CHS Board of Trustees**

***(CHS Board of Trustees who served from September 1, 2023, through August 31, 2024)***

Roger Sturdevant, *Chair*

Greg Estep, *Chair-Elect*

Karen McCaffrey, *Secretary*

Susan Abundis

Lori Bennett, EdD

Ronald Bierma, MD

Keith Boone, MD

Mark Coelho

Gerardo Hernandez

Wagih Ibrahim, MD

Leland Parnagian

Joshua Peterson

Ruth Quinto

Chandrasekar Venugopal, MD

Craig S. Castro, President & Chief Executive Officer

## Commitment to the Community

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We uphold our duty to provide service above and beyond our role as a system of healing facilities. Community's hospitals provide financial assistance to those in the community who cannot afford services, or whose health insurance does not cover all services provided, and we invest in the community to increase access to healthcare services and improve health. This report demonstrates tangible ways we fulfill our mission to better the lives of all those we serve through humanity and ingenuity.

### Service Area

Our hospital facilities are in the heart of California's San Joaquin Valley near major interstate highways and three popular national parks. The hospitals share a primary service area of Fresno, Kings, Madera and Tulare counties.

- Community Regional Medical Center is located at 2823 Fresno St., Fresno, CA 93721
- Clovis Community Medical Center is located at 2755 Herndon Ave., Clovis, CA 93611
- Fresno Heart & Surgical Hospital is located at 15 E. Audubon Dr., Fresno, CA 93720
- Community Behavioral Health Center is located at 7171 N. Cedar Ave., Fresno, CA 93720

### Service Area Snapshot

*(Based on the FY22 Community Health Needs Assessment)*

#### Population

- The population is 1,761,174.
- Children and youth, ages 0-17, make up 28.8% of the population, 59.2% are adults and 12% are seniors, ages 65 and older.

#### Race and Ethnicity

- More than half of the population (57.0%) is Hispanic or Latino.
- 29.1% of the service area population is White.
- 7.2% of the population is Asian.
- 3.6% of the population are Black or African American.

#### Languages

- Spanish is spoken in 38.5% of the homes, 54.1% speak English only and 4.3% speak an Asian or Pacific Islander language in the home.

#### Poverty

- Among area residents, 20.5% live at or below 100% of the federal poverty level (FPL), which is higher than the state rate (12.6%).
- 44.2% of the population live at 200% of FPL (low income).

## Community Health Needs Assessment

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CRMC and CCMC completed a joint Community Health Needs Assessment (CHNA) in FY22 as required by state and federal law. The CHNA is the primary tool used by the hospitals to determine their community benefit plans, which outline how they will give back to the community in the form of healthcare and other community services to address unmet community health needs. The assessment incorporates primary data collection and secondary data analysis focused on the health and social needs of the service area.

Targeted interviews and focus groups gathered information and opinions from people who represent the broad interests of the community. Fifty (50) key informant interviews were completed during October and November 2021. Interviewees included leaders and/or representatives of medically underserved, low-income and minority populations, local health or other departments or agencies that have current data or other information relevant to the health needs of the community. In addition, 59 focus groups were held in the region, led by 8 organizations. The focus groups included 473 community members and were held in-person or virtually. Focus groups were held in 5 languages to meet the needs of the participants. Finally, community-based organizations and other groups distributed a community survey in online and paper formats to area residents; 4,856 usable surveys were received. Input was also obtained from County Departments of Public Health and Behavioral Health.

