



2023

COMMUNITY BENEFIT REPORT



Impacting Our Community

Lakeland Regional Health takes pride in curating our annual Community Benefit Report. This publication is an important opportunity to highlight the significant and transformative community contributions our health system and team make every day.

As a non-profit, we reinvest in our community to ensure everyone has an opportunity to live well and experience a higher quality of life. Often, that means providing services that other for-profit healthcare institutions are unable to offer for financial reasons.

As a leader in healthcare, we continue to discover innovative ways to deliver high-quality, easily accessible healthcare close to home. We are committed to enhancing patient outcomes, providing an exceptional patient experience, offering comprehensive services, strengthening our community's health, and serving as good financial stewards while promoting academic activity and research.



A Message from Danielle Drummond

Lakeland Regional Health President/CEO



It is no secret the last few years have been unlike anything we have ever experienced. From a pandemic that has transformed the way we deliver safe, quality care to an economy struggling to find stability, we continue to reimagine and work boldly toward a healthier tomorrow for every community member we serve.

Like many other healthcare organizations, we are in a unique position to influence population health and increase opportunities for individuals to access lifesaving healthcare. At the same time, we are building on our legacy by investing in a community health strategy that allocates resources where needs are the greatest including the commencement of

Graduate Medical Education (GME). Our GME program will not only increase the pipeline of physicians who consider staying in our community but will also assist us in meeting the primary care needs of community members, allowing individuals to find physicians more easily.

The work of our team, volunteers, and community partners is a benefit that cannot always be calculated. From community health education to support groups, our team is dedicated to promoting wellness. At our core, we will continue to enhance partnerships within our community, better promote health equity and wellness, and focus on closing the gaps in healthcare disparities.

Looking ahead to 2023, we feel inspired to dream boldly and work relentlessly for increased access to important healthcare services, more opportunities to serve community members when and where they need us the most and continue innovation that fosters an environment of consistent learning for every member of our team.

I look forward to seeing all the ways our community will come together to support this important work.

Danielle Drummond, MS, FACHE

What is Community Benefit?

Community benefit refers to a broad spectrum of initiatives, education, activities, and investments undertaken by not-for-profit hospitals to improve health in the communities they serve.

As part of Lakeland Regional Health's community health program, these charitable programs align directly with our mission to provide high-quality healthcare to every member of our community. Our community benefit activities focus on community collaboration and improving the overall well-being of community residents.

Generally, community benefit must meet at least one of the following criteria:

- Generates a low or negative financial return
- Improves access to healthcare services
- Responds to public health needs
- Enhances the health of the community
- Advances medical or health knowledge through education





About Lakeland Regional Health

Lakeland Regional Health (LRH) offers a comprehensive array of inpatient and outpatient diagnostic and treatment services at its Medical Center, Hollis Cancer Center, and ambulatory care locations. LRH's use of technology is redefining medicine, advancing safe and quality patient care, and promoting health and wellness.

Lakeland Regional Health has been named a Most Wired hospital eight times, twice earning Most Wired Advanced status, since 2013 from the College of Healthcare Information Management Executives. This designation recognizes dedication to creating an exceptional infrastructure and advanced clinical processes guided by technology.

Lakeland Regional Health's Hollis Cancer Center opened in 2003. In 2016, Lakeland Regional Health was named one of 101 Hospitals and Health Systems with Great Oncology Programs by Becker's Hospital Review. Its cancer program is accredited with commendation by the American College of Surgeons' Commission on Cancer, and its Breast Cancer Program is accredited through the National Accreditation Program for Breast Centers. The Lakeland Regional Health Physician Group provides primary

care and urgent care and physicians in over 40 specialties at more than 18 convenient locations. All primary care locations are recognized by the National Committee for Quality Assurance's Patient-Centered Medical Home Program. In addition, Lakeland Regional Health is an award-winning workplace, rated as a 2020 Making a Difference, Workplace Well-Being Gold Winner by Aetna, honored with the Excellence in Work-Life Balance Award by Constangy Brooks, Smith & Prophete LLP in 2019, listed as one of Forbes' Best Employers in Florida in 2022, and recognized in 2018 as the Best Large Hospital Workplace in Florida by the Florida Hospital Association. Lakeland Regional Health is also home to the Florida Hospital Association's Best Caregiver honoree for 2019.

