

2026 COMMUNITY BENEFITS PLAN



CHINESE HOSPITAL



1899 → 2026

Caring for the Community since 1899

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I. CHINESE HOSPITAL OVERVIEW:

Mission Statement

Chinese Hospital, a community-owned, not-for-profit organization, delivers quality and cost-effective health care that is responsive to the community's ethnic and cultural uniqueness, by providing access to health care and acceptability to all socioeconomic levels. Chinese Hospital is governed by a voluntary Board of Trustees that is broadly representative of the community, and strives to assume a leadership role in all health matters.

Chinese Hospital's mission emphasizes the following important points:

- Community ownership and responsiveness
- Community leadership
- Cultural uniqueness
- Concern for a broad spectrum of health needs including, but not limited to, hospital care.

Vision

Chinese Hospital is committed to improving community access to a quality, culturally sensitive, and affordable healthcare delivery system which is dedicated to improving community health status, promoting preventive practices and wellness, and providing coordinated and appropriate health care services.

We will work collaboratively with other community health care plans and providers in realizing these visions of:

- Improved community access
- Provision of integrated spectrum of services
- Improved focus on prevention and wellness

Values

- Integrity
- Respect
- Empowerment
- Teamwork
- Accountability
- Quality Improvement
- Community collaboration and benefit
- Prudent use of resources

Current Community Profile

The Chinese Hospital Health System is an integrative health system, consisting of Chinese Hospital and Clinics, Chinese Community Health Plan (CCHP), and affiliated independent physician associations. Each entity performs an important role in achieving the common goal of providing the community with quality, affordable care that is culturally and linguistically

appropriate. The community Chinese Hospital serves is predominantly a low-income, monolingual or linguistically isolated senior population. Of the inpatient population at Chinese Hospital, 98% are of Chinese ancestry, 88% are over the age of 60, and 91% are Medicare/Medi-Cal beneficiaries.

Chinese Hospital Commitment

Chinese Hospital's leadership is committed to fostering a culture of safety and high reliability, in alignment with CMS patient safety goals and Age-Friendly Health System principles. This includes promoting teamwork, continuous learning, and proactive risk reduction to ensure safe, equitable, and person-centered care for all patients.

History of Chinese Hospital: Same Vision and Mission Through Highlighted Achievements

1899: Chinese Hospital is a unique healthcare provider with a long and rich history of serving the local community that dates back to the late 1800's. The Tung Wah Dispensary was established in 1899 to provide health care services to the underserved Chinese community who faced discrimination and limited access to public services. The dispensary was staffed by both Western trained physicians and Chinese herbalists.

1923: Following the destruction caused by the 1906 earthquake and fire, fifteen community organizations rallied to form the Chinese Hospital Association, a new nonprofit public benefit corporation. Members of the Board of Trustees, representing 15 Chinatown community-based organizations, plus the Chinese Hospital Medical Staff raised funds to construct a new facility with expanded services.

1925: Chinese Hospital opened its doors at 835 Jackson Street, becoming the first and only institution of its kind in the country. In 1979, Chinese Hospital built a new health care facility to meet new hospital requirements as well as the growing demands for its services. Amidst the emergence of managed care in the 1980s, Chinese Hospital and its medical staff formed a non-profit physicians association, Chinese Community Health Care Association (CCHCA).

Mid-1980s: Managed care programs surfaced in the San Francisco Bay Area. Through a collaborative program with Blue Shield of California, Chinese Hospital, and its physician partner organization created the Chinese Community Health Plan (CCHP). In 1987, Blue Shield transferred the health plan to the ownership of Chinese Hospital, which received its own Knox-Keene license from the State of California Department of Corporations. CCHP provides low-cost commercial insurance products for individual and employer groups, most of which represent small Asian businesses. Our fully integrated healthcare delivery system also serves managed care Medicare and Medi-Cal enrollees in the community. In 2009, CCHP expanded its coverage to Northern San Mateo County. Chinese Hospital and its physician partners serve Medicare, Medi-Cal, and commercial enrollees. Chinese Hospital Association provides medical care to all members of the following medical insurance plans without any limitations: Blue Cross, Blue Shield, Aetna, San Francisco Health Plan, Healthy Kids San Francisco, United Healthcare, HealthNet, CCHP, and

others. In 1986, with the help of Blue Shield of California, Chinese Hospital created the Chinese Community Health Plan (CCHP) for patients who wanted to continue receiving care within the Chinese Hospital Health System. As more patients migrated from Chinatown to other neighborhoods, Chinese Hospital recognized the community's growing need for improved health care access and opened several community clinics. Sunset Health Services was the first of these clinics, which improved access to outpatient care in Western San Francisco. Moreover, in 1989, the three associations – Chinese Hospital, the Chinese Community Health Care Association (CCHCA), and Chinese Community Health Plan (CCHP) – established the Chinese Community Health Resource Center (CCHRC), a non-profit community center with the mission to build a healthy community through culturally and linguistically competent preventive health, disease management, and research programs. CCHRC has maintained a wide range of health education programs and a resource library (www.cchrhealth.org). Chinese Hospital continues to support CCHRC annually by providing funding as well as in-kind support services for human resources, housekeeping, engineering, finance, and information technology as well as facility space to house CCHRC's Wellness Library and patient navigation program. The clinic's success led to the subsequent opening of additional clinics--Excelsior Health Services, Gellert Health Services, and Support Health Services. The community clinics, staffed by physicians specialized in General Medicine, Internal Medicine, Women's Health, Cardiology, Podiatry, Gastroenterology, Orthopedics, Pulmonary Medicine, Pediatrics, and Oncology. They provide a wide range of culturally competent health care services, such as primary care with subspecialties: preventive care services, women's health services, health education, laboratory services, and a comprehensive immunization program to meet the needs of the community, including childhood immunizations, Hepatitis B, Tdap, Influenza, and Pneumococcal vaccinations. The clinic is also staffed with nurse practitioners, acupuncturists, and other bilingual clinical personnel proficient in Mandarin, Cantonese, Tagalog, and English.

