

A Year of **GROWTH**

Loma Linda University Health
2016 Annual Report



LOMA LINDA
UNIVERSITY
HEALTH

A Year of **GROWTH**



Innovation and growth characterized Loma Linda University Health during 2016. Lives are being changed for the better by the educational opportunities and health care services we offer. But the strongest evidence of our commitment to grow and to serve is the construction effort for our new hospital. The early stages of this massive construction effort took place during 2016. With God's blessing, by the year 2020 our new adult and children's hospital towers will forever change Loma Linda's skyline. More importantly, it will bolster our ability to serve here in the Inland Empire and promote service worldwide as we live our commitment to continuing the teaching and healing ministry of Jesus Christ.

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Our Motto | **To Make Man Whole**

Faithful to Our Mission | **To continue the teaching and healing ministry of Jesus Christ**

Fulfilling Our Vision | **Transforming lives through education, health care and research**

Through Our Values | **Compassion | Excellence
Freedom | Humility | Integrity | Justice
Purity/Self-Control | Teamwork | Wholeness**



Message

When you look at the history of Loma Linda University Health, it becomes clear that there have been three significant points in our history.

First were the events surrounding our founding as a health care center. John Burden, a leader in the early Seventh-day Adventist Church, learned of a financially struggling health resort. After counseling with Ellen G. White, Adventist pioneer and spiritual guide for the church, Burden purchased the property for the church. Through a series of what can only be called divine interventions, church members were able to pay off the property in less than a year. By October of that year, the first patients were admitted, and Loma Linda was in business.

A second significant moment in our history occurred in the 1960s. Our board of trustees had determined that it was necessary to consolidate the School of Medicine's program from two years in Loma Linda and two years in Los Angeles, to one location. The board wrestled with this issue for several years, even voting at one point to place the program in Los Angeles at White Memorial Medical Center. But finally, with a new medical school dean named David Hinshaw to oversee the process, the board decided to consolidate in Loma Linda.

Consolidation required us to construct a new \$22.7 million hospital, known these days as our iconic cloverleaf

building. About this same time, the Inland Empire region began a long period of rapid growth, and Loma Linda rode that economic expansion. New physicians joined the team. Ultimately the Medical Center earned a Level 1 Trauma designation. And we launched a children's hospital. Our student population doubled, and we added several new schools. Loma Linda continued to mature, and we found ourselves the focus of increasing public awareness.

The third key moment of our history is unfolding right now. The State of California issued a mandate that by 2014, all hospitals in the state had to meet stringent earthquake safety standards, or cease operations. That deadline was later extended to 2020. Closing our doors is simply not an option. Initially we considered retrofitting our 50-year-old facility. But we soon realized our efforts and financial investment would be best utilized to construct a new hospital.

Again, it is clear to us here at Loma Linda University Health that God is blessing this effort in a number of ways. This \$1.4 billion project will change the way we educate our thousands of students. It will enhance our ability to provide health care to our region and to our world. Our researchers will be able to solve complex problems. And our commitment to a lifestyle of wholeness will be evident throughout the new facilities.

Truly, it's a time of growth for Loma Linda University Health. As the new hospital begins to rise, the skyline of our city will change forever. This new building will be the physical evidence of our ongoing growth. But I assure you that the more than 15,000 people who make up our workforce remain dedicated to living out our mission each day — continuing the teaching and healing ministry of Jesus Christ. We remain committed to that mission, even as we face the many challenges that come with growth.

This report shares some of the successes and blessings that have come to this organization during 2016. We're humbled to be a part of this place. Loma Linda University Health has grown and prospered far beyond our founders' expectations.

Thank you for your interest in Loma Linda University Health. Our future depends on your continued support.

Sincerely,

Richard H. Hart, MD, DrPH
President, Loma Linda University Health



San Manuel Gateway College student turns trauma to compassion, plans to become psychiatric nurse

Too young to protect herself, Edilma Ramirez believed her grandmother when the woman told her she was worthless, good for nothing, a mistake. On top of that, she faced bullies in school.

So as a preteen, Ramirez began cutting herself — a maladaptive coping behavior for extreme emotions, known as self-injury or self-harm.

But today, she is a vibrant 19-year-old about to complete her medical assistant certificate from San Manuel Gateway

College. One nurse in particular helped Ramirez recover.

"She opened up and said that as a young child, she experienced the same thing," Ramirez said. "She gave me a lot of faith that I was going to get better. I saw that somebody else was able to work through it and become what she wanted to be."

After completing the SHIELD program, "My opinion of myself was that I could handle anything and that I was strong enough — no matter how many people

She plans to become a registered nurse specializing in psychiatric care.

And she knows exactly where she wants to end up: back at the Behavioral Medicine Center, this time as a provider.

"When you have an understanding of what a patient is going through, you can give the patient more care because you've been in that situation," Ramirez said.

She has another motivation, as well: "I want to show my nieces that they can do anything and follow their dreams."

Just like their aunt.

"My opinion of myself was that I could handle anything and that I was strong ... "

College, part of Loma Linda University Health – San Bernardino. The college welcomed its first cohort of students in September of 2016.

The turnaround happened when Ramirez chose treatment at Loma Linda University Behavioral Medicine Center at age 14. She took part in the center's SHIELD program for adolescents who self-injure.

might try to tell me negative things — to overcome it," Ramirez said. "I shouldn't let someone's words affect who I am as a person."

When she completes her medical assistant certificate, Ramirez wants to work in an ambulatory clinic and take prerequisite courses needed to apply to Loma Linda University School of Nursing.





Growing in mission to serve San Bernardino

The year 2016 saw big growth for Loma Linda University Health in its mission to serve the nearby city of San Bernardino, the most economically challenged city of its size in California.