Lakeland Regional Health Medical Center is the largest single component of Lakeland Regional Health. The 864-bed hospital is the eighth largest hospital in Florida. With more than 40,000 admissions and over 190,000 Emergency Department visits in 2021, the Medical Center encompasses:

- The nation's second busiest single-site Emergency Departments, garnering international and national recognition, and Polk County's only Children's Emergency Department
- Three state-of-the-art hybrid operating rooms
- Level II Trauma Center with physician subspecialists
- Nationally accredited Chest Pain Center and Echocardiography Lab
- The CARF accredited Bannasch Institute for Advanced Rehabilitation Medicine providing Polk County's only inpatient

medical physical rehabilitation services to maximize clinical outcomes for those with conditions such as stroke, brain injury, spinal cord injury, major multiple traumas and neurological issues

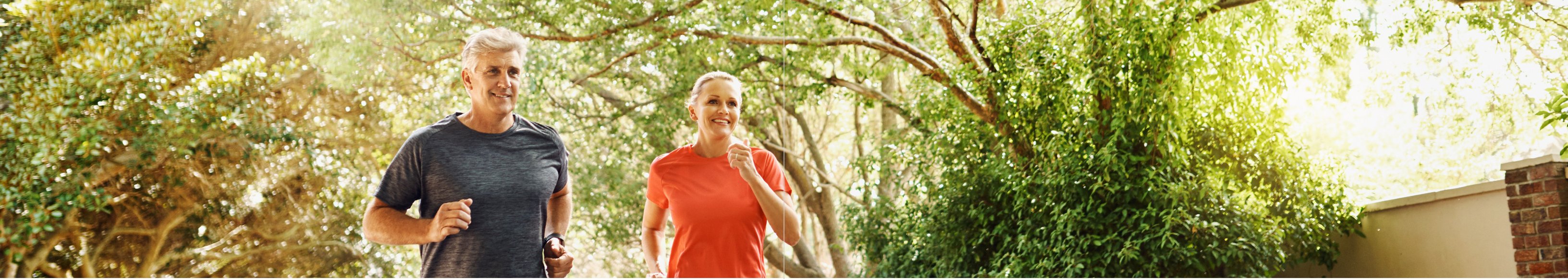
- An advanced Level III Neonatal Intensive Care Unit
- The eight story, state-of-the-art Carol Jenkins Barnett Pavilion for Women and Children featuring a Children's Emergency Department, a 12-bed high acuity Pediatric Intensive Care Unit, surgical suites, private suites for labor and delivery, Polk County's only Level III Neonatal Intensive Care Unit, and units dedicated to pediatric and women's care.

Mission

We deliver the best outcomes and safest care by placing people at the heart of all we do. We improve lives every day by promoting wellness, education and discovery.

Vision

Together, our Promise is **YOUR HEALTH.**®



Key Accomplishments of 2022

During 2022 thousands of community members were impacted by the work of our team members through the following initiatives, programs, or events:

- Completion of the **Harrell Family Center for Behavioral Wellness** – a 96-bed facility to provide great access, quality, safety, and programming to meet the needs of community members in and surrounding Polk County.
- Behavioral health education for over 150 **Polk County Sheriff Deputies**.
- Closely collaborated with the **Florida Department of Health in Polk, Central Florida Healthcare, and the American Cancer society** to help kick off the school year for over 200 children with free vaccines, HPV education, and sports physicals.
- Launched **ShopTalk**, a barbershop health education and screening program. In just two months, the program delivered health education about blood pressure, blood sugar, and prostate cancer to over 40 men.
- Screened over 50 men at the inaugural **Hoopin’ for Health** basketball tournament held in collaboration with the Lakeland Family YMCA.
- Collaborative work with community groups on a variety of health issues including **health equity, pedestrian safety, and food insecurity**.

2021-2022 Accreditations, Awards, and Recognitions

- Named one of **2022’s Digital Health Most Wired hospital and health systems** (8th recognition)
- Listed on the **Leading Hospitals in Early COVID Care list from Healthgrades®** recognizing 24 U.S. hospitals that provided best-in-class COVID-19 care to their patients and community during the first wave of the pandemic while treating the highest volumes of coronavirus patients.
- Medical Center received **American College of Cardiology (ACC) Chest Pain Center with Primary PCI (percutaneous coronary intervention) & Resuscitation Accreditation**
- Received accreditation renewal from the Commission on Cancer in recognition of the Hollis Cancer Center’s **Comprehensive Community Cancer Program**.
- LRH’s **Graduate Medical Education (GME)** is fully accredited to include the following programs: emergency medicine, general surgery, internal medicine, psychiatry, surgical critical care, transitional year, and family medicine.
- Named one of **Forbes 2022 Best-in-State Employers**
- Lakeland Regional Health was recognized as High Performing for maternity care in U.S. News & World Report’s **“Best Hospitals for Maternity Care”** 2022 list.
- The Bannasch Institute for Advanced Rehabilitation Medicine received accreditation from the **Commission on Accreditation of Rehabilitation Facilities (CARF)**



Diversity, Equity, and Inclusion

Healthcare is an essential resource that we are privileged and honored to provide for the community we serve. Where someone lives, works, and plays can influence how long they live and the accessibility of safe, quality healthcare. At Lakeland Regional Health, we are committed to addressing the social inequities that contribute to poor health through not only community education but through the availability of intentional cultural competency education and collaborative community partnerships.