2012: The original building at 835 Jackson Street was torn down to begin construction of a new acute care facility. In 2016, The New Chinese Hospital Tower opened with a new eight-story tower and increased the number of licensed beds from 54 to 65 beds with new services. These new services included a Magnetic Resonance Imaging Scanner (MRI); an expanded standby Emergency Department; a four-bed Outpatient Observation Unit; a Support Health Services clinic (which supports the community physicians and their patients by providing health educational needs); an expanded and new outpatient Pharmacy; an expanded Cardiopulmonary Unit (new pulmonary function testing and two new treadmills for stress tests); 3rd and 4th floor Medical and Surgical Units with private patient rooms; Expansion of the Surgery Department from two operating rooms to four new state-of-the-art operating rooms; new Intensive Care Unit expanded to six private patient rooms with new state-of-the-art equipment for monitoring patients; a new state-of-the-art Telemetry Unit with 12 patient beds. In 2020, the Emergency Department transitioned from standby to basic services. The expansion resulted in an increase of patient beds from 65 beds to 88 beds. Moreover, the hospital opened Chinese Hospital East West Health Services (CHEWHS), the nation's first community hospital clinic specializing in Chinese Medicine. The mission of CHEWHS is to help individuals create optimal wellbeing through

holistic Chinese Medicine services and education. In addition to acupuncture, herbal medicine, and therapeutic massage, the clinic offers a dynamic schedule of classes to enable patients and providers to understand and effectively integrate a range of holistic health practices.

2019: Leading the Community through Serving on Community Boards- The leadership for charity care at Chinese Hospital began with Chief Executive Officer (CEO), Jian Zhang, DNP who served on several non-profit boards as a member of the board of directors, such as the San Francisco Health Plan, NICOS Chinese Health Coalition, UCSF Leadership Academy for the Advanced Practice Provider, American Hospital Council, and the Chinese Community Health Resource Center (as the President). Several hospital staff members continue to actively serve on health coalition boards, such as the Community Advisory Board of the UCSF Helen Diller Family Comprehensive Cancer Center and Center on Aging in Diverse Communities of UCSF and San Francisco Cancer Initiative (SF CAN), San Francisco Health Initiative Partnership (SFHIP). To combat the COVID-19 pandemic, Chinese Hospital, in collaboration with the California Department of Public Health (CDPH), announced an increase of acute care bed capacity in order to accommodate anticipated influx of COVID patients. Moreover, in partnership with the Department of Public Health, Chinese Hospital has accepted patients transfer from the San Francisco General Hospital. Furthermore, Chinese Hospital's effort in combating COVID-19 pandemic was acknowledged in the New York Times as well as the local ethnic newspapers. At the start of 2021, Chinese Hospital also hosted COVID-19 testing and vaccination centers. As the city of San Francisco faces the shortage of subacute beds, in 2023, Chinese Hospital converted 23 acute care patient beds to skilled nursing beds, addressing the needs of the most vulnerable population.

Safeguarding the Community in Response to the COVID-19 Pandemic - Under the visionary leadership of Dr. Jian Zhang, the Chinese Hospital took on an instrumental role in safeguarding the San Francisco community. Chinese Hospital led and mobilized with partners among national and local governments officials, community-organizations, academia leaders, community volunteers with teams consisting of professionals in health care, social services, businesses, mainstream and ethnic media. The following are some highlighted responses:

Single Room Occupancy (SRO) COVID-19 Outbreak Program: Since the beginning of the pandemic, Chinese Hospital led the community through the pandemic crisis by implementing a comprehensive COVID-19 initiative consisting of bilingual community education and outreach, access to testing services, and linkage of clinical and social care. To mitigate outbreaks within the SRO resident community in Chinatown, Chinese Hospital had worked together with SFDPH and other community partners to deploy response teams to conduct door-to-door outreach in SRO buildings. Residents of affected SRO buildings are offered access to testing and other supportive services if tested positive. These SRO mitigation efforts met with success, as the positivity rate in Chinatown remained one of the lowest in SF. See Goal 1, Objective 2.1.

CCHRC Team Volunteer at Portsmouth Square COVID-19 Testing Site: CCHRC staff contributed 366 hours at the Portsmouth Square COVID-19 testing site. In addition, CCHRC continued to support the transition into recovery by hosting the test site beyond the lift of pandemic declaration until February 2023. **Vaccination Roll-Out:** Chinese Hospital was one of the first

facilities to receive and administer the COVID-19 vaccine to its high-risk healthcare workers, patients, and other members of the community. In 2022, a total of 64,349 vaccines had been administered across its Chinatown, Excelsior, Sunset, and Daly City sites. Chinese Hospital followed the state and county vaccination eligibility guidelines and continues to offer vaccines to everyone age 5 and older. **Chinese Hospital Staff Volunteer at COVID-19 Vaccination Clinics:** Chinese Hospital staff contributed 10,600 hours at COVID-19 vaccination events. **COVID Educational Project:** CCHRC, along with other academic institutions and community organizations, was a part of the “INFORMED” research team, a UCSF research study targeting Asian Americans, including Chinese participants, to provide up-to-date COVID-19 information. “INFORMED” stands for “Individual and Family Oriented Responsive Messaging Education.” **San Francisco Public Health Foundation Grant Award:** Chinese Hospital was selected and awarded for grant funding from SF Public Health Foundation and SF Department of Public Health to continue its efforts and provide culturally competent COVID-19 education, outreach, and care in the Chinatown community. To this end, Chinese Hospital has focused on providing the community with bilingual and up-to-date educational content on vaccinations and revised guidelines from CDC, including quarantine and indoor gathering recommendations. **City and Media Recognition:** Chinese Hospital has received national and local mainstream media coverage for its COVID-19 community leadership efforts and successes, including CNN, New York Times, San Francisco Chronicle, KQED, KPIX, and PBS, in addition to Chinese media outlets World Journal, SingTao, China Press, and KTSF26.

2022: Chinese Hospital received recognition from Congress, the U.S. Senate, the San Francisco Mayor’s Office, the San Francisco Board of Supervisors, and numerous elected officials in honor of its 123 years of service to the community and its comprehensive COVID-19 response efforts to safeguard the community. Chinese Hospital achieved a 4-Star CMS Rating. For the first time in its history, Chinese Hospital secured \$5 million in state funding to establish the only subacute care unit in San Francisco, with support from Assemblymember Phil Ting. Furthermore, Chinese Hospital received Primary Stroke Center certification from The Joint Commission (TJC), alongside the launch of its stroke care partnership with UCSF Health.

