

scope

OFFICIAL MAGAZINE OF LOMA LINDA UNIVERSITY HEALTH



A VISION FULFILLED

with special annual report section



LOMA LINDA
UNIVERSITY
HEALTH

Opening shot

CONFETTI FLIES as administrators and supporters cut the ribbon on the official opening day of the Dennis and Carol Troesh Medical Campus on August 6. The new adult hospital and Children's Hospital towers offer leading advances in design, technology and patient care.





PHOTO BY CHET WILLIAMS



A VISION FULFILLED

A NEW CHAPTER IN OUR
HEALING MISSION

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RICHARD HART
President

RACHELLE BUSSELL
Senior Vice President for Advancement

HEATHER VALENTINE
Assistant Vice President for Marketing & Communications

KELSEY CULLER
Executive Director of Communications

ANSEL OLIVER
Editor

LARRY BECKER
Associate Editor

SCOPE
MARKETING & COMMUNICATIONS
11157 Anderson Street
Loma Linda, California 92354

EMAIL
scope@llu.edu

WEB
lluuh.org

SOCIAL MEDIA
Facebook.com/LLUHealth
Instagram: @LLUHealth
Twitter: @LLUHealth

ONLINE
llu.edu/news/scope

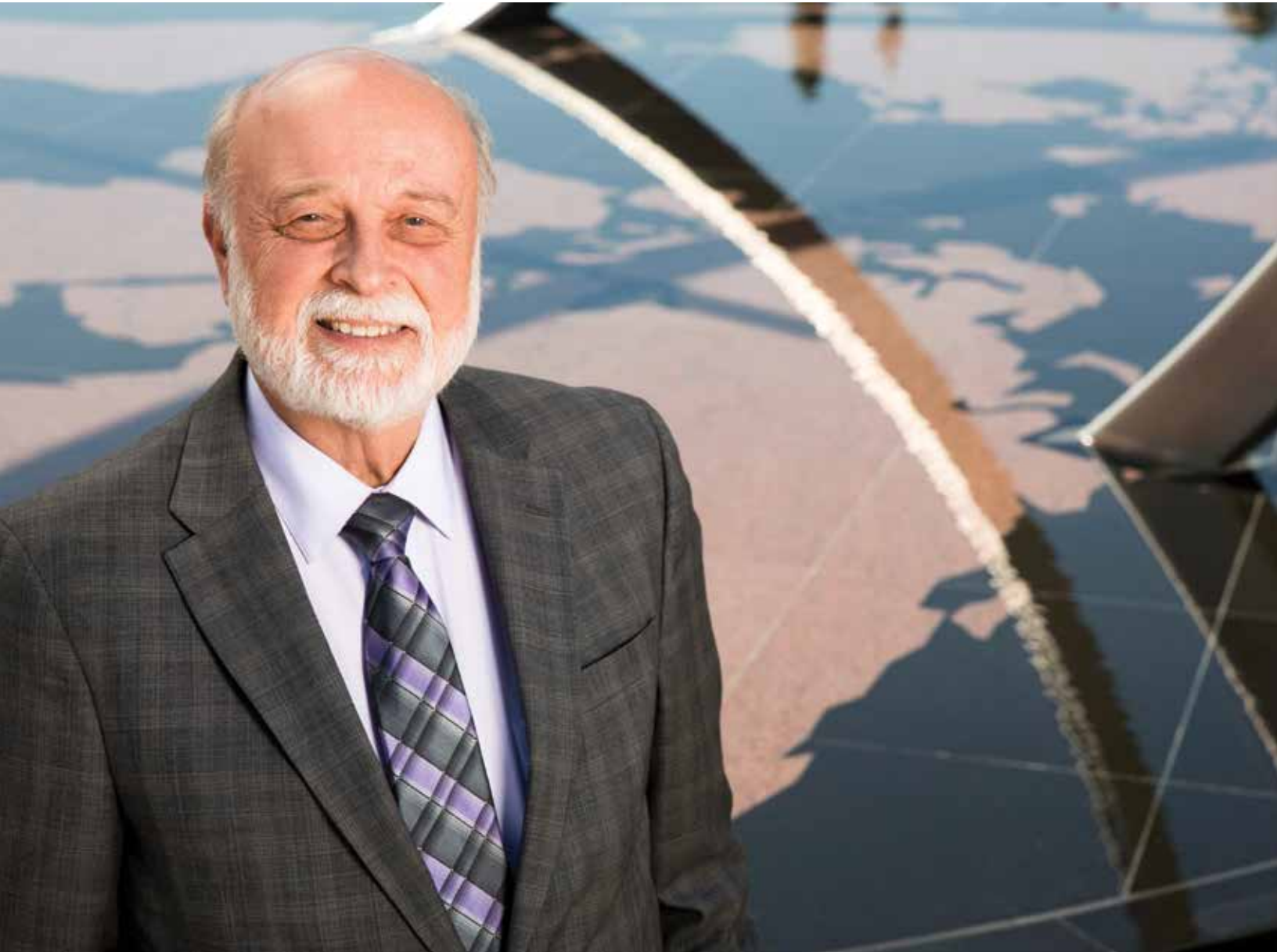
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Cover Photo by Chet Williams