Executives, government officials, donors and community members were on hand for the June 22, opening ceremony for Loma Linda University Health – San Bernardino, a 150,000-square-foot complex that offers medical care, residency training and hosts a college that prepares students, mostly high school graduates and young adults, for a career in health care. The facility is located six miles north of Loma Linda University.

The college, San Manuel Gateway College, opened in September to offer San Bernardino area students training for entry level jobs in health related fields. Education programs are integrated with clinical experiences, allowing San Manuel Gateway College students to work alongside physicians, students from Loma Linda University's eight schools and physicians taking specialty training.

The college was named in recognition of the San Manuel Band of Mission Indians, whose donation of \$10 million enabled its construction. The college is the first of its kind in the United States.

“To my knowledge, Loma Linda University Health – San Bernardino is the only educational model in the nation that houses three separate levels of education in one building ... ”

Loma Linda University Health President Richard H. Hart, MD, DrPH, spoke at the facility's June opening ceremony by thanking contributors and recognizing partners. Some relationships dated back more than a century, he said, referring to the San Manuel Band of Mission Indians. He said the new facility could inspire the establishment of similar operations in areas of need.

“To my knowledge, Loma Linda University Health – San Bernardino is the only educational model in the nation that houses three separate levels of education in one building,” Hart said, referring to the combination of certificate, undergraduate and graduate programs, and residencies. “This model has the potential to be an example for low-income areas across the nation.”

The care at the center is provided by Social Action Community Health System (SACHS), a three clinic system of community clinics.

The clinic features health care provided by Loma Linda University Health faculty, residents and students, and its services include primary and specialty care, behavioral health, dental, health education, laboratory, pharmacy, urgent care and women's health.

SACHS was founded by health care students at Loma Linda University and grew to be an integral part of the University and Medical Center's outreach to those in need in the San Bernardino area community.

The campus, in 2016, provided specialty care for tens of thousands who, because of their insurance status, could not otherwise access it.

Not only will the campus serve as a clinical and educational facility, it has the potential to become the largest outpatient facility of its kind in the U.S., providing health care for 200,000 people each year.



Shovels hit the dirt during the official groundbreaking ceremony at Loma Linda University Health on Sunday, May 22. From left, Angela Lallas, senior vice president, finance; Scott Perryman, administrator, LLUCH; Jere and Marian Chrispens, co-chairs, campaign steering committee; Trevor Wright, COO, LLUMC; Lyndon Edwards, senior vice president, adult hospital services, LLUMC; Kevin Lang, CFO, LLUH; Richard Hart, MD, president, LLUH; Lowell Cooper, chair, LLUH Board; Kerry Heinrich, CEO, LLUMC; Rachelle Bussell, senior vice president, advancement; Mary Ann Xavier, chair, LLUCH Foundation Board; Rhodes Rigsby, MD, mayor, City of Loma Linda; Carol Troesh; Dennis Troesh; Roger Hadley, MD, dean LLU School of Medicine; and Richard Chinnock, MD, chief medical officer, LLUCH.

Dirt, shovels and a celebration with 3,000 guests

On May 22, 2016, nearly two years after Loma Linda University Health revealed Vision 2020 – The Campaign for a Whole Tomorrow, shovels hit the dirt and we broke ground on the new hospital complex — a major focus of the campaign — marking the first major milestone in the construction of the new adult hospital and expanded Children’s Hospital.

The groundbreaking was celebrated with over 3,000 of our closest friends and family — the community that we serve. The event included family friendly activities such as face painting, building with blocks, a teddy bear clinic, flower planting and a petting zoo.

In hopes of making everyone a part of this historical milestone, guests were encouraged to collect and bring coins — or any dollar amount — to fill the front bucket of the bulldozer. This launched the Give Now Build Hope campaign, which is part of Vision 2020 and emphasizes ways everyone can be a part of the philanthropic campaign.

Loma Linda University Health President, Richard H. Hart, MD, DrPH, also announced the new hospital complex will be named in recognition of Dennis and

Carol Troesh who donated \$100 million toward Vision 2020.

“The Dennis and Carol Troesh Medical Campus will be an immediately recognizable icon for our region,” Hart said, “and more importantly, it will exemplify the best in medical expertise and compassionate whole person care as we transform lives in this region and around the world, toward a healthier tomorrow.”

With an end goal of \$360 million, Vision 2020 had raised over \$245 million as of December 2016, for the new hospital complex and transformational priorities in clinical care, education, research and wholeness.

The new hospital will be the tallest building in San Bernardino County, standing 16 stories. It will also be one of

the safest in the world, standing on top of 126 base isolators that will absorb the force of a large earthquake, allowing the building to move 40 inches in any direction.

While safety is a top concern, quality patient care is also a priority. Kerry Heinrich, JD, CEO, of the Loma Linda University Medical Center, described how behind the walls of the new hospital facility, new discoveries will be made that will advance medical care.

“The new hospital complex will stand as a beacon of hope for all of us, and especially those who are facing their darkest hour,” Heinrich said.

“... it will exemplify the best in medical expertise and compassionate whole person care as we transform lives in this region and around the world, toward a healthier tomorrow.”



A mother falls in love with her newborn — twice

Noah has been a patient at the School of Dentistry Pediatric Dental Clinic for seven years. His parents, Glen and Margaret, knew before he was born that he would need special care.

Noah was born with common left unilateral cleft lip and palate, a cleft on the left side of his upper lip that extended into his nose. He first visited the clinic at nine weeks old.

teeth to mold the soft oral and maxilla tissues of infants and toddlers.

"The treatment minimizes the number of surgical repairs needed to achieve an esthetically pleasing and properly functioning mouth," Chen said. Noah received his PNAM device when he was about 10 weeks old.