2023: Sunset Health Services was honored with a Certificate of Honor from Supervisor Joel Engardio during Asian Pacific American Heritage Month in recognition of its longstanding commitment to the community. Sunset Health Services has served more than 4,200 monolingual and low-income patients by providing essential family medicine and specialty care services. Other achievements include securing \$5 million in state funding for the second consecutive time; Participated in the California Bridge Program, actively addressing substance abuse through comprehensive addiction recovery support service; Implemented innovative alternative pain management strategies to help reduce opioid dependence and improve patient outcomes. Moreover, the Chinese Hospital’s Primary Stroke Center received certification from The Joint Commission in collaboration with the American Heart Association, recognizing its ability to deliver timely and effective stroke care.

In 2023, Chinese Hospital was licensed a 23-bed Distinct Part Skilled Nursing Facility by the California Department of Public Health, and later, was officially certified by the Centers for Medicare and Medicaid Services.

2024: National & State Recognition: Chinese Hospital was recognized in Newsweek and Statista's America's Best-in-State Hospitals 2024, ranking #33 among 337 hospitals in California and among the top four hospitals in San Francisco. Quality & Clinical Excellence: Chinese Hospital's Primary Stroke Center received the American Heart Association's Get With The Guidelines® – Stroke Gold quality achievement award, recognizing excellence in delivering evidence-based stroke care and improving patient outcomes. The Chinese Hospital was recognized as a Center of Excellence (COE) by GO2 for Lung Cancer for its expertise and commitment to early lung cancer detection. Community Health & Innovation- Chinese Hospital launched the Hepatitis B Demonstration Project with support from a \$1.3 million grant from the California Department of Public Health to expand awareness, screening, and access to hepatitis B care. Gellert Health Services received a Commendation from Daly City Mayor Juslyn Manalo in recognition of its dedication to serving the local community through comprehensive family medicine, specialty care, and essential healthcare services since opening in 2016.

2025: National & State Recognition for the second consecutive year, Chinese Hospital was named one of Newsweek's *Best-in-State Hospitals*. The Chinese Hospital achieved Quality & Clinical Excellence and received the American Heart Association's Get With The Guidelines® – Stroke Gold Plus quality achievement award, the highest level of recognition in the program, honoring 24 or more consecutive months of excellence in stroke care quality measures and advanced performance standards. Chinese Hospital was recognized as a recipient of the 2025 Frank E. Staggers Sr., M.D. Outstanding Ethnic Physician Organization Award, presented by Physicians for a Healthy California, recognizing its longstanding commitment to culturally responsive and community-focused healthcare. Organizational Milestones- Chinese Hospital received the American Hospital Association (AHA) 100-Year Membership Award, commemorating a century of leadership and participation, and recognizing its enduring role as the only independent hospital in the San Francisco Bay Area dedicated to accessible, community-based healthcare.

December 2025, Dr. Jian Zhang, retired as the Chief Executive Officer of Chinese Hospital after 32 years of dedicated service, visionary leadership, and lasting impact on the hospital and the communities it serves. The Chief Executive Officer of Chinese Hospital, Mr. Michael Chung expressed that "Dr. Zhang's impact is immeasurable. She built a strong foundation grounded in compassion, excellence, and cultural integrity. As we move forward, we remain deeply committed to carrying her vision forward and honoring the legacy she created."

II. CHINESE HOSPITAL'S REPORT SUMMARY 2025 OBJECTIVES AND OUTCOMES

The following table summarizes Chinese Hospital's 2025 objectives and outcomes.

GOAL 1: Enhance Mental and Behavioral Health Education	
<u>Objective 1: Host bilingual mental health education activities</u>	
Objectives	Outcome Activities to Meet the Objectives
<p>1.1 Offer bilingual mental health education through webinars, community seminars, and town halls focused on stress management, depression, anxiety, and suicide prevention.</p> <p>1.2 Share culturally tailored mental health materials via newsletters, social media, and Chinese Hospital and CCHRC websites to increase visibility and reduce stigma.</p>	<ul style="list-style-type: none"> ● CCHRC in collaboration with Chinese Hospital put on a series of mental health and COVID-19 related online health seminars specifically targeting mental health effects. In 2025, these 4 classes included COPD+COVID, Stress Management, and Depression for 76 participants. ● Marketing staff dedicated 31 hours to mental health, stress management, coping, and self-care education through brainstorming, research, newsletter article development/review, translation, design, and distribution of bilingual educational materials. ● Marketing: total of 31 staff hours were dedicated toward research, article drafting/review, translation, graphic design, and educational distribution activities related to mental health and stress management. ● Received 1,417 page views on health education material related to mental health. ● Distributed 100 printed bilingual (English and Chinese) educational booklets on mental health.

Objective 2: Share culturally appropriate mental health content via newsletters and the hospital website.

Objectives	Outcome Activities to Meet the Objectives
<p>2.1: Develop and publish bilingual articles and video content in partnership with ethnic media outlets.</p> <p>2.2: Maintain a consistent schedule of digital outreach to promote ongoing awareness and access to mental health resources.</p>	<ul style="list-style-type: none"> ● Marketing staff dedicated 31 hours toward the development and distribution of bilingual educational materials, outreach content, and digital media related to mental health awareness and self-care ● Marketing staff dedicated 31 hours toward website updates, digital educational outreach, newsletter distribution, and promotion of mental health awareness resources. ● CCHRC's resource web pages received 138,543 page views.

Objective 3: Launch Collaborative Care Model (CoCM) to promote integrated behavioral health at primary care clinics.

Objectives	Outcome Activities to Meet the Objectives
<p>3.1 Begin phased implementation of the Collaborative Care Model within outpatient clinics.</p> <p>3.2 Provide staff training and workflow support to ensure effective integration of behavioral health services.</p> <p>3.3 Monitor implementation and engage patients through coordinated care and follow-up systems.</p>	<ul style="list-style-type: none"> ● The Chinese Hospital had implemented the Collaborative Care Model within its outpatient clinics. The implementation encompassed workflow and training to streamline the integrated behavioral health services.

GOAL 2: Advance Equitable Access to Coordinated Care

Objective 1: Offer free health screenings to the community

Objectives	Outcome Activities to Meet the Objectives
<p>1.1 Provide blood pressure, glucose, cholesterol, and bone density screenings at community health fairs and clinics.</p> <p>1.2 Disseminate multilingual health education materials during screening events in partnership with CCHRC.</p> <p>1.3 Track participation and screening outcomes to identify outreach and care improvement opportunities.</p>	<ul style="list-style-type: none"> ● Chinese Hospital (CH) Clinics dedicated 96 hours to conducting blood sugar screenings for approximately 900 participants. ● CH Pharmacy dedicated 8 hours to general health screening programs for 1 participant.