**LOMA LINDA
UNIVERSITY
HEALTH**

/ From our President /



Richard H. Hart, MD, DrPH
PRESIDENT,
LOMA LINDA UNIVERSITY HEALTH

A VISION FULFILLED

What does it mean to Fulfill a Vision? Does it, can it, ever really happen? Or are visions forever changing and leading us forward, never to be fully captured? This issue of Scope raises that question as it features our new hospital and the long journey to this moment. As I reflect back, it has actually been more than 15 years that this dream has been crystallizing, prompted by state mandates and the inexorable march of time and changes in healthcare.

It was during my freshman year in medicine here that we watched the cloverleaf towers take shape and become ready for occupancy. We moved in during that July of 1967, soon changing our name from Loma Linda University Hospital to the more lofty and fitting Loma Linda University Medical Center. We had arrived. We were cautiously ready for the big time, ready to stake our flag in the distinguished roster of Academic Health Centers. That building, with its associated research wing, started a new chapter in Loma Linda University Health's history.

That was 54 years ago, and the cloverleaf towers have served us very well. They have been home to events that captured national and global attention, like the Baby Fae heart transplant and the world's first hospital-based proton treatment center. More than that, they gave our students, faculty, and alumni a sense of pride and purpose. We had something to offer the world.

Now we have moved again. The impressive new Medical Center towers are an even bolder statement to this community and the world beyond that Loma Linda University Health continues to strive for clinical excellence, to push the boundaries of medicine, and to educate succeeding generations of quality professionals. I have no doubt we will continue on this journey

with increasing urgency and recognition of both our potential and our responsibility to serve both locally and globally.

In preparation for this move, our Faculty Medical Group has continued to expand, both in physician numbers and expertise. We now cover essentially all disciplines and subspecialties. Our biggest challenge is that the demand for our services already outpaces our capacity to keep up. Over the next year, we will backfill the cloverleaf towers with a variety of outpatient clinics, releasing some of the space pressure on our Faculty Medical Clinics across Barton Road. We are now also training more than 820 physician residents and fellows, in addition to our students, in various specialty areas, truly making us a major teaching hospital.

Only time will answer the question of whether we have truly fulfilled our vision. While those of us on campus are proud of our new building and growing reputation, we are also humbled by the confidence so many patients and students place in Loma Linda University Health.

We will continue to strive to justify their expectations and build on our 116-year legacy. Thank you for believing in this place, and may we continue to serve each of you from this growing campus.