As a newborn, Noah had to be fed every three hours because the caloric energy

got to fall in love with her son twice. "First when he was born, and second when he got his smile," she said.

Today, Margaret says she considers Loma Linda's craniofacial team to be family. "There's no better place for our children to go," she said. "We now foster special health care needs kids. It is one of the most rewarding experiences we've ever had. We hope to one day adopt a cleft baby ... or two."

"There's no better place for our children to go ... "

Margaret, Noah's mother, said she and her family were welcomed by the doctor and residents as if they had brought a gift.

"They answered our questions and assured us they would provide the best care for our son," Margaret said.

Dr. Jung-Wei Chen recommended that Noah receive Pre-surgical Nasal Alveolar Molding (PNAM), which utilizes a device similar to those used by orthodontists to maintain positioning of properly aligned

spent trying to swallow nearly equaled his caloric intake. Glen had taken a leave of absence from his job as a paramedic to help with his care. "Glen is the logical thinker, he keeps me grounded," Margaret said. "When I felt like an awful mom because I couldn't breastfeed Noah, Glen reminded me of all the things that made me the best mom."

Noah had surgery to repair his cleft palate at six months. His mother said the best part of being a cleft mom was that she



When he visits the Pediatric Dental Clinic with his mom, Noah leaves sticky notes for the staff that say, "I love you." Jung Wei Chen, DDS, MS, PhD, is professor of pediatric dentistry and program director of advanced education for pediatric dentistry in the Loma Linda University School of Dentistry.



The Leapfrog Group names Loma Linda University Surgical Hospital a top teaching hospital

Loma Linda University Surgical Hospital in 2016 was named one of the 29 top teaching hospitals in the United States by The Leapfrog Group, a designation that puts it in the top 3 percent of hospitals nationwide.

Recognized as one of the most prestigious distinctions a hospital can receive, the Leapfrog award certifies that Surgical Hospital ranked in the top of

Leapfrog, a national nonprofit organization dedicated to giant leaps forward in the quality and safety of American health care, released its list of the top teaching hospitals of the year in December. Surgical Hospital was one of 12 California hospitals that made the list.

Lyndon Edwards, MBA, MHS, senior vice president of adult hospital services at Loma Linda University Medical Center,

"With this honor, Loma Linda University Surgical Hospital has established its commitment to safer and higher quality care," Binder said. "I congratulate the board, staff and clinicians whose efforts made this honor possible."

"... the honor was 'a testament to the teamwork that has always existed at the Surgical Hospital between our physicians, nurses and all of our clinicians.'"

more than 400 hospitals nationwide in terms of patient care, safety and quality assurance.

"Our staff had no idea that the hard work they do every day would result in an award from Leapfrog," said Karla Aryan, MA, executive director of patient care services at Loma Linda University Medical Center. "We feel honored and blessed."

was one of the executives who traveled to Washington, D.C. to accept the award. He said the honor was "a testament to the teamwork that has always existed at the Surgical Hospital between our physicians, nurses and all of our clinicians."

Leah Binder, MA, MGA, president and CEO of The Leapfrog Group, points out that receiving the award places Surgical Hospital in an elite category.





Loma Linda University Behavioral Medicine Center celebrates 25 years

The Loma Linda University Behavioral Medicine Center in 2016 celebrated 25 years of serving the community's mental health needs.

In August, Loma Linda University Health officials marked the occasion with an anniversary celebration in which leaders past and present spoke on the center's history and influence. The gymnasium displayed a timeline on the center's development and the types of patients served.

Over the years, staff has successfully recognized and treated the individual, complex needs of patients facing mental illness and chemical dependency. The center provides a full range of services, including inpatient and outpatient treatment.

In carrying out our mission, a multi-disciplinary treatment team assists patients in meeting personal goals and restoring individuals and family units, guiding them to the road of recovery.

The Behavioral Medicine Center specializes in treating a variety of mental health issues for youth, adults and seniors, including anxiety disorders, addiction, depression, suicidal tendencies, chronic pain

management, medication dependency, as well as issues relating to physical, sexual or emotional abuse.

The Center has its roots in 1989 when Loma Linda University Health leaders Drs. David Hinshaw and Richard Griffen supported the purchase of Charter Hospital, an 89-bed psychiatric hospital that was for sale at the time. A year later, President Lyn Behrens, MBBS, called a group together to create a mental health council. One year later, the Behavioral Medicine Center opened its doors.

When the new Behavioral Medicine Center opened in 2010, several programs began, including the MEND program, a multidisciplinary treatment approach

In 2012-2013, the entire program expanded out to the Southwest Riverside community at the Loma Linda University Medical Center – Murrieta location.

The adult partial hospitalization program, an intensive outpatient program, opened its doors in 2012, beginning with its insight track. It later expanded to include serenity, focus and discovery tracks.

In 2016, the Behavioral Medicine Center treated 4,558 inpatients and 1,839 outpatients.

The center's motto is to strengthen, restore and renew the patient and his or her family. Caring professionals have helped restore people to wholeness by

“Over the years, staff has successfully recognized and treated the individual, complex needs of patients facing mental illness and chemical dependency.”

for children suffering from significant medical illnesses. The MEND program for adolescents was so successful that in 2014 an adult partial MEND track was started.

considering all the interrelated aspects of their lives — biological, psychological, social and spiritual.



Loma Linda University Health makes its way into the Coachella Valley

Loma Linda University Health's footprint is growing, and not just on or around the main campus. To support the robust growth of the Coachella Valley, we took a step into the city of Indio, just 70 miles east of Loma Linda, and on November 1, unveiled plans for the new Indio Outpatient Pavilion.