Objective 2: Provide navigation support for social services, health insurance, and health resources

<p>2.1: Assist patients in accessing information and support related to Medi-Cal, Covered California, and other insurance enrollment, offer bilingual assistance, and refer patients to community-based programs for housing, food access, and elder care services. through in-person and phone-based navigation services.</p>	<ul style="list-style-type: none"> ● CCHRC's Patient Navigation Program provided 80 hours of patient navigation services connecting 339 patients to resources. ● Patient navigation services supported 38 residents with insurance enrollment, housing resources, primary care access, social services, and long-term care support. ● Services included bilingual assistance and referrals related to Medi-Cal, insurance enrollment, community resources, and care coordination.
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Objective 3: Provide culturally appropriate services through the Chinese Community Health Resource Center (CCHRC)

Objectives	Outcome Activities to Meet the Objectives
<p>3.1 Deliver multilingual workshops, and culturally tailored educational resources.</p> <p>3.2 Maintain hotline and walk-in hours to assist with health information and resource connection</p> <p>3.3 Collaborate with providers to update health materials that reflect current community needs and health priorities.</p>	<ul style="list-style-type: none"> ● CCHRC spent 145 hours conducting health education programs. ● Developed 10 new bilingual articles on various health topics through CCHRC. ● Provided health information on over 219 different topics through CCHRC's websites (www.cchrhealth.org, www.teensincharge.org). In combination, both websites received 153,640 page views.

Objective 4: Expand clinical training opportunities for interns, pharmacy, nursing, and medical students

4.1: Partner with local universities to offer public health, nursing, and pharmacy internships.

4.2: Involve students in screenings, navigation, education, and outreach activities under staff supervision.

4.3: Provide cultural competency training and orientation to ensure quality service delivery by trainees.

- CCHRC serves as the member of the community advisory board for various departments and projects of UCSF including Helen Diller Family Comprehensive Cancer Center, Center for Aging in Diverse Communities, Special Populations for Health Equity Research and Education, Long COVID, and others.
- CH Clinics dedicated 156 hours to medical student rotations for 8 participants.
- CH Pharmacy dedicated 1,280 hours to the pharmacy internship program.
- CH Clinics dedicated 480 hours to intern programs for 12 participants.

GOAL 3: Reduce Chronic Disease Disparities

Objective 1: Deliver bilingual workshops on stroke, diabetes, and cancer prevention

Objectives	Outcome Activities to Meet the Objectives
<p>1.1 Conduct workshops in Cantonese, Mandarin, and English on stroke awareness, diabetes prevention, and cancer screening.</p> <p>1.2 Partner with UCSF and local clinics to co-host disease-specific educational events tailored for seniors and caregivers.</p>	<ul style="list-style-type: none"> ● CCHRC spent 145 hours conducting health education programs. ● Provided health education programs in various topics for 11 participants in 2025. ● CCHRC provided health education programs related to cardiovascular diseases with 2 online educational sessions conducted for 18 participants in 2025. ● CCHRC provided “Stroke Tips,” including recognizing signs of stroke and calling 911, during 2 online educational sessions for 20 participants in 2025. ● Provided health education programs related to diabetes prevention and management with 2 educational sessions conducted for 40 participants in 2025. ● Marketing staff dedicated 50 hours to stroke and heart attack education, including research, design of brochures/flyers/posters, and newsletter content creation and distribution. ● Marketing staff dedicated 10 hours to diabetes education through writing and editing newsletter articles, design, and distribution. ● CH Clinics spent 96 hours conducting blood sugar screenings for 900 participants. ● CCHRC serves on the San Francisco Cancer Initiative (SFCAN) Board. ● CCHRC’s Patient Navigation Program provided 80 hours of patient navigation services to connect 339 patients to resources.

Objective 2: Increase referrals to Stroke Rehab programs and improve Hep B screening and care linkage

Objectives	Outcome Activities to Meet the Objectives
<p>2.1 Refer eligible patients to internal and external stroke rehabilitation programs, especially post-discharge patients.</p> <p>2.2 Conduct Hep B screenings in partnership with UCSF and refer patients to culturally competent follow-up care.</p> <p>2.3 Integrate Hep B vaccine education into outreach events and clinic visits.</p>	<ul style="list-style-type: none"> ● Chinese Hospital and CCHRC participated in various community sponsored 24 health fairs, reaching out to an estimated 1,665 participants in total. ● Chinese Hospital and Clinics conducted 430 Hep B screening and provided linkage to culturally sensitive follow-up care ● Chinese Hospital and Clinics integrated Hep B vaccine education into 780 outreach events and clinic visits.

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Objective 4: Distribute culturally adapted health materials

4.1: Develop and disseminate stroke, diabetes, and Hep B educational brochures in Chinese and English.

4.2: Provide health literacy resources through CCHRC, clinic waiting areas, and outreach staff.

- Continue to disseminate bilingual information related to cardiovascular disease and stroke. CCHRC distributed 368 fliers on stroke.
- CCHRC distributed 100 copies of its Diabetes Management booklet in 2025.
- Marketing staff dedicated 50 hours to stroke and heart attack education, including research, design of brochures/flyers/posters, and newsletter content creation and distribution.
- Marketing staff dedicated 10 hours to diabetes education through writing/editing newsletter articles, design, and distribution.
- Received 1,697 page views on health education material related to cardiovascular diseases through CCHRC's website.
- Received 2,168 page views on health education material related to cancer through CCHRC.
- Received 728 page views of health education material related to smoking through CCHRC's website.
- Received 1,036 page views on health education material related to diabetes through CCHRC.

GOAL 4: Promote Community Well-Being

Objective 1: Develop multilingual health campaigns across radio, TV, and print media

Objectives	Outcome Activities to Meet the Objectives
<p>1.1 Produce culturally tailored radio and TV segments on chronic disease, mental health, and aging.</p> <p>1.2 Collaborate with ethnic newspapers and magazines to publish health columns and Q&A features.</p>	<ul style="list-style-type: none"> ● CCHRC provided health education programs related to cardiovascular diseases with 2 online educational sessions conducted for 18 participants in 2025. ● CCHRC provided “Stroke Tips”, which included recognizing the signs of stroke and calling 911, at the start of 2 online educational sessions for 20 participants in 2025. ● Received 1,697 page views of health education material related to cardiovascular diseases through CCHRC’s website. ● CCHRC in collaboration with Samuel Merritt University hosted a workshop focused on peripheral arterial disease. ● Continue to disseminate bilingual information related to CVD and stroke. CCHRC distributed 368 fliers on stroke.