P.S. Speaking of legacy, many have read of Loma Linda University Health through the little book *Legacy*, written by Dick Schaefer, a long-time historian here in our organization. It is with sadness that I report he recently passed away after a battle with leukemia. I will miss my friend. ■

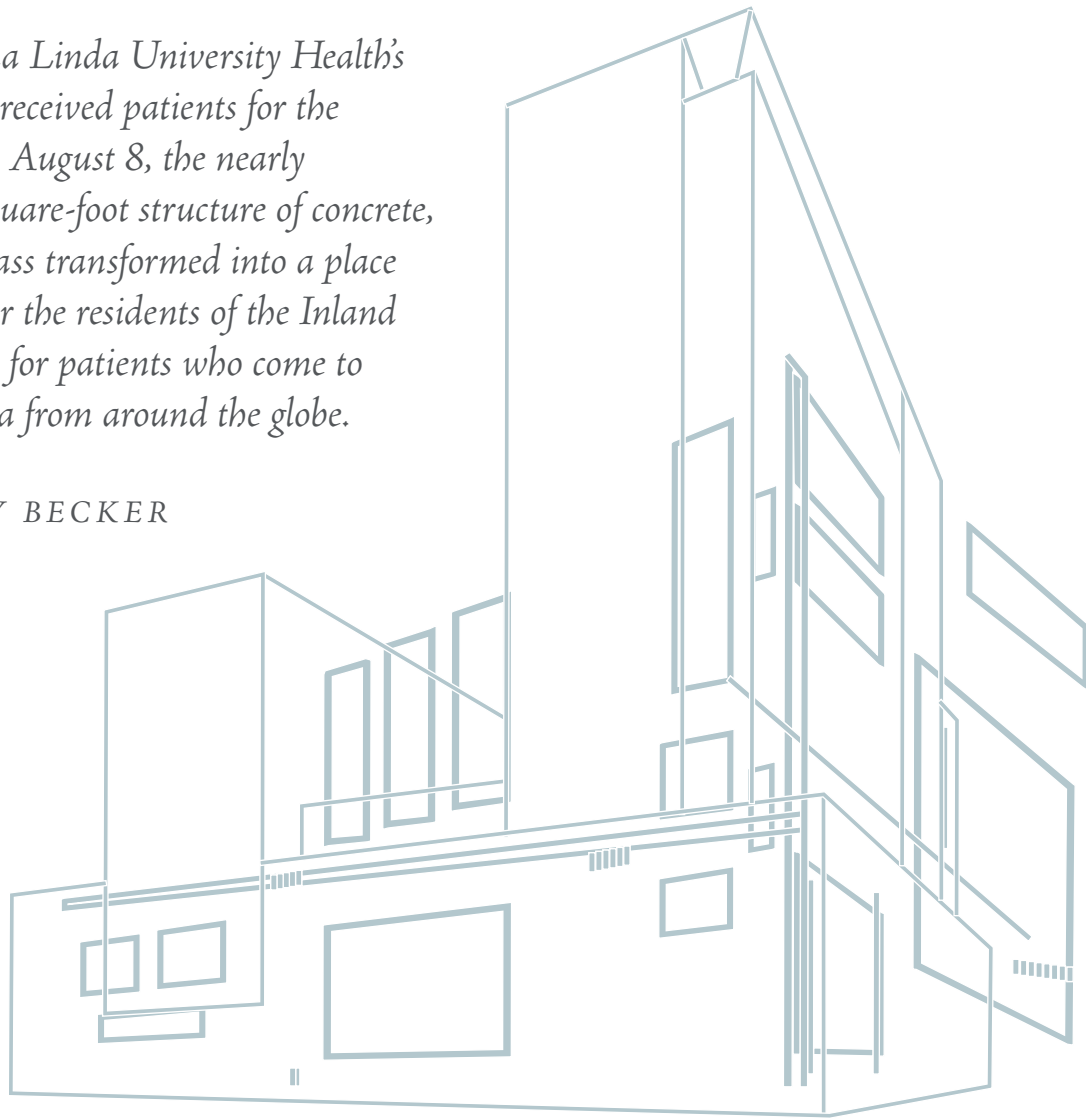


PHOTO BY CARL CANWELL

A Campus Transformed

When Loma Linda University Health's new facility received patients for the first time on August 8, the nearly 1-million-square-foot structure of concrete, steel, and glass transformed into a place of healing for the residents of the Inland Empire and for patients who come to Loma Linda from around the globe.

BY LARRY BECKER





A bridgeway connects the new Dennis and Carol Troesh Medical Campus with the existing Children’s Hospital facility.