Loma Linda University Health President Richard H. Hart, MD, DrPH, said the new pavilion is a central part of Loma Linda's comprehensive strategy for wholeness. "It is a bold vision — a vision of what is possible when we come together as a community to create the future for our children and their families."

Renovations are underway on an existing building in downtown Indio near the civic center. The new pavilion will be home to a pediatric specialty clinic, pediatric urgent care and the SAC Health System, which will offer comprehensive primary care to all family members regardless of insurance coverage.

"For a child to be well, their family must be on the same journey," said Nancy Young, president/CEO of SAC Health System. "We are excited to be a part of the health care network in the Coachella Valley."

Of the nearly 130,000 children in the Coachella Valley, many are already receiving specialty care at Loma Linda University Children's Hospital. In the last decade, over 17,000 pediatric inpatient and outpatient visits were made from the Coachella Valley to Children's Hospital. The new pavilion will provide travel relief for many of those families and others as the community is expected to grow significantly over the next 10 years.

services and a pharmacy. Other services may include pulmonology, neurology, cardiology, endocrinology and physical therapy.

The Indio Outpatient Pavilion is expected to open Fall 2017. It will accommodate as many as 60,000 unique visits each year and will offer more than 40 employment opportunities for local residents.

"... We believe this will just be a first step, and a very important step, to extending what we do to serve the children in the Coachella Valley."

Scott Perryman, MBA, senior vice president and administrator of Loma Linda University Children's Hospital said, "We are so excited to be extending services to the Coachella Valley. We believe this will just be a first step, and a very important step, to extending what we do to serve the children in the Coachella Valley."

Current plans for the campus also include dentistry, general pediatrics, imaging, lab





From left, Lyndon Edwards, MBA, MHS, senior vice president for adult hospital services; Trevor Wright, MHA, chief operating officer of Loma Linda University Medical Center; and Peter Baker, JD, MBA, administrator of Loma Linda University Medical Center – Murrieta, meet with the two children who were born at Loma Linda University Medical Center – Murrieta the day the hospital opened five years ago.

Loma Linda University Medical Center – Murrieta celebrates fifth anniversary

Loma Linda University Medical Center – Murrieta last year marked five years of serving residents of Southwest Riverside County with advanced care.

To celebrate, the 106-bed hospital hosted an open house in partnership with Big Hearts For Little Hearts Guild – Temecula Valley in September. The celebration also included a 5th birthday bash for the first babies, a boy and girl, born on the day the hospital opened its doors.

Opened in 2011, the 256,000-square-foot, state-of-the-art acute care facility owes

hospital. Later, the project became a joint venture between PHM and Loma Linda University Medical Center.

The facility, along with its adjacent Professional Office Building, blends the latest technology with high-touch care, a calming, healing environment and brings high-quality health care to the region.

The hospital's leadership is part of an enhanced strategic direction for Loma Linda in the region.

LLUMC – Murrieta is the first hospital in the Murrieta and Temecula region

Other clinical services offered include a back and neck pain center, behavioral and mental health services, cancer care, emergency services, a mother-baby center, orthopedics and rehabilitation services, surgical services, a women's diagnostic center, wound care and hyperbaric medicine.

In addition, plans are in the works to open a neonatal ICU. This department will add six licensed beds, greatly enhancing dedicated intensive care services to the most vulnerable of patients: newborns.

"We have made a significant investment in technology, staff and seasoned leadership as part of an enhanced strategy for Loma Linda in the region — a strategy that includes full integration of the Murrieta facility with the Loma Linda University Health's mission, vision, quality standards and health care leadership," said Lyndon Edwards, MBA, MHS, Loma Linda University Medical Center's senior vice president for adult hospital services. "Loma Linda University Medical Center – Murrieta is an important component of our health system."

"We have made a significant investment in technology, staff and seasoned leadership as part of an enhanced strategy for Loma Linda in the region."

its origins to the vision and dedication of a group of community physicians and investors who formed Physicians Hospital of Murrieta (PHM). Together the group purchased the land, hired an architect and obtained regulatory approvals to build the

to provide open heart surgeries, and has conducted 500 since opening. In December, an interventional cardiologist implanted a patient with the world's first FDA-approved dissolving heart stent, a major milestone for the hospital's cardiac services program.



School of Allied Health Professions' founding class makes 50th anniversary special

Though today it is Loma Linda University's biggest school — graduating 527 students in 2016 — the School of Allied Health Professions began small, graduating 66 in its inaugural class of 1966-1967.

Helping celebrate the school's golden anniversary in 2016 were several 50th-year physical therapy graduates. They attended the school's Homecoming Gala on April 23 and presented a check for \$11,000 for student scholarships.

The School of Allied Health Professions was formed in 1966 with the consolidation of several academic programs and was initially named the School of Health Related Professions.

The allied health professions encompass numerous careers involved in the delivery of health care or providing services pertaining to the identification, evaluation, prevention and rehabilitation of diseases and disorders.

Initially, the school offered degrees in medical technology, physical therapy, radiography and health information management.

Today, the School of Allied Health Professions offers more than 50 degrees and programs in a range of disciplines that has grown to include cardiopulmonary

It's not unusual for alumni to be so fond of the school that they return as faculty members. One such person is Antonio Valenzuela, DPT, assistant professor.

"Our school is a place where dreams can become reality, where students come without clinical skills and leave with a wealth of knowledge, ready to thrive in a clinical setting ... "

sciences, nutrition and dietetics, communication sciences and disorders, orthotics and prosthetics, physician assistant sciences, clinical laboratory science and occupational therapy.

Dean Craig Jackson, JD, MSW, said, "Since 1966, our school has graduated thousands of alumni who have brought healing and comfort to their communities and the world. It is because of our alumni that we continue to be a place known for compassionate healers and humble leaders."