### Significant Health Needs

Secondary data collection resulted in identifying community health needs that were further assessed in the primary data collection — key informant interviews, focus groups and a community-wide survey. The identified significant needs included (in alphabetical order):

- Access to childcare
- Access to healthcare (includes dental and mental healthcare)
- Adverse childhood experiences
- Chronic diseases
- COVID-19
- Crime and violence
- Economic stability
- Education
- Environmental conditions (includes water and air)
- Food insecurity
- Internet access

- HIV/AIDS and STIs
- Housing and homelessness
- Maternal and child health
- Mental health
- Nutrition and physical health (includes overweight and obesity)
- Preventive care and practices (includes screenings, immunizations/vaccines)
- Substance use (alcohol and drugs)
- Tobacco and nicotine
- Transportation

Community respondents were asked to rank the health outcomes and social determinants of health that contribute to disease in the region. The results of the responses from the priority ranking were compared to the secondary and primary data collected. As a result, the top five community prioritized health needs were identified:

- Mental health
- Maternal and child health
- Access to healthcare (including dental care and mental healthcare)
- Chronic diseases
- Nutritional and physical health (including overweight and obesity)

The complete CHNA report can be accessed at: [https://www.communitymedical.org/about-us/our-impact#doc\\_archive](https://www.communitymedical.org/about-us/our-impact#doc_archive). We welcome feedback on the CHNA and Implementation Strategy. Please send your feedback to Chelsea Aivazian, Project Manager, Community Benefit at [communications@communitymedical.org](mailto:communications@communitymedical.org).

## **Addressing Priority Health Needs - Community Regional Medical Center**

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In FY24, CRMC engaged in activities and programs that addressed the priority health needs identified in the FY23-FY25 Implementation Strategy. CRMC committed to community benefit efforts that addressed access to healthcare, chronic diseases, economic stability, maternal and child health and mental health. Some of the activities and programs that highlight CRMC's commitment to the community are detailed below.

### **Access to Healthcare**

#### ***Response to Need***

##### **Financial Assistance**

The hospital provided financial assistance through free and discounted care for healthcare services, consistent with CHS's financial assistance policy.

##### **Assistance with Insurance Coverage**

In partnership with Fresno's County Department of Social Services, CRMC provided enrollment for 344 uninsured persons who presumptively qualified for Medi-Cal.

##### **Fresno Medical Respite Center**

CRMC is a founding hospital partner in the Fresno Medical Respite Center, allowing for safe discharge for persons who are experiencing homelessness to continue their recovery. The Center provides eight beds for men at the Fresno Mission in downtown Fresno and four beds for women at Rescue the Children in southwest Fresno.

##### **Ryan White HIV/AIDS Program**

CHS partners with Family Health Care Network's Special Services Clinic to provide vital and timely healthcare and case management for patients with HIV/AIDS and their families. In FY24, the clinic provided care to patients through over 7,700 clinical visits under the federal Ryan White grant.

##### **Sexual Assault Forensic Exam Program (SAFE)**

CRMC's Emergency Department provided Fresno County's only in-hospital testing and examination for sexual assault and rape victims. Specially trained nurses collected, preserved and securely stored evidence from adult and child victims, and from suspects under police custody. Sexual Assault Forensic Exam Program nurses helped gather evidence of sexual violence and ensured patients were safely discharged. Nurses also provided follow-up evaluations for child victims of sexual abuse and helped connect victims and their families to counseling services. In FY24, 135 people were served.

### Trauma Prevention Program

CRMC provides the only Level I Trauma Center and comprehensive burn center in the area. An injury prevention specialist provided extensive injury prevention outreach on MedWatch Today and in schools and other community-based venues, including car seat safety checks and education on topics like gun safety, fall prevention, bicycle and pedestrian safety, the dangers of distracted driving for teens and smarter driving tips for older adults.

### Community Support

Cash donations were provided to community organizations to increase access to healthcare and provide preventive care services.

- Reading & Beyond provides services for low-income children and families in Fresno. The hospital supported their health initiatives.
- The hospital supported Every Neighborhood Partnership's Back to School Health Screening and Resource Fair hosted by Assemblymember Esmeralda Soria.
- Funding was provided to the Marjaree Mason Center to support healthcare services for survivors of domestic violence in Fresno County.

## Chronic Diseases

### *Response to Need*

#### Community Diabetes Education

Community Diabetes Education provided care to people who were otherwise unable to receive diabetes self-management education, including bilingual services to Spanish-speaking patients. As an accredited Sweet Success program affiliate, the Diabetes Education Center provided education targeted to women diagnosed with diabetes during pregnancy. Community members received education on healthy eating habits and controlling diabetes during pregnancy.