The new Dennis and Carol Troesh Medical Campus features the latest in technological and clinical care advancements, allowing Loma Linda University Health to continue as a leader in the dynamic changes taking place in 21st-century healthcare. Equally important is the role for this new facility as the ideal home to teach the healthcare providers in the university’s eight professional schools. Students come to Loma Linda University seeking ways to make a difference in people’s lives throughout the world. It’s the heart of healing, the heart of teaching, and the heart of learning.

The journey to opening this new facility began in the weeks following the January 1994 Northridge Earthquake. While the San Fernando Valley ground still rattled with aftershocks, California’s legislature sent a clear message that shook the state’s healthcare industry — every hospital building in the state must be capable of providing ongoing service after a major earthquake. Hospitals utilizing buildings that did not meet these new earthquake resistance standards by a certain date would be shut down.

Since its opening in 1967, Loma Linda University Medical Center’s iconic Cloverleaf Tower building had come to represent the healing and teaching mission at Loma Linda University Health’s core. But building standards of the mid-1960s meant the Cloverleaf fell short of the new seismic requirements for acute inpatient care.

Initially, retrofitting the building seemed to be the obvious solution. But careful examination of what would be required to meet the new standards led to a difficult conclusion: the cost of a retrofit

equaled what it would take to build an entirely new building. The next steps seemed clear.

As the concept for a new building began to take shape, it soon became evident that rapid changes in how healthcare is practiced needed to be incorporated. By moving forward with a new acute care hospital building, Loma Linda University Health could position itself to be a leader in what healthcare would become in the 21st century. A new building would allow for dynamic new technology and stronger family involvement in the healing process.

Years of planning culminated in a five-year construction effort, from the May 2016 groundbreaking celebration to opening day this past August. The 16-story adult hospital tower and nine-story Children’s Hospital expansion tower have forever changed Loma Linda’s skyline. While sophisticated technology abounds, the new facility allows Loma Linda University Health to profoundly change healthcare, combining state-of-the-art technology with Loma Linda University Health’s high-touch approach to a patient’s physical, emotional, and spiritual wellness.

“As we open this new hospital, it’s my dream that all that takes place here will continue to honor the vision of Loma Linda’s founders, and the legacy of whole-person care we have provided to our community and to patients who have come here from around the globe for more than 100 years,” Kerry Heinrich, JD, former CEO of Loma Linda University Health hospitals, told a virtual crowd of supporters and staff on opening day.

// *A Vision Fulfilled*



PHOTO BY RACHELLUNA

New Chapel Location



PHOTO BY RACHELLUNA

Carl Ricketts, director of Chaplain Services for Loma Linda University Medical Center, delivers a devotional in the chapel on the first day of operations in the new Medical Center.



PHOTO BY SHANDRA SECOR

Children's Hospital staff cheer at the ribbon-cutting for opening day of the new Emergency Department specifically for kids.



PHOTO BY BENJAMIN BENSCHNEIDER

Nearby generators can immediately provide power to the Medical Center should outside utility energy become temporarily unavailable.

SPIRITUAL CARE BEGINS WHEN PATIENTS ARRIVE

As patients, families and visitors approach the hospital's new main entrance, they encounter an environment designed to calm nerves and inspire confidence. The new glass-walled Galleria entrance offers access to the main lobbies of both the adult and Children's hospitals. The area surrounding the Galleria features garden areas, natural light and outdoor seating areas for social interaction or quiet reflection. Sitting just to the east of the Galleria is the well-known "Come Unto Me" sculpture, relocated from its original location next to the Cloverleaf Tower's main entrance.

Loma Linda University Health's faith-based mission receives significant visual representation through the new chapel located at the west end of the Galleria. Carl Ricketts, MDiv, director of Medical Center chaplaincy services, says the chapel was placed in its prominent position to be a spot where people can find comfort during times of uncertainty.

"When you think of the chapel's location — right up at the front of the building — visitors receive the message that spirituality is a major component of who we are," Ricketts says. The chapel gives a safe place for family members, employees, and patients to talk with God. "People will be safe to pour out their

hearts to the God who cares, reconnecting and renewing their relationship with Him," he says.