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Objective 2: Expand bilingual online resources and newsletters	
Objectives	Outcome Activities to Meet the Objectives
<p>2.1 Regularly update health education portals on Chinese Hospital and CCHRC websites with new articles and videos.</p> <p>2.2 Grow digital newsletter subscriber base and segment content for seniors, caregivers, and youth audiences.</p>	<ul style="list-style-type: none"> ● Developed 10 new bilingual articles on various health topics through CCHRC. ● Provided health information on over 219 different topics through CCHRC’s websites. ● In combination, both websites received 153,640 page views. ● Continue to partner with Asian American Research Center on Health, local Chinese Associations, ACAD, NICOS Chinese Health Coalition, Community Youth Center, Hospital Council, SFCAN, SF Department of the Environment, SF Health Plan, and UCSF Female Asian Never Smoker (FANS) Study to identify ways to improve patient navigation and education for Chinese cancer patients.

Objective 3: Host and participate in local health fairs and educational events	
Objectives	Outcome Activities to Meet the Objectives
<p>3.1 Partner with community centers and local governments to organize quarterly health fairs</p> <p>3.2 Offer on-site health screenings and bilingual consultations at outreach events.</p>	<ul style="list-style-type: none"> ● Chinese Hospital and CCHRC participated in various community-sponsored 24 health fairs, reaching an estimated 1,665 participants. ● CH Clinics spent 96 hours conducting blood sugar screenings for 900 participants. ● CH Pharmacy dedicated 8 hours to general health screening programs for 1 participant. ● CCHRC administered 878 health screenings including blood pressure, blood sugar, COVID-19 testing, bone density screenings, weight assessments (height/weight/BMI), cardiovascular screenings, neck and shoulder assessments, and fall risk assessments, including screenings conducted at 3 health fairs. ● CCHRC provided 767 bilingual counseling services, addressing medication management, chronic disease management, advanced healthcare planning, mental health, grief support, and stress support.

Objective 4: Maintain ethnic media messaging on timely public health topics	
<p>4.1: Publish or broadcast urgent public health updates (e.g., COVID, RSV, flu) via trusted ethnic media channels.</p>	<ul style="list-style-type: none"> ● Marketing Department conducted outreach through ethnic media outlets and community communication channels including 5 radio interviews/segments, 4 digital

4.2: Monitor reach and engagement metrics (e.g., listener/viewer stats or call-in feedback) to assess effectiveness and improve messaging.

- media articles/posts, and 6 social media campaigns/posts.
- Marketing Department conducted outreach activities in 2 languages, including English and Chinese.
- Marketing Department partnered with 1 ethnic media partner to support culturally appropriate public health outreach and communication efforts.
- Marketing Department's estimated total community reach through media outreach and communication activities was approximately 120,000 individuals.
- Marketing Department's estimated radio audience reach was approximately 30,000 individuals.
- Marketing Department's social media campaigns generated approximately 90,000 impressions/engagements.
- Marketing Department's newsletter distribution volume reached approximately 20,000 individuals.
- Marketing Department's e-newsletter distribution volume reached approximately 12,000 individuals with an estimated open rate of 15%.
- Marketing Department's health information webpages received approximately 13,000 website visits.

Objective 5: Engage with schools and CBO partners to broaden outreach to diverse populations

<p>5.1: Develop health education toolkits for distribution through school partnerships.</p> <p>5.2: Conduct bilingual workshops in collaboration with CBOs focused on youth, seniors, and immigrant families.</p>	<ul style="list-style-type: none"> ● Food and Nutrition Services dedicated 88 paid hours to Federation of Chinese Medical Staff meetings serving 105 participants. ● Chinese Hospital and CCHRC partnered with multiple organizations including Alzheimer’s Association, Asian Alliance for Health, ACAD, Family Caregiver Alliance, NICOS Chinese Health Coalition, SFDPH, UCSF, YMCA, and others to identify community needs and develop programs accordingly.
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GOAL 5: Support Healthy Aging	
Objective 1: Continue community education on aging, wellness, and chronic disease.	
Objectives	Outcome Activities to Meet the Objectives
<p>1.1 Host bilingual workshops on healthy aging, dementia awareness, and fall prevention.</p> <p>1.2 Share educational articles on elder wellness and chronic disease self-care through newsletters and ethnic media.</p>	<ul style="list-style-type: none"> ● Chinese Hospital and CCHRC continues to serve as a community advisor for the Center for Aging in Diverse Communities.

Objective 2: Expand caregiver and geriatric wellness programs.	
<p>2.1 Continue UCSF-supported caregiver support group sessions, particularly targeting dementia caregivers.</p> <p>2.2 Provide resource navigation and case management support for caregivers via CCHRC programs.</p>	<ul style="list-style-type: none"> ● CCHRC's Patient Navigation Program provided 80 hours of patient navigation services connecting 339 patients to health and community resources.
Objective 3: Offer fitness and wellness classes in partnership with CCHP.	
<p>3.1 Promote and support attendance at community fitness classes (e.g., Tai Chi, movement therapy) designed for older adults.</p> <p>3.2 Explore partnerships to expand access to wellness and exercise programs for monolingual seniors.</p>	<ul style="list-style-type: none"> ● Chinese Hospital provides 129 1-hour long fitness classes; totaling 129 hours of fitness education ● Partnering with Chinatown YMCA to house the fitness classes
Objective 4: Increase visibility and awareness of culturally sensitive services for older adults.	
<p>4.1 Distribute elder service brochures in Chinese across clinics, senior centers, and housing complexes.</p> <p>4.2 Highlight elder-focused services and events in CCHRC and hospital newsletters.</p>	<ul style="list-style-type: none"> ● CCHRC distributed bilingual educational handouts and resource materials to older adults at the Residential Wellness and Resource Center at Northgate Terrace. ● CCHRC conducted 3 health fairs and distributed approximately 200 bilingual flyers/brochures, averaging approximately 70 distributed materials per event. ● Received 367 page views on health education material related to palliative care including advance healthcare planning through CCHRC.

Objective 5: Support palliative care education and collaboration through partnerships.

5.1: Continue Chinese Hospital's current inpatient palliative care programs and services to support patients with serious illness through culturally sensitive, team-based care

5.2: Continue community partnerships with UCSF to promote culturally sensitive understanding of serious illness care.