"Our school is a place where dreams can become reality, where students come without clinical skills and leave with a wealth of knowledge, ready to thrive in a clinical setting," he said.

That opportunity has been experienced by the school's 15,231 alumni.

The School of Allied Health Professions also emphasizes local and international outreach for both students and staff, including interdisciplinary mission trips and the 2012 launch of a rehabilitation technology program in Haiti.



Bond financing success paves way for transformation

California's stringent seismic requirements for hospitals required Loma Linda University Health to begin plans to replace the iconic cloverleaf building with a new hospital building. The \$1.4 billion project would require significant financing through bond sales. But before bonds could be sold, several milestones supporting the project had to be achieved:

- The California Health Facilities Financing Authority (CHAFFA) had to approve state funding of \$165 million for the Children's Hospital portion of the project.
- Loma Linda University Health had to demonstrate the ability to raise \$200 million toward the expansion project. The Vision 2020 campaign has since raised more than \$245 million of its \$360 million philanthropic goal, approximately \$148 million of which

pertains to the \$200 million goal for the project.

- The health care activities needed to achieve \$100 million annually in operating efficiencies to yield excess funds that could be applied to the building costs.
- The Centers for Medicare and Medicaid Services needed to agree that Loma Linda University Health could maintain separate licensure for the Children's Hospital.
- Finally, CEO, Kerry Heinrich, JD, and finance executives Kevin Lang, MBA, and Angela Lalas, MBA, met with potential bond investors in major cities across the United States introducing the project and showing why investors could be confident investing in the project.

When the bonds were offered on the market, interest rates were at a 50-year low, allowing these bonds to be sold with an average interest rate of 4.84 percent. This rate will save the project about \$135 million, as the project's original budget pegged bond sales at a 5.75 percent interest rate.

The project will be larger than anything Loma Linda University Health has tackled in the past. Richard Hart, MD, DrPH, president of Loma Linda University Health, said, "the hospital complex will be transformational for the organization, building on its reputation and extending its influence for decades to come."

"There have been many providential steps to get us this far," Hart said. "We undertake this effort with a humble spirit of commitment to God's leading."

"The market responded to our bond offering in an incredible way," said Kerry Heinrich. "This is a strong affirmation to the reputation of Loma Linda University Health. This amazing response is a result to the untiring work of each member of our team. I'm convinced that this success is a result of God's leading and protection of this organization."



Loma Linda University Medical Center CEO, Kerry Heinrich, JD



New and updated university accreditations in 2016

Four of Loma Linda University's eight schools were accredited by the independent accrediting agencies responsible for ensuring that our schools meet the highest professional standards.

The other four were either not scheduled for accreditation renewal in 2016, in the process of completing requirements for accreditation in 2017 or awaiting results of site visits from 2016.

Deans, faculty and staff members expend thousands of hours preparing for the meticulous process of accreditation because it's vital to protecting the health of the public.

Considered internationally as a model system, university accreditation in the United States is a highly complex and resource intensive process involving multiple accreditors.

Five schools — Medicine, Nursing, Pharmacy, Public Health and Religion — are each accountable to one professional accrediting agency, the School of Behavioral Health and the School of Dentistry report to several agencies. Allied Health Professions is significantly different, reporting to 12 accrediting agencies.

We are pleased to announce the following Loma Linda University schools and programs received accreditation in 2016:

School of Allied Health Professions

MSOP Orthotics and Prosthetics program

School of Behavioral Health

MS in Counseling program

School of Dentistry

Predoctoral DDS degree program

Hygiene AS degree program

Hygiene BS degree program

Advanced Education Periodontics program

Advanced Education Prosthodontics program

Advanced Education Endodontics program

Advanced Education Pediatric Dentistry program

Advanced Education Orthodontics program

School of Medicine

Two schools received an added bonus in 2016. The Commission on Dental Accreditation issued a verdict of accreditation with no reporting to the School of Dentistry, which means the school is accredited for the next seven years. Similarly, the Licensing Committee on Medical Accreditation extended accreditation to the School of Medicine for the next eight years.

In 2008, that same agency noted that the School of Medicine's faith-based values are "universally embraced by medical students and faculty. The extent to which it is also embraced by residents, basic science faculty, staff and administration is unusual."



2016 | Snapshot

January

- President Richard H. Hart, MD, DrPH, and Brandon Bergener, superintendent, Layton Construction, led community leaders on a tour of the 150,000-square-foot building that will house the San Manuel Gateway College and an expanded Social Action Community Health System clinic.



- An innovative project between the Schools of Allied Health Professions and Dentistry provided a collaborative experience between the dental hygiene department and the department of occupational therapy to promote awareness of body mechanics to reduce career-impairing musculoskeletal injuries among dental hygienists.
- New Adventist Health Study-2 findings suggest correlation between vegan diets and lowered prostate cancer risk.

February

- February 8, Hansel Fletcher, PhD, was awarded a \$1.99 million grant from National Institute of Dental and Craniofacial Research, an entity of National Institutes of Health, to study porphyromonas gingivalis, a species of bacteria implicated in periodontal and cardiovascular diseases.



- The Joint Commission again awarded advanced certification in Ventricular Assist Device (VAD) destination therapy to Loma Linda University Medical Center.

- The 23rd annual Loma Linda University Children's Hospital Foundation Gala, "Illuminate: The Path to Vision 2020," was held February 11, at the Riverside Convention Center. Nine hundred fifty people attended the event, which raised more than \$1.3 million to benefit the expansion of the Children's Hospital.



March

- A dedication ceremony was held for a DNA sequencer acquired by Loma Linda University Center for Genomics. The Illumina HiSeq 4000 DNA sequencer was purchased with funds from gifts made by two donors. The acquisition doubles the number of DNA sequencers available to researchers — considered trailblazing tools for unlocking the secrets of health and disease at the molecular level.