SEISMIC SAFETY INNOVATIONS

Because of Loma Linda University Health's proximity to major earthquake faults, creative engineering solutions have been developed to help the new structures withstand any type of major seismic activity.

At its foundation, the building sits on 126 base isolators. Each weighing nearly 10 tons, the isolators are designed to absorb ground motion during an earthquake, while allowing the building to remain stable. Surrounding the building is a four-foot "space moat," which provides additional protection to the building in an earthquake.

Two water supply safety systems are located underground adjacent to the new structure. A set of four 25,000-gallon water tanks were installed along the southeast area of the building. These tanks are the source of water needed to keep operations running in case of an emergency that interrupts regular water supplies. The hospital plumbing system is designed to allow engineers to redirect water to areas of most need and away from areas where the system might have sustained some damage.

A second water storage system, a 50,000-gallon tank located along the southwest area of the facility, will be used to fight any fires that might occur.

Four new power generators meet the new facility's emergency electrical needs. The new plant can deliver approximately 10 megawatts of power. Should outside power temporarily fail, emergency systems will automatically switch on within seconds to power the plant. Codes require many parts of the new hospitals to be supported by emergency power, including certain lights, equipment, outlets, air handlers, other mechanical systems, fire suppression systems and controls, and more.

Along with the two hospital towers, the new generators also support the emergency power needs in nearby Schuman Pavilion. Basic building needs should be able to operate for 96 hours without supplemental power from outside power sources.



PHOTO BY DENNIS E. PARK

Crews pour reinforced concrete for the Dennis and Carol Troesh Medical Campus in 2017.



PHOTO BY BENJAMIN BENSCHNEIDER

Each patient room in the new Medical Center is a private space for healing.



PHOTO BY ANSELOLIVER

Richard Hart, right, president of Loma Linda University Health, greets a patient being transferred from the Cloverleaf hospital to the new Medical Center on opening day in August.

A-LEVEL A HUB

One floor below the ground level main entrance is A-Level, home to a number of healthcare services that serve both adult and pediatric patients. Included on Level-A:

- A 3,100-square-foot pharmacy servicing Medical Center departments.
- Two kitchens: one for the Children's Hospital and one for the Medical Center. Both kitchens provide room service to patients and their families. The kitchen for adult patients has two dedicated elevators that deliver food up to the cafeteria located on Level 1.
- A more than 14,000-square-foot sterile processing department, with dedicated elevators for transporting clean and recently used equipment.
- A 1,600-square-foot space for adult respiratory care's clinical operations, including an area for equipment cleaning and storage.

EMERGENCY DEPARTMENTS FOR ADULTS AND PEDIATRIC NEEDS

With the opening of the Dennis and Carol Troesh Medical Campus, Loma Linda University Health offers expanded access to treat emergency and trauma patients. Separate adult and pediatric emergency departments (ED) are housed on the second floor, with separate entrances and separate ambulance entrances. Ambulance access to the new location is from Barton Road instead of the previous entrance from Campus Street.

Each year, the Loma Linda University Health emergency departments treat more than 75,000 patients, including 26,000 children. As one of only two Level I trauma centers in our service region, Loma Linda University Health's highly skilled team treats up to 3,000 of the most critical trauma patients each year.

The new emergency departments both offer increased square footage and a larger number of beds to better serve surrounding communities. The adult ED has four trauma bays available for the most serious cases. Each of these bays will have quick access to a CT scan unit and is close to the patient elevator that gives access to the third-floor surgical area. The pediatric ED will have two trauma bays, also with quick access to CT scan services. The pediatric ED has also been designed to provide easy access to the Level 2 connector bridge and the Children's Hospital operating rooms.

SURGICAL INNOVATIONS

Patients come to Loma Linda University Medical Center for anything from routine to unexpected lifesaving procedures, from general surgery to transplants, trauma, and more. The new adult hospital's third-floor surgical area was designed to better serve patients by placing all operating rooms in close proximity to 39 Pre-Op bays and 24 Post-Anesthesia Care Units. Three endoscopic procedure rooms are located adjacent to these Pre-Op/PACU spaces.