5.3 Continue collaboration with UCSF and SFDPH to host bilingual community workshops focused on palliative care topics such as pain management, caregiver support, and serious illness communication.

- CCHRC continues to participate as community advisor of the City and County of San Francisco's Palliative Care Workgroup.
- CCHRC in collaboration with the Chinese Information and Service Center put on 4 palliative care, advance directive, and end-of-life workshops with 13 attendees.

III. CHINESE HOSPITAL'S 2026 COMMUNITY BENEFIT PLAN: GOALS AND OBJECTIVES

Introduction

Chinese Hospital's 2026 Community Benefit Plan builds upon prior accomplishments and sharpens its focus on the most urgent health needs of San Francisco's Chinese community. This plan is grounded in findings from the 2025 Community Health Needs Assessment (CHNA), the San Francisco Health Improvement Partnership (SFHIP) Community Health Improvement Plan (CHIP), and current public health trends. It addresses longstanding disparities in behavioral health, chronic disease, access to care, and the social determinants of health.

The needs assessment process included bilingual paper and online surveys with community members, chronic illness, and safety. These findings, supported by supplemental data and national trends, have informed our strategic goals and objectives for 2026.

The plan reaffirms our commitment to delivering health equity, culturally and linguistically appropriate care for monolingual, low-income, elderly, and immigrant Chinese-speaking populations. With an emphasis on prevention, education, outreach, and care coordination, the 2026 goals aim to improve access, equity, and outcomes for the community we serve.

Our approach remains grounded in in-field experience, program evaluations, and continuous feedback from patients and community members. We also maintain a commitment to equitable access for individuals with disabilities—by improving website and mobile accessibility, medical equipment usability, inclusive communication, and service delivery standards.

Supplemental Data Supporting the 2026 Community Benefit Plan

According to the 2025 San Francisco CHNA, Chinese and other Asian populations continue to experience barriers to behavioral health services, chronic disease management, and preventive care. Nearly half of Chinese seniors in San Francisco report limited English proficiency, and over 35% live below 200% of the Federal Poverty Level—factors that heighten their risk of poor health outcomes. The SFHIP CHIP outlines similar priorities, identifying mental health, economic security, and chronic illness as key drivers of inequity. Nationally, the CDC notes rising trends in diabetes, hypertension, and depression, especially in older immigrant adults. These findings underscore the need for culturally responsive outreach, care navigation, and health promotion—core pillars of Chinese Hospital's community engagement model.

Based on findings from both Chinese Hospital's CHNA, the following community benefit goals and objectives for Chinese Hospital in 2026 are:

1. Enhance Mental and Behavioral Health Education
2. Advance Equitable Access to Culturally Responsive, Coordinated Care

3. Reduce Chronic Disease Disparities
4. Promote Community Well-Being through Engagement and Partnership
5. Support Healthy Aging and Quality of Life
6. Mitigate Healthcare Gaps to Promote Health Equity

Collaborative Partners

Collaborative partners for these activities include Chinese Community Health Resource Center (CCHRC), California Department of Public Health, San Francisco Department of Public Health, San Francisco Health Improvement Partnership (SFHIP), Hospital Council-Northern & Central California, University of California San Francisco (UCSF), SFCAN, Chinese media networks, NICOS Chinese Health Coalition, and other community-based organizations.

Population Of Interest

All Chinese residents of San Francisco with a particular emphasis on individuals who are monolingual Chinese speaking or have limited English proficiency; those who are at risk for the morbidity and mortality of heart disease, stroke, cancer, diabetes, and mental impairments /disorders.

Goal 1: Enhance Mental and Behavioral Health Education

Rationale for Selection: This goal was selected based on the findings from Chinese Hospital's 2025 Community Health Needs Assessment (CHNA) and the San Francisco Health Improvement Partnership (SFHIP) CHIP. These assessments identified mental and behavioral health as major health equity concerns in the Chinese community, particularly among older adults, caregivers, and limited-English-proficient (LEP) residents.

Key findings supporting this goal include:

- Asian and Pacific Islanders have some of the highest suicide rates in San Francisco, yet also face cultural stigma, underreporting, and systemic underutilization of behavioral health services.
- Many Chinese elders and caregivers experience isolation, anxiety, and caregiving strain without adequate support.
- Cultural beliefs, language barriers, and a shortage of linguistically competent providers have created a persistent gap in mental health care access.

This goal builds on existing education programs, caregiver workshops, and provider training efforts while expanding outreach, partnerships, and integration opportunities through initiatives such as CalHIVE.

Measurable Objectives for Goal 1:

Objective 1: Host bilingual mental health education activities

- Objective 1-1: Offer bilingual mental health education through webinars, community seminars, and town halls focused on stress management, depression, anxiety, and suicide prevention.
- Objective 1-2: Share culturally tailored mental health materials through newsletters, social media, and Chinese Hospital and CCHRC websites to increase visibility and reduce stigma.

Objective 2: Share culturally appropriate mental health content through newsletters and the hospital website.

- Objective 2-1: Develop and publish bilingual articles and video content in partnership with ethnic media outlets.
- Objective 2-2: Maintain a consistent schedule of digital outreach to promote ongoing awareness and access to mental health resources.

Objective 3: Launch Collaborative Care Model (CoCM) to promote integrated behavioral health at primary care clinics.

- Objective 3-1: Begin phased implementation of the Collaborative Care Model within outpatient clinics.
- Objective 3-2: Provide staff training and workflow support to ensure effective integration of behavioral health services.
- Objective 3-3: Monitor implementation and engage patients through coordinated care and follow-up systems.

Goal 2: Advance Equitable Access to Coordinated Care

Rationale for Selection: This goal was selected based on continued findings from the 2025 Chinese Hospital Community Health Needs Assessment (CHNA), which highlighted persistent barriers to care among low-income, elderly, and monolingual Chinese-speaking residents in San Francisco. Limited English proficiency, economic insecurity, and unfamiliarity with the healthcare system contribute to underutilization of services and delays in care. Navigation assistance, community-based screenings, and linguistically tailored services through trusted entities like the Chinese Community Health Resource Center (CCHRC) have proven essential in closing these access gaps. Additionally, clinical training programs enhance workforce development and build

culturally competent care pathways. Community demand for screenings, insurance help, and referrals to social services received by close to 400 referrals and thousands of hotline contacts in 2024—reinforces the importance of strengthening coordinated, community-connected care systems.