- The World Affairs Council celebrated its 50th anniversary with a celebration, "Creating our Future," held at the Mission Inn Hotel in Riverside, CA. Loma Linda University was one of the council's founding members.

April

- Loma Linda University Health faculty, staff, students and alumni volunteered for Your Best Pathway to Health. Held April 27 to 29, it was the largest Seventh-day Adventist-sponsored free clinic in U.S. history. Dental care, gynecological exams, nutrition counseling and surgery were among the services provided during the clinic, which was held in the Los Angeles Convention Center.



May

- History was uncovered during the President's Work Bee event as volunteers joined President Richard H. Hart, MD, DrPH, attempting to unravel the mystery of the grand staircase that once swept from the train station up the hill to the original Loma Linda Sanitarium, founded in 1905 and now known as Loma Linda University Health.
- Loma Linda University Children's Hospital welcomed more than 1,400 guests at the 31st annual Children's Day.
- Ground was broken for Loma Linda University Health's new hospitals during a May 22 community event, with activities for the entire family. More than 3,000 people were present at the groundbreaking, which signified the beginning of construction on a completely new adult hospital and an expanded Children's Hospital.



- The sold-out Women's Conference creates a masterpiece, inspiring attendees to "Be the Artist of Your Life."

June

- Loma Linda University and Siemens' PETNET Solutions, Inc., announced an operational state-of-the-art PET production and research facility which is designed to advance molecular imaging.
- Loma Linda University Health Senior Vice President of Finance Angela Lallas, MBA, recognized by Becker's Hospital Review as one of 150 Hospital and Health System CFOs to know in 2016.
- Loma Linda University Health Advancement Films earned an Emmy Award for "Life on the Line," its first such award in the category of health/science.
- A Loma Linda University Health partnership with MedDevCo, LLC offered its first product to the health care industry. The product, a laser-guided percutaneous access needle, DARRT is designed to eliminate or minimize radiation exposure to patients, physicians and staff during percutaneous nephrolithotomy cases.



2016 | Snapshot (Continued)

- A joyful and emotional celebration marked the completion of Loma Linda University Health – San Bernardino Campus. Over 500 community members were present for the ceremony, which was held June 22.

July

- Researchers at Loma Linda University School of Public Health's Center for Nutrition, Healthy Lifestyle and Disease Prevention linked the consumption of large amounts of soy products to elevated serum thyroid-stimulating hormones (TSH) in women.
- The U.S. Health Resources and Services Administration awarded Loma Linda University School of Medicine a \$2.4 million grant to conduct a collaborative project between the school's Department of Family Medicine and the School of Behavioral Health's Department of Psychology. This federal grant will help low-income patients by integrating behavioral health with medical training offered at SAC Health System in San Bernardino.
- The U.S. Health Resources and Services Administration awarded Loma Linda University School of Nursing a \$2.05 million, three-year federal grant to expand and diversify its nurse practitioner program to better prepare graduates to work in medically underserved areas.



August

- Stater Bros. Charities and Inland Women Fighting Cancer presented a check for \$175,000 to Loma Linda University Health Cancer Center, which was a portion of the funds raised at the 8th annual Believe Walk held in October 2015.
- Loma Linda University Behavioral Medicine Center held an event celebrating the center's 25 years of service.



September

- Loma Linda University Medical Center – Murrieta marked five years of serving residents of Southwest Riverside County.
- On September 22, less than two years following the December 10, 2014, groundbreaking — orientation for the first class of students in the San Manuel Gateway College was held. Many of the students had watched the facility rise from a littered vacant lot next to the freeway near downtown San Bernardino.



November

- CEO, Kerry Heinrich, JD, named by Becker's Hospital Review to the 2016 edition of its list: "135 nonprofit hospital and health system CEOs to know." The men and women on this list lead some of the largest, most successful and prominent nonprofit health care organizations in the United States.
- Loma Linda University School of Medicine ranked in the top 20 medical schools nationwide for producing first-year residents who entered family medicine residency programs in 2015-2016, according to the American Academy of Family Physicians.
- On November 1, ground was broken for Loma Linda University Children's Hospital (LLUCH) Indio Outpatient Pavilion in Indio, CA. Plans call for the pavilion to house a pediatric specialty clinic, pediatric urgent care and SAC Health System, offering primary and specialty care. The pavilion will be able to accommodate more than 60,000 unique pediatric visits each year. LLUCH is the only dedicated pediatric hospital in the vast geographic region of San Bernardino, Riverside, Inyo and Mono counties.
- A display of memorabilia from Desmond Doss, whose story of heroism was told in the film Hacksaw Ridge was open to the public. The memorabilia was donated to Loma Linda University Health.



December

- Over \$340,000 was raised for Loma Linda University Children's Hospital during the 16th annual Stater Bros. Charities K-Froglers for Kids Radiothon.
- The community gathered at Loma Linda University Church for a film screening of "San Bernardino Strong." The film shared the story of the resilient San Bernardino community in the wake of the December 2, 2015, terrorist attack.
- Loma Linda University Surgical Hospital earned a coveted 2016 Leapfrog Top Hospital Award. Of the approximately 400 academic hospitals in the nation, Loma Linda University Surgical Hospital is one of 29 that was named a Top Teaching Hospital by The Leapfrog Group.