As part of Lakeland Regional Health's ongoing efforts to reflect the diverse communities we serve, in 2022 the Diversity and Equity Council was chartered to develop resources and assist in building continuous and immersive learning opportunities for team members.

Financial Summary of Community Benefit

Financial Statistics *(in thousands)*

| | 2022 | 2021 |
|--|-------------|--------------|
| Operating Revenue | \$1,042,740 | \$ 1,039,142 |
| Operating Income (Loss) | \$(4,152) | \$44,882 |
| Excess (Deficit) of Revenue Over Expense | \$(101,586) | \$128,913 |
| Cost of Providing Charity Care | \$19,073 | \$13,662 |

Operating Statistics *(in thousands)*

| | 2022 | 2021 |
|------------------|---------|---------|
| Admissions | 40,966 | 42,701 |
| Surgeries | 20,517 | 18,955 |
| Emergency Visits | 199,927 | 190,581 |





Community Snapshot

Geographic Location

Polk County is geographically larger than the state of Rhode Island and equal in size to Delaware. The total area of the County is approximately 1,796 square miles, which makes it the fourth largest county in Florida, exceeded only by Miami-Dade, Palm Beach, and Collier counties.

Population Demographics

Polk County is home to approximately 753,520 residents. The County consists of 17 municipalities, with Lakeland as its largest city having a population of 115,425 residents (2021).

| | |
|-------|---|
| 4,139 | # of people who benefited from community health education programs and resources |
| 250+ | # of community members who received free health screenings |
| 101 | # of community members engaged in support groups for cancer, diabetes, weight management, and stroke. |
| 40+ | # of people who received transportation assistance for their cancer care appointments |
| 20+ | # of people who completed the Tobacco Free Florida smoking cessation program hosted at the LRH Hollis Cancer Center |



The Nurse Residency Program at LRH is a comprehensive, learner-centered year long program that supports the successful transition of student to new Registered Nurse in the hospital setting.

In 2022 LRH welcomed **319** Nurse Residents across multiple nursing specialties.

Community Health Needs Assessment

Lakeland Regional Health understands that everyone does not have an equal opportunity to thrive and be healthy. The environment in which someone lives can have significant effects on their health.

The Community Health Needs Assessment (CHNA) process identified cultural competence as an overarching priority/ theme that impacts each of the selected priorities. A culturally competent healthcare system can help improve health outcomes and the quality of care while also addressing health disparities present in the community.

Upon review of our county’s current health data and as a result of the CHNA process, Lakeland Regional Health has identified the following areas of need:

- 1. Cultural Competency
- 2. Access to Quality, Coordinated Care
- 3. Cancer Screening and Prevention
- 4. Diabetes
- 5. Heart Disease and Stroke
- 6. Injury Prevention
- 7. Mental Healthcare
- 8. Obesity, Nutrition, and Physical Activity

Priorities were selected, in part, based on issue prevalence and severity according to county data, in addition to input provided by community members and county stakeholders.

Addressing Community Needs

| 2022-2025 Community Health Needs Assessment | |
|---|---|
| Year 1 Progress (2022) | |
| Cultural Competency | <ul style="list-style-type: none"> Slated membership for the Diversity and Equity Council (DEC). |
| Access to Quality, Coordinated Care | <ul style="list-style-type: none"> 5 new ambulatory sites opened in the past year. Our Highlands site expanded to serve more patients. Graduate Medical Education (GME) received accreditation for the following programs: emergency medicine, general surgery, internal medicine, psychiatry, surgical critical care, transitional year, and family medicine. |
| Cancer Screening and Prevention | <ul style="list-style-type: none"> Launched ShopTalk, a barbershop health education and screening program, in 3 local barbershops. September’s education focus was prostate cancer. 5+ cancer awareness and prevention community education opportunities. Approximately 255 patients were enrolled in clinical trials. Studies are being conducted in the following areas: breast cancer, prostate cancer, pancreas cancer, and observation. |
| Diabetes | <ul style="list-style-type: none"> 20+ education sessions delivered to community members regarding diabetes and preventive measures A free cohort of the Diabetes Prevention Program was offered to community members. |