Twenty operating rooms were designed for a range of standard and innovative procedures, including less invasive surgical approaches. Surgeons can treat some of the most complicated and life-threatening medical conditions using the latest technology. The new surgical area provides space for entire teams to work together efficiently.

THE FUTURE OF SURGICAL CARE: THE HYBRID OPERATING ROOM

The new Medical Center includes two hybrid operating rooms, merging minimally invasive and traditional surgical science with advanced imaging technology in real time. The purpose of this type of operating room is improved outcomes with less trauma, less scarring, and a shorter hospital stay with faster rehabilitation.

Hybrid operating rooms also allow surgeons from different specialties to work together, treating multiple medical issues in a single episode of care. This integrated approach addresses critical care situations, limiting additional procedures and reducing possible complications.

FIFTH FLOOR MATERNITY SERVICES

The new San Manuel Maternity Pavilion houses services including a well-baby nursery, antepartum and postpartum patient rooms, labor and delivery, cesarean section operating rooms, and obstetric exam rooms. The new space will allow Loma Linda University Children's Hospital to continue as a leader in high-risk birth care for the Inland Empire region and beyond. More than 3,200 babies are delivered in the hospital each year. Approximately 50% of births taking place at Children's Hospital meet the criteria for being high-risk. And when



PHOTO BY BENJAMIN BENSCHNEIDER

TOP OF THE TOWER

Capping the facility is the 16th floor, home to a new conference center, the Dr. M. Robert Ching and Phyllis J. Ching Executive Conference Room, and an outdoor terrace.

The conference center will be the site of a range of educational conferences and special events, many of them showcasing Loma Linda University Health's education, research and clinical care. Visitors to the 16th floor will be greeted with stunning views of the main Loma Linda University Health campus and a number of Inland Empire communities. At 16 stories, the new Dennis and Carol Troesh Medical campus is the second tallest building in San Bernardino County and the tallest hospital building in California.

HELIPAD FOR EMERGENCIES

Because Loma Linda University Medical Center is a Level I Trauma Center, our highly skilled team treats the most critical trauma patients. Many of these patients arrive at the Medical Center via helicopter, reducing transportation time and facilitating the immediate essential emergency care required.

A new helipad situated on the 16th floor replaces the helipad on the north roof of the Cloverleaf facility. Covering more than 3,100 square feet, the new Pete and Patsy Gillies Helipad has been built strong enough to withstand the landing of a 22,000-pound Black Hawk helicopter.

Once patients are transferred from the helicopter, the emergency team rushes the patient down a large ramp, leading to an elevator lobby. The elevator can be overridden to take arriving patients directly to the Emergency Department or operating rooms for life-saving treatment.

AN AMAZING PLACE

The Dennis and Carol Troesh Medical Campus begins a new chapter in Loma Linda University Health's 116-year legacy of bringing wholeness to the world. The organization's commitment to continue the teaching and healing ministry of Jesus remains a vital part of all its activities.

While the building is one of the most technologically sophisticated hospitals in the world, at its heart beats the commitment of the dedicated physicians, nurses, technicians, researchers, support staff, volunteers, and students who serve patients every day. After a decade of designing, planning and building, Loma Linda University Health's Dennis and Carol Troesh Medical Campus is leading the way in treating the whole person — physically, mentally, and spiritually. ■

To watch a video of the move-in and enjoy a virtual tour of the new hospitals, visit news.llu.edu/hospital-tour.

needed, the Neonatal Intensive Care Unit, ranked at Level 4, the highest distinction possible for neonatal services, is close by to provide care for these tiniest of babies.

The San Manuel Band of Mission Indians supported the development of this maternity pavilion with a landmark gift of \$25 million.

"The best relationships are the ones that last the longest, and the San Manuel Band of Mission Indians and Loma Linda University Health have a friendship based on community service that stretches over a century," says Richard Hart, MD, DrPH, president of Loma Linda University Health. "San Manuel's support of our new maternity pavilion is a significant addition to the many ways we work together to offer hope to our region's most vulnerable mothers and children for generations to come."