#### Dialysis

CRMC has an outpatient dialysis unit with 41 dialysis stations for three shifts of patients, six days a week — caring for adults needing dialysis. CRMC offered a peritoneal dialysis home training program for patients who can do home treatment. The outpatient dialysis unit has on-site dietitians and social workers.

### Community Support

Cash donations were provided to community organizations to identify and treat chronic diseases.

- Funding was provided to the Fresno Center for community-based chronic disease outreach events.
- The hospital supported the American Heart Association to purchase and distribute self-monitored blood pressure kits.



## **Economic Stability**

### ***Response to Need***

#### **Transportation Support**

Transportation vouchers were made available to patients and families having difficulty accessing care and services because of transportation barriers.

#### **Community Support**

Cash donations were provided to community organizations to support economic stability.

- The hospital supported Poverello House's Papa Mike's Café, which is a no-cost, full-service restaurant serving made-to-order meals for anyone in need.
- Funding was provided to the Fresno Mission to support food services for the Community Care and Family Center.
- CRMC partnered with the Central California Food Bank to support Yokomi Elementary School's backpack program, that sends weekend food home for students and their families, in downtown Fresno for the 2024/25 school year.
- Funding was provided to the Central California Women's Conference Food Insecurity Grants Initiative.
- The American Red Cross Sound the Alarm outreach installed free smoke alarms in community residences with support from CRMC.
- CRMC invested in Birney Elementary School's technology and reading program, which is in a low socioeconomic area of central Fresno. The funds were used in the Title 1 school to purchase Science, Technology, Engineering and Mathematics (STEM) learning materials.
- Funds were provided to the Marjaree Mason Center's Domestic Violence Victim Safe House. This community refuge provides safe lodging for adults and children fleeing domestic violence.
- The hospital sponsored Fresno City Councilman Nelson Esparza's Beat the Heat Community event.

## **Maternal and Child Health**

### ***Response to Need***

#### **Mother's Resource Center**

The Mother's Resource Center offered a variety of breastfeeding and parent education classes to new parents, regardless of where they delivered their babies. Classes included preparation for childbirth, breastfeeding support, Mommies Making Milk and Mama's Café Club, a postpartum resource and support network for all breastfeeding moms. Classes were offered in English and Spanish. In FY24, the Mother's Resource Center had 688 outpatient and 9,083 inpatient consults.

### Doula Training Partnership

CRMC has partnered with the BLACK Wellness and Prosperity Center (BWPC) for a first-of-its-kind in the state collaboration to train Black, Indigenous and People of Color (BIPOC) doulas within our facility. In FY24, 8 doulas completed 162 hours of training observations at CRMC.

### Community Support

Cash donations were provided to community organizations to support maternal and child health.

- Support was provided to the BLACK Wellness and Prosperity Center to support maternal and child health education. Funds also supported the doula training program, which seeks to improve maternal outcomes for Black and minority mothers and their babies by expanding the integration of doulas in the hospital setting.
- Funds were provided to the Fresno Council on Child Abuse Prevention, Substance Use Disorder community outreach event.

## Mental Health

### *Response to Need*

#### Bridge Program

CRMC provided 198 individuals with buprenorphine medication encounters to suppress cravings and withdrawal symptoms from opioid use. The treatment provided patients with immediate attention in the hospital setting, rather than being referred to a rehabilitation center, which may take weeks or months. Additionally, the Bridge Program provided educational information to the greater community about substance abuse.

#### Community Behavioral Health Center

CBHC is a 73-bed acute psychiatric hospital, which is licensed under CRMC. CBHC is the largest psychiatric care facility in Fresno County providing 24-hour adult, inpatient psychiatric care. There are four separate units with levels of care appropriate to the functional levels of the patients. The services provided include psychiatric assessments, forensic (custody) services, recreation therapy, group and individual therapy, adult care, medication management, milieu management and other treatment modalities.