Loma Linda University Health

Number of Students
Loma Linda University Total
4,444

Loma Linda University Medical Center

- University Hospital/Adult Services
- Loma Linda University Children's Hospital
- Loma Linda University Medical Center East Campus
- Loma Linda University Behavioral Medicine Center
- Loma Linda University Surgical Hospital
- Loma Linda University Medical Center – Murrieta
- Highland Springs Medical Plaza

Loma Linda University

- School of Allied Health Professions
- School of Behavioral Health
- School of Dentistry
- School of Medicine
- School of Nursing
- School of Pharmacy
- School of Public Health
- School of Religion



Allied Health Professions
1,342



Behavioral Health
357



Dentistry
578



Medicine
841



Nursing
693



Pharmacy
306



Public Health
309



Religion
18

Students for International Mission Service (SIMS)

Students who served **365** Countries served **30**

Global Outreach

Adventist Health International (AHI)	
Clinics	70
Countries served.....	40
Hospitals	38
International Service Program (ISP)	
Faculty and employees who served.....	285
Countries served.....	51
International Professional Development Program (IPDP)	
Professionals mentored.....	201
Countries served.....	14
Deferred Mission Appointee (DMA) Program	
Serving abroad	29
Physicians	22
Dentists	7
Countries served.....	10
In the pipeline	69



Pioneering Research

- Lifestyle and longevity
- Maternal/fetal/neonatal
- Proton treatment
- Regenerative medicine
- Infectious disease
- Cancer
- Stroke/traumatic brain/neurological
- Dental materials
- Health disparities among diverse populations

Institutes

- Behavioral Health Institute
- Cancer Center
- Center for Christian Bioethics
- Center for Primary Care
- Center for Spiritual Life & Wholeness
- Global Health Institute
- Institute for Community Partnerships
- Institute for Genetics and Translational Genomics
- Institute for Health Policy and Leadership
- James M. Slater MD Proton Treatment & Research Center
- Loma Linda University International Heart Institute
- Perinatal Institute
- Rehabilitation, Orthopaedic and Neurosciences Institute
- Spine Center
- Transplantation Institute
- Wholeness Institute

LLU Centers

- Center for Biodiversity and Conservation Studies (SM)
- Center for Dental Research (SD)
- Center for Health Disparities and Molecular Medicine (SM)
- Center for Health Promotion (SPH)
- Center for Health Research (SPH)
- Center for Interprofessional Education (Provost)

- Center for Neuroscience Research (SM)
- Center for Research Imaging (SM)
- Heritage Research Center (SR)
- Lawrence D. Longo Center for Perinatal Biology (SM)
- Neurosurgery Center for Research, Training and Education (SM)

Number of Licensed Beds

Loma Linda University
Medical Center Total

1,071



University Hospital/Adult Services	371
Children's Hospital.....	343
Medical Center East Campus.....	134
Behavioral Medicine Center.....	89
Surgical Hospital.....	28
Medical Center – Murrieta.....	106



Inpatient

Loma Linda University Health Total	47,579
Medical Center (University Hospital/Adult Services).....	15,918
Children's Hospital.....	13,483
Medical Center East Campus.....	4,154
Behavioral Medicine Center.....	4,558
Surgical Hospital.....	1,551
Medical Center – Murrieta.....	7,915



Number of Accredited Residency Programs	26
Number of Accredited Fellowship Programs	28

Employees

Loma Linda University Health Total	15,400
Loma Linda University	3,229
Medical Center (University Hospital/Adult Services), Children's Hospital, Medical Center East Campus and Surgical Hospital	7,252
Behavioral Medicine Center.....	361
Medical Center – Murrieta.....	931
University Health Care	1,232
Shared Services	1,660
Loma Linda Inland Consortium Health Education.....	735

Outpatient Visits

Loma Linda University Health Total	1,504,470
Medical Center (University Hospital/Adult Services).....	513,639
Children's Hospital.....	80,006
Medical Center East Campus.....	128,791
Behavioral Medicine Center.....	40,529
Surgical Hospital.....	24,228
Medical Center — Murrieta.....	22,495
Highland Springs Medical Plaza.....	28,580
Faculty Medical Offices	666,202

OB-delivered Discharges Total	3,889
Children's Hospital.....	2,947
Medical Center – Murrieta.....	942

Emergency Department Visits Total	117,002
Medical Center (University Hospital/Adult Services).....	71,617
Medical Center — Murrieta.....	45,385

Number of Resident Physicians and Fellows	
Residents (not counting non-LLUMC residents rotating at LLUMC)	624
Fellows.....	92



Faculty Physicians of
School of Medicine

865

Loma Linda University Health 2016 Financial Summary

<i>We earned in thousands*</i>	
From clinical activities	2,142,057
From academic activities	281,573
Total Net Revenue	2,423,630
<i>We spent</i>	
For clinical activities	2,028,132
For academic activities	302,079
Total Expenses	2,330,211
Our earnings from operations	
	93,419
Increase in restricted net assets from gifts and investment income	125,294
Unrealized gain or loss on investments	(27,970)
Transfers and other adjustments	13,964
Increase (decrease) in net assets	\$204,707

Total Philanthropic Support for 2016
\$46.5 million
 Raised toward Vision 2020 priorities
\$40.5 million

Notes: Financial statement amounts are for the fiscal years ended June 30, 2016, for LLU and LLUHC/FMG and December 31, 2016, for LLUMC.
 *Corrected from print version.

Vision 2020 –The Campaign for a Whole Tomorrow

Vision 2020 is a \$360 million philanthropic campaign supporting a monumental \$1.4 billion transformational vision that builds on our core pillars of strength.

Clinical Care

The construction of a new adult hospital and expanded Children's Hospital, and enhancements in clinical care.

Education and Research

Increased scholarship funding, faculty development and new educational approaches, including San Manuel Gateway College. New research laboratories and endowments to support research activities.

Wholeness

Building on our legacy of wholeness through discovery and education to enhance individual and community wellness.

Total raised in Vision 2020 through 2016

\$245.6 million

Through December 31, 2016, an additional \$25.7 million in philanthropy has been raised, bringing total philanthropy since the beginning of the campaign to \$271.3 million.