PRIVATE PATIENT ROOMS

Each patient room was designed to be a private room, offering quiet, insulated space for each patient's comfort as they journey back to health. These solo occupancy rooms also reduce the risk of transmission of infections and increase patient safety.

The outer wall of each patient room is glass, providing spectacular views of the San Bernardino valley and mountains to the north, and the Loma Linda hills to the south. Family involvement is encouraged, as each room also includes a sleeper chair or couch designed to allow a family member to stay in the room when necessary during a patient's stay.

The Children's tower provides 84 patient rooms on the sixth through ninth floors. The 320 beds in the adult hospital tower are on floors six through 15.



PHOTO BY BENJAMIN BENSCHNEIDER

The Pete and Patsy Gillies Helipad on the 16th floor of the Medical Center accommodates emergency helicopters from the surrounding region.



PHOTO BY BENJAMIN BENSCHNEIDER

NEW CHILDREN'S HOSPITAL TOWER EXPANDS SERVICE

BY SHEANN BRANDON



BY SHEANN BRANDON

Administrators and leaders from the San Manuel Band of Mission Indians cut the ribbon on August 8 — opening day of the San Manuel Maternity Pavilion, located in the new Children's Hospital expansion tower.



MANUEL
MISSION INDIANS



ALINDA
N'S IN



PHOTO BY ANSEL OLIVER

Since its founding nearly 30 years ago, Loma Linda University Children's Hospital has served as the sole children's hospital for 1.2 million kids in the surrounding region. With the recent completion of its new tower on the Dennis and Carol Troesh Medical Campus, Children's Hospital has achieved a dream of expanding healthcare access for the community's most vulnerable populations.

"This expansion of Children's Hospital is a huge milestone for everyone who's been a part of the Loma Linda University Children's Health community and committed to its mission," says Peter Baker, JD, MBA, senior vice president and administrator of Children's Hospital. "In the new Children's tower, award-winning care, cutting-edge treatments, and a commitment to every child's healthcare journey will continue into the future."

Dedicated to caring for the region's most vulnerable mothers and babies, the entire fifth floor of both the new Children's tower and adult tower, named the San Manuel Maternity Pavilion, allows Loma Linda University Health to continue as the leader in high-risk birth care in the region. The space features 44 licensed OB beds, 11 labor and delivery rooms, three C-section rooms, and nine triage rooms.

Some of the new ways this space provides expanded healthcare includes more personalized care for patients in 84 private inpatient rooms where kids can heal alongside their families.

The new Children's tower features the region's only pediatric dedicated Level I Trauma Center. Separated from any other services and made specifically with children and their emergent care in mind, the pediatric Emergency Department houses 26 bays, two being dedicated to trauma. The space also has quick access to both CT scan services and operating rooms.

Pediatric patients have the opportunity to continue their everyday learning activities while hospitalized with a dedicated learning center offering educational resources and instruction. Kids are also encouraged to be kids with arts, crafts, games, and movies in patient playrooms on each floor where medical procedures are not permitted.

Children's Hospital admits more than 15,000 children annually, and it provides ambulatory care to another 160,000. With the expansion through the new Children's tower, Loma Linda University Children's Hospital is elated and honored to continue serving the community, hoping every child is left healing, healthy and happy. ■



PHOTO BY BENJAMIN BENSCHNEIDER



PHOTO BY BENJAMIN BENSCHNEIDER



PHOTO BY SHANDRA SECOR



VIRTUAL REALITY

Loma Linda University Health in 2020 transitioned to virtual care within a matter of days. While many patients and providers still want personal interaction, virtual options are creating possibilities for delivering healthcare in a new and even post-COVID-19 era.

BY ANSEL OLIVER

It was a stark and gloomy plight. The World Health Organization had just declared COVID-19 a global pandemic, and Loma Linda University Health needed to transition to virtual care for as many service lines as possible within a few days.

On Sunday morning, March 15, 2020, a team of technology leaders, doctors, and administrators assembled to figure out how to make the swift transition. Already, tech teams had launched a telehealth delivery platform for the organization — though in the preceding months, 20 virtual visits a week were considered a lot.