### Community Support

Cash donations were provided to community organizations to support mental healthcare services.

- Reading & Beyond was provided funding for their Family Advocacy Program, providing support to those who have loved ones with a mental health diagnosis.
- Every Neighborhood Partnership Women's Alliance received funds for trauma resilience education.

- Funds were provided for the Fresno Chaffee Zoo Art in the Wild Mental Health support program.
- The Foundation for Fresno Unified Schools was provided with a donation to support peer-led support groups.

## Other Community Benefit Services – CRMC

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CRMC provided community benefit services in addition to those programs that focused on addressing priority health needs.

### Health Professional Education

*Definition: Education programs for physicians, nurses, nursing students and other health professionals.<sup>1</sup>*

#### Graduate Medical Education

CRMC trained 262 residents and 47 Fellows in partnership with UCSF Fresno. In addition, third- and fourth-year medical students are trained on a rotating basis. Rotating medical students include those in UCSF's San Joaquin Valley Program in Medical Education (SJV PRIME). SJV PRIME trained local students to provide culturally competent, accessible care in the San Joaquin Valley. More than one-third of graduating residents stay in the Central Valley to practice medicine, making this program critical to addressing the region's access to care issues.

Through an agreement with the California Health Sciences University (CHSU), a private institution offering doctoral degrees through its College of Osteopathic Medicine, CHSU medical students rotated through Community Health System as part of their training.

FHSH supports the training of the Advanced GI MIS/Bariatrics Fellowship program, in partnership with Advanced Laparoscopic Surgical Associates. This program included 4 Fellows in FY24.

#### Nursing

CRMC had 1,364 nursing students participate in precepted hospital clinical rotations.

#### Sonography Programs

Two sonography programs were offered at CRMC to help address the healthcare provider shortage throughout the region: the Diagnostic Medical Sonography Program and the Advanced Cardiac Sonography Program. The 18-month Diagnostic Medical Sonography Program is one of California's few hospital-based sonography programs and is the Central Valley's only

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<sup>1</sup> Community benefit category definitions source: Catholic Health Association (2020) *A Guide for Planning and Reporting Community Benefit*. <https://www.chausa.org/communitybenefit/a-guide-for-planning-and-reporting-community-benefit>

multidisciplinary Commission on Accreditation of Allied Health Education Programs (CAAHEP) accredited sonography program. The Advanced Cardiac Sonography Program is an 18-month hybrid program designed to create a career track for sonographers practicing at an advanced level in the echocardiography laboratory by providing a CAAHEP-accredited educational pathway for clinical and administrative advancement.

#### Other Health Professional Education

Thirty students from California State University, Fresno's Physical Therapy Doctorate Program participated in a hands-on Spinal Cord Injury Mobilization Lab at the Leon S. Peters Rehabilitation Center.

CRMC supported the Central Valley Bioethics Conference hosted by UCSF Fresno.

#### Pharmacy Residency Program

The Post Graduate Year 1 (PGY1) Pharmacy Residency Program was established in 2002 at CRMC. The program is accredited through the American Society of Health-System Pharmacists (ASHP). In FY24, CRMC filled three pharmacy residency positions.

#### Clinical Pastoral Education

The Clinical Pastoral Education (CPE) Program at CRMC provided professional training for spiritual care providers to improve their professional ministry skills. The CPE program is a multi-faith and inter-faith environment that respects diversity.

The program is fully accredited to offer Association of Clinical Pastoral Education's (ACPE) Certified CPE™ programs of Level I/II and Certified Educator CPE. The program trained six chaplains to work with underserved, rural populations like farmworkers, providing spiritual and emotional support.