Rachelle Bussell
 Senior Vice President
 for Advancement

"Loma Linda University Health has been blessed with overwhelming support for Vision 2020 as we intensify our focus to strengthen the health of our region and world."

Thank you for your prayers, encouragement and gifts as we continue to work to achieve this bold vision of transforming lives now and in the future."



A birthday wish for a Whole Tomorrow

Most 10-year-olds get excited about opening presents on their birthday, but when Max Hilliard turned 10, he got excited about helping other kids get the best possible care at Loma Linda University Children's Hospital.

Max recently raised money to help fund the construction of the new Children's Hospital tower being constructed. The story of how he found the inspiration proves Max is a budding young philanthropist with a generous heart. It began in May 2016, when Max attended the hospital groundbreaking event.

"I saw a video of a kid that donated money to the Children's Hospital," he said.

"I decided for my tenth birthday that I wanted to donate money to Children's Hospital," he said. "I have everything I needed so I asked my friends if their parents would donate to the hospital instead of giving me a present." Max's friends, family members and classmates responded in a big way.

"Everybody was very kind, and we ended up with \$600," he said. "I feel very happy with the donation!"

Max was honored for his generosity and kindness during a check presentation ceremony held in December 2016, at the Children's Hospital. His mom, Tammy Hilliard, was there as was his grandfather,

to give Max a hug and pose for a picture. One of the Children's Hospital patients expressed his personal thanks for Max's kindness and generosity.

Max specified that his donation should go to Vision 2020 – The Campaign for a Whole Tomorrow and be used to help construct the new Children's Hospital tower.



"Max's generous gift is very inspiring," said Shandra Cady, Children's Hospital Foundation representative. "We are truly honored and gratified to receive his gift."

After reflecting on what he might do to help, the enterprising fourth-grader from Redlands Adventist Academy came up with a plan of action.

Henry Lamberton, PsyD, associate dean for student affairs at LLU School of Medicine. Luke the Lion, the bright yellow mascot of Children's Hospital, stopped by

The people who take on significant volunteer roles exemplify the strength of an organization such as Loma Linda University Health as it seeks to fulfill its mission.

Individuals serving on two advisory groups — the Vision 2020 Campaign Steering Committee and the President's Advisory Cabinet — have shared their wisdom and experiences in ways that are essential in this time of growth.

We thank them for their willingness, their time and their dedication to help Loma Linda University Health continue the teaching and healing ministry of Jesus Christ.

Vision 2020 | Campaign Steering Committee

Leonard Bailey, MD, and Nancy Bailey, MS
Marshall Robert Ching, MD, and Phyllis Ching
Jere Chrispens and Marian Chrispens, Co-chairs
Irving "Bud" Feldkamp III, DDS and Pam Newbury Feldkamp
Donna Hadley
Peter Nelson, DDS, and Suzanne Nelson
Mike Parnell and Dawn Parnell
Kenneth Ramirez
Elmar Sakala, MD, MPH, MA, and Darilee Sakala
Charles Sims, MD
Thomas Spiel and Candace Spiel
Dennis Troesh and Carol Troesh, Honorary co-chairs
Frank Xavier and Mary Ann Xavier

President's Advisory Cabinet

Beverly Bailey
Marshall Robert Ching, MD, and Phyllis Ching
Irving "Bud" Feldkamp III, DDS, and Pam Newbury Feldkamp
The Hon. Jerry Lewis and Mrs. Arlene Lewis
The Hon. Patrick J. Morris
Mike Parnell and Dawn Parnell
Pierre Rogers and Lily Saenz
Robert Seale
Dennis Troesh and Carol Troesh

Loma Linda University Councilors

Since 1961 the Loma Linda University Councilors have played a key role in the progress of Loma Linda University Health. They are advisors to the president, promote Loma Linda University Health in their professional and community circles, and offer support and leadership in financing projects and initiatives. We thank this dedicated group of ambassadors for their many years of encouragement.

Bruce and Audrey Anderson
Dennis and Leigh Anderson
Stan and Carol Appleton
Harvey Wilson and Doralee Bailey Wilson
Ira and Rita Bailie
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Douglas and Betty Wong
Charles and Naomi Yamashiro
Ernie and Dorothy Zane
Tom and Vi Zapara
Stan Zerne
Ed and Ann Zinke
Ernie and Nancy Zinke

*Our gratitude, thoughts and prayers go to the families of each of these councilors who have passed away.

Loma Linda University Health Board of Trustees 2016

Richard Hart (center) welcomes Thomas Lemon (left) to his role of chairman of the Board of Trustees and says thank you to Lowell Cooper, who served as Board Chair for 15 years.



During the December 2016 Board of Trustees' meeting, Lowell C. Cooper, MDiv, MPH, retired from his position as chairman of the Board of Trustees after 15 years of service. Thomas L. Lemon, MDiv, who has served on the Board of Trustees since 2010, was elected as the new chairman.

Richard Hart, MD, DrPH, president of Loma Linda University Health, said, "Elder Lemon served on boards of directors for a number of higher education and health care institutions, as well as media and outreach ministries. His leadership experience and dedication to mission is coming at a critical time in Loma Linda's history when we are expanding our outreach to our local community, our region and the world."

Thank you to all of our board members. Deep appreciation is expressed to the following individuals who served on the Loma Linda University Health Board of Trustees in 2016. They have served selflessly as they guided the institutions at Loma Linda in this time of growth.

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Seventh-day Adventists

Roger Woodruff

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Loma Linda University
School of Medicine

* Term ended 4/16

** Appointed 4/16

• Appointed 8/16

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and Administration/Chief
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Executive VP for Hospital Affairs/
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