Measurable Objectives for Goal 2:

Objective 1: Offer free health screenings to the community

- Objective 1-1: Provide blood pressure, glucose, cholesterol, and bone density screenings at community health fairs and clinics.
- Objective 1-2: Disseminate multilingual health education materials during screening events in partnership with CCHRC.
- Objective 1-3: Track participation and screening outcomes to identify outreach and care improvement opportunities.

Objective 2: Provide navigation support for social services, health insurance, and health resources

- Objective 2.1: Assist patients in accessing information and support related to Medi-Cal, Covered California, and other insurance enrollment, offer bilingual assistance, and refer patients to community-based programs for housing, food access, and elder care services. through in-person and phone-based navigation services.

Objective 3: Provide culturally appropriate services through the Chinese Community Health Resource Center (CCHRC)

- Objective 3-1: Deliver multilingual workshops, and culturally tailored educational resources.
- Objective 3-2: Maintain hotline and walk-in hours to assist with health information and resource connection.
- Objective 3-3: Collaborate with providers to update health materials that reflect current community needs and health priorities.

Objective 4: Expand clinical training opportunities for interns, pharmacy, nursing, and medical students

- Objective 4-1: Partner with local universities to offer public health, nursing, and pharmacy internships.

- Objective 4-2: Involve students in screenings, navigation, education, and outreach activities under staff supervision.
- Objective 4-3: Provide cultural competency training and orientation to ensure quality service delivery by trainees.

Goal 3: Reduce Chronic Disease Disparities

Rationale for Selection: This goal was selected based on key findings from the- 2026 Community Health Needs Assessment (CHNA), which highlighted persistent disparities in chronic disease outcomes—particularly for conditions such as diabetes, stroke, cancer, and hepatitis B—among Chinese-speaking populations. San Francisco’s Chinese residents face linguistic, cultural, and economic barriers to preventive care, timely screenings, and disease management. Community feedback and partner input emphasized the continued need for culturally adapted education, improved care navigation, and outreach services. Chronic disease prevention remains a strategic focus in alignment with SFHIP priorities and CDC trends, especially for aging, immigrant communities.

Measurable Objectives for Goal 3:

Objective 1: Deliver bilingual workshops on stroke, diabetes, and cancer prevention

- Objective 1-1: Conduct workshops in Cantonese, Mandarin, and English on stroke awareness, diabetes prevention, and cancer screening.
- Objective 1-2: Partner with UCSF and local clinics to co-host disease-specific educational events tailored for seniors and caregivers.

Objective 2: Increase referrals to Stroke Rehab programs and improve Hep B screening and care linkage

- Objective 2-1: Refer eligible patients to internal and external stroke rehabilitation programs, especially post-discharge patients.
- Objective 2-2: Conduct Hep B screenings in partnership with UCSF and refer patients to culturally competent follow-up care.
- Objective 2-3: Integrate Hep B vaccine education into outreach events and clinic visits.

Objective 3: Continue community-based screenings (e.g., blood pressure, glucose, cholesterol)

- Objective 3-1: Host free screening booths at community health fairs and local events.

- Objective 3-2: Offer screenings through Chinese Hospital outpatient sites and clinic partners.

Objective 4: Distribute culturally adapted health materials

- Objective 4-1: Develop and disseminate stroke, diabetes, and Hep B educational brochures in Chinese and English.
- Objective 4-2: Provide health literacy resources through CCHRC, clinic waiting areas, and outreach staff.

Goal 4: Promote Community Well-Being

Rationale for Selection: Community engagement and culturally appropriate communication are key to improving public health outcomes in diverse populations. The 2025 San Francisco CHNA and SFHIP both emphasized that language barriers and low health literacy disproportionately affect immigrant and low-income communities. For Chinese-speaking residents, especially seniors, access to bilingual, trustworthy information remains a critical need. Promoting health literacy, combating misinformation, and fostering partnerships with community-based organizations (CBOs), ethnic media, and schools are essential strategies to advance public health equity and resilience.

Measurable Objectives for Goal 4:

Objective 1: Develop multilingual health campaigns across radio, TV, and print media

- Objective 1-1: Produce culturally tailored radio and TV segments on chronic disease, mental health, and aging.
- Objective 1-2: Collaborate with ethnic newspapers and magazines to publish health columns and Q&A features.

Objective 2: Expand bilingual online resources and newsletters

- Objective 2-1: Regularly update health education portals on Chinese Hospital and CCHRC websites with new articles and videos.
- Objective 2-2: Grow digital newsletter subscriber base and segment content for seniors, caregivers, and youth audiences.

Objective 3: Host and participate in local health fairs and educational events

- Objective 3-1: Partner with community centers and local governments to organize quarterly health fairs.

- Objective 3-2: Offer on-site health screenings and bilingual consultations at outreach events.

Objective 4: Maintain ethnic media messaging on timely public health topics

- Objective 4-1: Publish or broadcast urgent public health updates (e.g., COVID, RSV, flu) via trusted ethnic media channels.
- Objective 4-2: Monitor reach and engagement metrics (e.g., listener/viewer stats or call-in feedback) to assess effectiveness and improve messaging.

Objective 5: Engage with schools and community-based organizations partners to broaden outreach to diverse populations

- Objective 5-1: Develop health education toolkits for distribution through school partnerships.
- Objective 5-2: Conduct bilingual workshops in collaboration with community-based organizations focused on youth, seniors, and immigrant families.

Goal 5: Support Healthy Aging

Rationale for Selection: San Francisco's aging population continues to face growing challenges related to chronic illness, language barriers, social isolation, and access to culturally responsive healthcare services. According to the 2025 San Francisco CHNA, San Francisco is projected to experience a 38% increase in residents age 65 and older by 2030. Additionally, 24% of San Francisco residents age 5 and older have limited English proficiency, and approximately 57% of those residents speak Chinese. The 2025 SFHIP CHNA and Chinese Hospital CHNA emphasized the importance of culturally and linguistically appropriate services, caregiver support, wellness education, and coordinated community-based care to improve quality of life and healthy aging among older adults. Supporting healthy aging through culturally competent outreach, education, and service coordination remains critical to promoting dignity, independence, and equitable access to care for Chinese older adults.

Measurable Objectives for Goal 5:

Objective 1: Continue community education on aging, wellness, and chronic disease.

- Objective 1-1: Host bilingual workshops on healthy aging, dementia awareness, and fall prevention.
- Objective 1-2: Share educational articles on elder wellness and chronic disease self-care through newsletters and ethnic media.