#### **Cash Donations**

*Definition: Funds and in-kind services donated to community groups and nonprofit organizations.*

Funds were donated to nonprofit community groups and local organizations to address the community health needs identified through the CHNA including, but not limited to:

- Fresno Grizzlies' "Wild About Reading" literacy program, which provided over 100,000 students who read 10 books in five weeks with free tickets to a Grizzlies game.
- National Alliance on Mental Health Illness' (NAMI) "I Am NAMI" walk and community outreach event
- Fresno Rainbow Pride Parade and Festival

## **Community Benefit Operations**

*Definition: Direct and indirect costs associated with assigned staff, community health needs assessments, community benefit planning, tracking, reporting, evaluating and operations.*

Community benefit operations included community benefit staff salary, benefits and expenses, administrative support for community benefit, community benefit consultants and CBISA software subscription fees.

## **Community Building Activities**

*Definition: Activities that support community assets by offering the expertise and resources of the hospital organization. These activities may address the root causes of health problems or the determinants of health, such as education, homelessness, poverty and the environment.*

### MedWatch Today

Our television show MedWatch Today, in partnership with Nexstar Media Group, provides 22 minutes of weekly broadcast quality, consumer-health focused video content to adults 45+ each week on local KGPE and NBC channels. In FY24, some topics included prediabetes prevention, cardiac care, cancer prevention and parenting tips.

### Workforce Development

- Project SEARCH is a dedicated program focused on providing education and training to young adults with intellectual and developmental disabilities. Since 2017, CRMC has served as a vocational training site for disabled adults through Project SEARCH. Participants receive experience necessary to find and maintain employment. In FY24, 36 students worked alongside hospital staff in clinical and nonclinical areas including NICU, antepartum, postpartum, environmental services, materials management, kitchen and plant operations at CRMC and CCMC.
- Hospital tours were provided for 60 low-income high school students in the medical pathways program.

## Addressing Priority Health Needs - Clovis Community Medical Center

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In FY24, CCMC engaged in activities and programs that addressed the priority health needs identified in the FY23-FY25 Implementation Strategy. CCMC committed to community benefit efforts that addressed access to healthcare, chronic diseases, economic stability, maternal and child health and mental health. Some of the activities and programs that highlight CCMC's commitment to the community are detailed below.

### Access to Care

#### *Response to Need*

##### Financial Assistance

The hospital provided financial assistance through free and discounted care for healthcare services, consistent with CHS's financial assistance policy.

##### Assistance with Insurance Coverage

In partnership with Fresno's County Department of Social Services, CCMC provided enrollment for 344 uninsured persons who presumptively qualified for Medi-Cal.

##### Community Support

Cash donations were provided to community organizations to increase access to healthcare and provide preventive care services.

- A cash donation was provided to Every Neighborhood Partnership's Beat the Heat event to support access to health information and resources, hosted by Fresno City Councilmember Tyler Maxwell.
- Funding was provided to the Marjaree Mason Center to support healthcare services for survivors of domestic violence in Fresno County.

### Chronic Disease

#### *Response to Need*

##### Support Groups and Education Classes

Community Cancer Institute (CCI) hosted support groups and classes for 438 cancer survivors and their families. The support groups, held in English and Spanish, were open to all persons touched by cancer, regardless of where they received cancer care. The support groups included: prostate, neck and head, brain, breast, nutrition and wellness classes, stress management and meditation.

### HealthQuest Seminars

Live on-campus and online health education featured health professionals discussing topics related to identified health needs including heart disease, stroke prevention, cancer detection, prevention and treatment, caregiver support and liver disease. These seminars reached 599 community members.

### Community Support

Cash donations were provided to community organizations to prevent and manage chronic diseases.

- Support was provided for the Boys & Girls Clubs of Fresno County Healthy Habits Program in Reedley.
- The hospital supported the American Heart Association to purchase and distribute self-monitored blood pressure kits.

## Economic Stability

### *Response to Need*

#### Transportation Services

Transportation vouchers were made available to patients and families having difficulty accessing care because of transportation challenges.

### Community Support

Cash donations were provided to community organizations dedicated to improving economic stability:

- Visión y Compromiso's promotora-led broadband training
- Catholic Charities Food Drive
- The Kings Community Action Organization Food Bank
- Central California Women's Conference Food Insecurity Grants Initiative

## Maternal and Infant Health

### *Response to Need*

#### Community Support

A cash donation was provided to CASA Fresno and Madera Counties for Ages and Stages Screenings in Fresno County.