| 2022-2025 Community Health Needs Assessment | |
|---|--|
| Year 1 Progress (2022) | |
| Heart Disease and Stroke | <ul style="list-style-type: none"> The Medical Center received American College of Cardiology (ACC) Chest Pain Center with Primary PCI (percutaneous coronary intervention) & Resuscitation Accreditation. The virtual HeartSmarts program relaunched. HeartSmarts helps participants understand cardiovascular disease, cardiac risk factors, and ways to lower their risk for developing cardiovascular disease. Lakeland Regional Health has the only ELSO (Extracorporeal Life Support Organization) certified ECMO (extracorporeal membrane oxygenation) program in Polk County which allows sustained cardiac and respiratory support for patients recovering from heart or lung failure, or heart surgery. |
| Injury Prevention | <ul style="list-style-type: none"> Stop the Bleed class offerings continued in 2022 – Lakeland Police Department and Hardee County Sheriff’s Office have participated in trainings over the past year. Distributed over 300 bike helmets and education to children. Held 3 water safety proclamations in Davenport, Winter Haven, and Lakeland. New resources were developed to further educate patients at risk for falls once they are discharged from the hospital. |
| Mental Healthcare | <ul style="list-style-type: none"> Completion of the Harrell Family Center for Behavioral Wellness. |
| Obesity, Nutrition, and Physical Activity | <ul style="list-style-type: none"> 9 teams participated in the 2022 Congregational Health Partnership’s FitChurch Challenge. 12 teams participated in the inaugural Hoopin’ for Health basketball tournament focused on bringing attention to men’s health. |

Reimagining Behavioral Healthcare

Good behavioral health means a thriving community, but behavioral health problems can impede someone's ability to realize their potential, cope with stresses, work productively, and make contributions to their communities. The burden of mental illness on a community can create challenges associated with homelessness, poverty, and substance abuse that can cause stress on the community's health, education, and public safety systems. The new Harrell Family Center for Behavioral Wellness is well-positioned to provide greater access, quality, safety, and programming to meet the needs of the citizens of Polk County and surrounding areas in innovative ways that reimagine how behavioral healthcare is delivered.

This 80,000 square foot, state-of-the-art Behavioral Health facility provides patients with convenient, safe, and specialized inpatient and outpatient services. Lakeland Regional Health's design and construction team, along with the Behavioral Health service line team members, created an architectural space that fosters a healing environment. With large open windows that stream natural light to capture the warmth and energy from outside, signs of hope and renewal are integrated into the design. The facility has been specifically designed with patients, families, and community in mind.

The Harrell Family Center for Behavioral Wellness will focus on several areas of service:

1. Emergency Stabilization
2. Adult Inpatient Care
3. Substance Abuse Disorders
4. Memory Disorders
5. Child and Adolescent Inpatient Services
6. Adult Outpatient Care
7. Child and Adolescent Outpatient Care
8. Family Behavioral Health and Wellness
9. Non-Residential Intensive Behavioral Health Programs



Hoopin’ for Health

The first annual Hoopin’ for Health basketball tournament was hosted in June 2022 during Men’s Health Month. Beyond basketball, the tournament is a way to encourage men to take charge of their health through cardio activity and participation in regular health check-ups and screenings.

In 2022, 12 teams took to the court at the Lakeland Family YMCA and over 60 health screenings were performed.

“This event is a great opportunity to remind men to take charge of their health. Preventive screenings, and regular visits to primary care providers are critical components for men to live a long and healthy life.”





ShopTalk

Lakeland Regional Health's ShopTalk program focuses on health outreach efforts in places outside the traditional clinic setting, such as barbershops and hair salons, in an effort to support the decrease of health disparities among people of color.

Following the COVID-19 pandemic, Hispanic men experienced the steepest decline in life expectancy with a 3.7-year drop and men generally put off preventative screenings and annual check-ups.

Barbershops and salons continue to be an environment where community members share information, dialogue, and build community. By empowering community members through education, we can encourage them to take control over their health, make healthy lifestyle choices, and seek preventative care.

The program launched in September with 3 local barbershops.



Understanding the Significance of Graduate Medical Education (GME) and Expanding Access to Care

As the leading healthcare provider in Polk County, Lakeland Regional Health is continuously expanding to meet the needs of the community. The Graduate Medical Education Program (GME) will provide more access to physicians and healthcare providers. The first medical residents will arrive in 2023, and once fully operational, the GME program plans to support 150 to 200 medical residents. Unlike students entering other kinds of graduate education, those entering graduate medical education have already successfully completed four years of college as well as four years of post-college medical school.

Physicians-in-training obtain hands-on experience in providing direct patient care under the direction and supervision of teaching physicians that maintain a high standard of care for patients. Residents and medical students expand the capacity of the health system by providing coverage across various service lines and staffing services in difficult-to-recruit specialties.

Currently, seven residencies have received accreditation through the Accreditation Council for Graduate Medical Education (ACGME). Those include General Surgery, Internal Medicine, Psychiatry, Surgical Critical Care Fellowship, Emergency Medicine, Transitional Year, and Family Medicine.



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