Objective 2: Offer fitness and wellness classes in partnership with CCHP

- Objective 2-1 Promote and support attendance at community fitness classes (e.g., Tai Chi, movement therapy) designed for older adults.
- Objective 2-2 Explore partnerships to expand access to wellness and exercise programs for monolingual seniors.

Objective 3: Increase visibility and awareness of culturally sensitive services for older adults.

- Objective 3-1: : Distribute elder service brochures in Chinese across clinics, senior centers, and housing complexes.
- Objective 3-2: : Highlight elder-focused services and events in CCHRC and hospital newsletters.

Objective 4: Support palliative care education and collaboration through partnerships.

- Objective 4-1: Continue Chinese Hospital's current inpatient palliative care programs and services to support patients with serious illness through culturally sensitive, team-based care.
- Objective 4-2: Continue community partnerships with UCSF to promote culturally sensitive understanding of serious illness care.
- Objective 4-3: Continue collaboration with UCSF and SFDPH to host bilingual community workshops focused on palliative care topics such as pain management, caregiver support, and serious illness communication.

IV. 2025 INVENTORY OF CHINESE HOSPITAL'S COMMUNITY BENEFIT SERVICES AND ACTIVITIES

A. Medical Care Services Provided - Costs not fully compensated resulting in loss in these programs

A-1. State sponsored Medi-Cal Program has very low reimbursement rates which results in providing medical care at a loss. At Chinese Hospital, we provided care to 84 patients representing a total of 240 patient days. Similarly, the outpatient Medi-Cal patients are provided medical care at a loss. A total of 8,438 patients were treated as outpatients at Chinese Hospital. Chinese Hospital Clinics provided medical care to 8,787 patients.

A-2. Medicare programs have reimbursement rates that are not sufficient to provide the cost of medical care. At Chinese Hospital we provided care to 878 inpatients, which is a total of 3,958 patient days. A total of 34,302 Medicare patients were seen as outpatients while the clinics saw a total of 29,192 patients.

A-3. Traditional Charity Care: Chinese Hospital provided care to 0 patients as inpatients and 22 patients were taken care of at the Clinics. These individual patients have no

insurance coverage and could not afford to pay the cost of care resulting in the full amount written off under our charity care policy.

B. Other Benefits for Vulnerable Populations and the Broader Community

Chinese Hospital makes significant commitments in providing health education, prevention and support services for the broader Chinese community.

- B-1. **Reduced Cost Immunization/Flu Vaccine Programs:** Chinese Hospital offered immunizations at a subsidized rate to the general public as well as no-cost flu vaccines. This practice has been ongoing for more than twenty years. In 2025, a total of 120 hours were spent on flu vaccination events.

- B-2. **Chinese Community Health Resource Center:** Chinese Hospital sponsors the Chinese Community Health Resource Center, a community-based organization providing bilingual health education services to the Chinese community. Programs of the Chinese Community Health Resource Center include health education classes (e.g., Allergies, Arthritis Management, Asthma, Blood Pressure, Cancer Awareness, Cholesterol, Colorectal Cancer, Coronary Artery Disease, COPD, Diabetes Management, Healthy Eating, Heart Failure, Incontinence, Injury Prevention, Insomnia, Medication Management, Memory Improvement, Osteoporosis, Pain Management, Prostate Health, Rheumatoid Arthritis, Stress Management, Stroke Prevention, Urinary Incontinence, Prenatal & Child Health), chronic disease education management, health screenings, health fairs, on-site classes, cancer patient services, individual nutrition counseling, smoking cessation counseling, non-clinical social services, video-viewing program, patient navigation, and bilingual health education materials. The Center also provides community presentations upon request and participates in various local and national committees.

In 2025, the Chinese Community Health Resource Center (CCHRC) provided health education on over 278 topics through its websites (www.cchrhealth.org and www.teensincharge.org), which together received a total of 153,640 page views—including 1,417 views on mental health materials. In addition, Chinese Hospital donated \$110,000 for operating expenses to the Chinese Community Health Resource Center plus provided in-kind support services for IT, housekeeping, engineering, finance, human resources, and duties related to serving as the President of CCHRC's Board of Directors. This in-kind support was estimated as an unsponsored community benefit expense of more than \$77,000. Additionally, Chinese Hospital also provided facility space to house CCHRC's Wellness Library and Patient Navigation program. The square footage for the facility is 620, which is estimated to be an additional \$50,000 unsponsored community benefit expense.

B-3. Chinese Hospital Employees' Participation in Community Programs: employees of the Chinese Hospital have participated in various community education outreach and advocacy activities such as health fairs, health talk shows, cooking competition, public health-related hearings and committees, phone consultations related to social services, etc. The hours contributed to these activities are estimated to be about 12 hours.

C. Health Research, Education, and Training Programs

C-1. Student Rotation/Internship: Chinese Hospital hosted clinical internships for 10 students with 1,352 clinical rotation hours; Total unsponsored community benefit expense of this program was approximately \$35,400.

C-2. Chinese Hospital hosted approximately 50 high school, Pre-Medicine students, college graduates, interns, and volunteers for an estimated 4,400 training and volunteer hours to expose participants to community health careers.

D. Other Quantifiable and Non-Quantifiable Benefits

SUPPLIES

Blood Sugar Screening	\$1,000
Flu Vaccination Program	\$1,800
Free Prescription Drugs	\$893
Material Translation Related Task Diabetes,	
Stroke, and Heart Attack, etc.	
Printing of Education Material	
Printing badges, provide free volunteer lunches	
Blood Pressure Screening	\$100
Food for Patient's Family Members	\$624
Federal of Chinese Medical Staff Meeting	\$3,150
Adopt-a-Family Christmas Program	

E. Total Community Benefit Cost Basis

	Benefit Expense at Cost	
	2025	2024
	<u>Net Cost</u>	<u>Net Cost</u>
Un-sponsored Community Benefits for the Poor and Vulnerable Populations:		
Cost of Charity Care Provided	50,308	916,334
Unpaid Costs of Public Programs:		
Medi-Cal	1,397,100	1,136,397
Hospital Fee Program	(64,414)	134,583
Medicare	28,408,156	33,432,776
Benefits for Broader Community:		
Non-billed Community Benefit Services	8,436	12,091
Negative Margin Services	-	
Health Education, Research and Training	129,578	135,022
Other Community Benefits -Healthy programs	23,730	30,932
Total Quantifiable Community Benefits	29,952,894	35,798,135