## **Mental Health**

### ***Response to Need***

#### **Bridge Program**

CCMC provided 198 individuals with buprenorphine medication encounters to suppress cravings and withdrawal symptoms from opioid use. The treatment provided patients with immediate attention in the hospital setting, rather than being referred to a rehabilitation center, which may take weeks or months. Additionally, the Bridge Program provided educational information to the greater community about substance abuse.

#### **Community Support**

Cash donations were provided to community organizations dedicated to addressing mental health.

- A cash donation was provided to Clovis Unified School District to support access to mental health and suicide prevention services.
- First 5 Tulare County received funding for ACEs (Adverse Childhood Experiences) training.

## Other Community Benefit Services - CCMC

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CCMC provided community benefit services in addition to those programs that focused on addressing priority health needs.

### Health Professional Education

*Definition: Education programs for physicians, nurses, nursing students and other health professionals.<sup>2</sup>*

#### Graduate Medical Education

Through an agreement with the California Health Sciences University (CHSU), a private institution offering doctoral degrees through its College of Osteopathic Medicine, CHSU medical students rotated through Community Health System as part of their training.

#### Nursing

CCMC had 668 nursing students participate in precepted hospital clinical rotations.

Through a partnership with the Emergency Nurses Association, CCMC established an Emergency Nurse Residency Program in February 2024. Through the program, newly graduated and licensed Registered Nurses received hands-on training to learn to best care for patients in the Emergency Department. In FY24, 12 residents participated in the program.

#### Other Health Professional Education

Our Post Graduate Year 1 (PGY1) Pharmacy Residency Program was established in 2016 at CCMC. The program is accredited through the American Society of Health-System Pharmacists (ASHP). In FY24, CCMC filled two pharmacy residency positions.

### Cash Donations

*Definition: Funds and in-kind services donated to community groups and nonprofit organizations.*

Funds were donated to nonprofit community groups and local organizations to address the community health needs identified through the CHNA including, but not limited to:

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<sup>2</sup> Community benefit category definitions source: Catholic Health Association (2020) *A Guide for Planning and Reporting Community Benefit*. <https://www.chausa.org/communitybenefit/a-guide-for-planning-and-reporting-community-benefit>

- Clovis Community Foundation’s development of a children’s book based on the history of Clovis.
- California Health Sciences University’s “Ignite the Future” scholarship gala

### **Community Benefit Operations**

*Definition: Direct and indirect costs associated with assigned staff, community health needs assessments, community benefit planning, tracking, reporting, evaluating and operations.*

Community benefit operations included community benefit staff salary, benefits and expenses, administrative support for community benefit, community benefit consultants and CBISA software subscription fees.

### **Community Building Activities**

*Definition: Activities that support community assets by offering the expertise and resources of the hospital organization. These activities may address the root causes of health problems or the determinants of health, such as education, homelessness, poverty and the environment.*

#### MedWatch Today

Our television show MedWatch Today, in partnership with Nexstar Media Group, provides 22 minutes of weekly broadcast quality, consumer-health focused video content to adults 45+ each week on local KGPE and NBC channels. In FY24, some topics included prediabetes prevention, cardiac care, cancer prevention and parenting tips.

#### Workforce Development

- Project SEARCH is a dedicated program focused on providing education and training to young adults with intellectual and developmental disabilities. Since 2017, CCMC has served as a vocational training site for disabled adults through Project SEARCH. Participants receive experience necessary to find and maintain employment. In FY24, 36 students worked alongside hospital staff in clinical and nonclinical areas including NICU, antepartum, postpartum, environmental services, materials management, kitchen and plant operations at CRMC and CCMC.
- Delta Sigma Theta African American High School Recognition Scholarships were supported.
- Central CA Asian Pacific Women High School Scholarships were supported.

## Financial Summary of Community Benefit - CRMC

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The CRMC financial summary of community benefit for FY24 (September 1, 2023, to August 31, 2024) is summarized in the table below. The community benefit costs comply with Internal Revenue Service instructions for Form 990 Schedule H. The methodology for calculating shortfalls in Medi-Cal is based on the allowable cost-to-charge ratio.

Community Benefit Categories	Net Benefit
Charity Care/Financial Assistance <sup>1</sup>	\$12,523,000
Unpaid Costs of Public Programs <sup>2</sup>	\$88,276,000
Education and Research <sup>3</sup>	\$36,999,000
Other for the Broader Community <sup>4</sup>	\$6,706,000
<b>Total Quantifiable Community Benefit</b>	<b>\$144,504,000</b>

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<sup>1</sup> Financial Assistance includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation.

<sup>2</sup> Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospitals are reimbursed.

<sup>3</sup> Costs related to the health professions education programs and medical research that the hospitals sponsor.

<sup>4</sup> Includes non-billed programs such as community health education, screenings, support groups, support services, cash and in-kind donations and community benefit operations.

## Financial Summary of Community Benefit - CCMC

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The CCMC financial summary of community benefit for FY24 (September 1, 2023, to August 31, 2024) is summarized in the table below. The community benefit costs comply with Internal Revenue Service instructions for Form 990 Schedule H. The methodology for calculating shortfalls in Medi-Cal is based on the allowable cost-to-charge ratio.

Community Benefit Categories	Net Benefit
Charity Care/Financial Assistance <sup>1</sup>	\$4,716,000
Unpaid Costs of Public Programs <sup>2</sup>	\$66,411,000
Education and Research <sup>3</sup>	\$660,000
Other for the Broader Community <sup>4</sup>	\$1,807,000
<b>Total Quantifiable Community Benefit</b>	<b>\$73,594,000</b>

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<sup>1</sup> Financial Assistance includes traditional charity care write-offs to eligible patients at reduced or no cost based on the individual patient's financial situation.

<sup>2</sup> Unpaid costs of public programs include the difference between costs to provide a service and the rate at which the hospitals are reimbursed.

<sup>3</sup> Costs related to the health professions education programs and medical research that the hospitals sponsor.

<sup>4</sup> Includes non-billed programs such as community health education, screenings, support groups, support services, cash and in-kind donations and community benefit operations.

## Financial Summary of Community Benefit – Consolidated CHS

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The consolidated CHS financial summary of community benefit for FY24 (September 1, 2023, to August 31, 2024) is summarized in the table below.

Community Benefit Categories	Net Benefit
Charity Care/Financial Assistance	\$17,080,000
Unpaid Costs of Public Programs	\$153,487,000
Education and Research	\$37,659,000
Other for the Broader Community	\$8,512,000
<b>Total Quantifiable Community Benefit</b>	<b>\$216,738,000</b>

## Joint Community Benefit Plan FY25

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### Significant Needs the Hospitals Intend to Address

CRMC and CCMC will take actions to address the following health needs identified in the FY22 CHNA and detailed in the joint FY23-FY25 Implementation Strategy:

- Access to Healthcare
- Chronic Diseases
- Economic Stability
- Maternal and Child Health
- Mental Health

### Access to Healthcare

**Goal:** Increase access to healthcare services, including primary care, preventive care and specialty care services, including HIV/AIDS/STIs, for medically underserved residents.

### Strategies

1. Provide health insurance enrollment assistance for persons who are uninsured or underinsured.
2. Provide transportation support to increase access related to healthcare services.
3. Partner with a local Federally Qualified Health Center (FQHC) to administer the federal Ryan White HIV/AIDS Program and provide healthcare and case management services for patients and their families.
4. Provide in-hospital testing and examinations for those who have experienced sexual assault and rape through the Sexual Assault Forensic Examiners (SAFE) Program.
5. Offer education and environmental modifications to reduce the incidence of injury, disability and death due to trauma through the Trauma Prevention Program.
6. Work in collaboration with community agencies to increase access to healthcare services, including primary care, specialty care and mental health services.
7. Provide cash and in-kind support to nonprofit community organizations that provide programs and services to expand healthcare access.

### Chronic Diseases

**Goal:** Reduce the impact of chronic diseases on health and increase the focus on chronic disease prevention and treatment education, including through nutrition and physical health.

### Strategies

1. Provide diabetes self-management education through the Community Diabetes Education

(CDE) program. Host the Sweet Success program, which supports women diagnosed with diabetes during pregnancy.

2. Facilitate health education workshops and presentations on chronic disease prevention, treatment and management, including physical activity, exercise and nutrition.
3. Participate in health and wellness fairs and offer preventive screenings.
4. Provide public health education in the media and at community health awareness events to encourage healthy behaviors and prevent chronic diseases.
5. Provide support groups to assist those with chronic diseases.
6. Work in collaboration with community agencies to address the causes and management of chronic diseases.
7. Provide cash and in-kind support to nonprofit community organizations that provide chronic disease-focused programs and services.

### **Economic Stability**

**Goal:** Increase access to resources to address homelessness, crime and violence, food insecurity and access to the Internet.

#### **Strategies**

1. Connect residents to linguistically and culturally appropriate services, including internet access resources, housing resources and food availability.
2. Facilitate violence prevention and family stabilization initiatives.
3. Work in collaboration with community organizations and agencies to address the impact that economic stability has on health and wellness.
4. Provide cash and in-kind support to nonprofit community organizations that provide programs and services that address food insecurity, crime and violence, homelessness and internet access.

### **Maternal and Child Health**

**Goal:** Improve the health of new mothers, infants, adolescents and teens through preventive and postpartum practices.

#### **Strategies**

1. Provide community health promotion and education programs targeting maternal, adolescent and teen health issues.
2. Support breastfeeding initiatives.
3. Facilitate increasing access to HPV vaccinations and HPV vaccination training.
4. Encourage screenings for developmental milestones and for prenatal and postpartum depression.



5. Offer education and support for parents through Community's Mother's Resource Center.
6. Work in collaboration with community agencies and healthcare providers to increase access to prenatal care, safe birthing options and comprehensive child healthcare.
7. Provide cash and in-kind support to nonprofit community organizations that provide programs and services to improve maternal and child health.

## **Mental Health**

**Goal:** Increase access to mental health services, including Adverse Childhood Experiences (ACEs) and substance use, in the community.

### **Strategies**

1. Help individuals and families connect to needed resources (food, housing, navigating parenting, relationships, etc.) to reduce mental health crises.
2. Provide appropriate medications in the emergency departments to support patients experiencing withdrawal symptoms from substance abuse through the Bridge Program.
3. Offer community health education, lectures, presentations and workshops focused on mental health topics, including ACEs, relational health and positive coping skills.
4. Increase access to mental health screening, including ACEs screening and psychosocial distress screening.
5. Work in collaboration with community agencies to increase access to mental healthcare services, address trauma and build resilience.
6. Provide cash and in-kind support to nonprofit community organizations that provide mental health services, programs and resources.

### **Evaluation of Impact**

CRMC and CCMC are committed to monitoring and evaluating key initiatives to assess the programs and activities outlined in this Community Benefit Plan. We collect, document and track measures, such as the number of people reached or served, and collaborative efforts to address health needs. An evaluation of the impact of hospital actions to address these significant health needs will be reported in the next scheduled CHNA in 2025.

### **Other Health Needs Identified in the CHNA Not Primarily Addressed**

CRMC and CCMC are dedicated to ensuring the region's identified health needs are addressed whenever possible. Taking into consideration our existing health system and community resources, the hospitals will not primarily address the other significant health needs identified in the CHNA including childcare, education, tobacco and nicotine use, environmental conditions and transportation. The hospitals do not intend to specifically emphasize COVID-19 interventions but will continue to deliver acute medical care and be a community resource for COVID-19. The hospitals will strive to impact the other identified health needs as they fall within our areas of focus and expertise and as resources allow. We will continue to look for opportunities to partner with other organizations that are addressing these needs where we can make a meaningful contribution.