At issue was reimbursement from insurers and other payers. With a few exceptions, most payers didn't consider a virtual visit a payable visit, and many healthcare organizations, including Loma Linda University Health, had held off. Within days, Congress changed that, approving new legislation mandating insurers to cover virtual visits and care for COVID-19.

By February of that year, Information Services had been piloting virtual solutions with clinicians to prepare for greater adoption of virtual care. That weekend in March, the challenge was on: how to turn on virtual care fast.

With the green light from administration, the team now needed to support hundreds of doctors with processes, training, and technology to deliver the care. One challenge seemed especially daunting — procuring hundreds of Apple iPads and other devices amid scarcity to the point of unavailability.

Bert Chancellor, executive director of Technical Services, says calls to suppliers didn't sound promising until one called him back. Hundreds of iPads had arrived that day on a loading dock in Las Vegas but were somehow still unsold. He immediately bought 500 and later purchased 200 more.

"It was great timing," Chancellor recalls. "I would say we were miraculously blessed."

Over the next week, it became an all-hands-on-deck sprint to set everything up — unboxing 700 iPads, provisioning them with software and security, and delivering training to each of the hundreds of doctors who would soon be using them. Tech teams behind the scenes were able to build, test, and deploy processes in a matter of hours for what might have normally taken months.

"Can you even imagine the logistics of doing that with a small team?" Chancellor says. "But by the end of the week, we had done it."

The quick ramping up of virtual medicine meant that patients could get the care they needed. It also became a seminal week that reignited the technology team's previous work on telehealth. By the middle of 2020, Loma Linda University Health was providing more than 4,500 virtual patient visits a week.

"Everyone's mindset about virtual care changed almost overnight," says Mark Zirkelbach, MS, chief information officer for Loma Linda University Medical Center. "Something that had been seen as not ideal quickly became the standard of care."

A few gaps were soon identified and filled. Some providers needed more training on the devices. Some patients needed help as well. A technology command center was established, where calls could immediately be serviced and tech experts could guide doctors with over-the-shoulder support through a few patient visits.

Today, some 30% to 50% of Loma Linda University Health doctor's visits are conducted virtually, depending on the specialty and department culture. Both patients and providers are still getting comfortable with which parts of telemedicine work well and which are performed better with in-person visits.

The verdict is not in regarding what virtual visits will look like post-pandemic. That will depend largely on payers and their willingness to fund virtual visits. Yet, many Loma Linda University Health leaders are confident telemedicine in some form is here to stay.

“I think there’s enough consumer, government, and provider demand that some sort of virtual visits will continue long-term,” says Anthony Hilliard, MD, chief operating officer of Loma Linda University Faculty Medical Group.

Hilliard says mental health services have experienced a huge boom as many physicians saw overt manifestations of mental health issues such as anxiety and eating disorders. These and many other mental health issues may have been suppressed in individuals for years, only coming to the surface during the pandemic because of fear and social isolation.

Care for chronic conditions, too, has been feasible with virtual care. For care that is heavily reliant on test results, physicians can remotely monitor a patient’s numbers and make recommendations or adjust medication dosages. Urologists can follow PSA numbers, cardiologists can examine blood pressure, and endocrinologists can monitor diabetes. New healthcare monitoring apps created by emerging companies can further augment virtual visits. Nutritionists, too, can ask a patient to show them the contents of their refrigerator, pantry and cooking space.

Even the ability to provide primary care has been transformed, Hilliard says. Instead of taking time off work to drive to an appointment, a patient can remotely explain to their doctor what they’re feeling, the doctor can order some tests, and then an in-person visit afterward may be even more meaningful.

In a way, the pandemic further unmasked some social determinants of health. Those who have the means to purchase smartphones and other devices had the opportunities for care in a way that others didn’t. The next step could explore how to get devices into underserved areas of the community.

Placing tablet devices in a church, market, or drugstore could open up more opportunities to virtually bring a doctor to an underserved patient in the community. New ways of delivering healthcare may involve growing a team of community health workers so they can go into the home and bring the technology and access to a provider. Hilliard says this could be a new twist on the old-school doctor house call.

“These are all very deliverable possibilities of bringing technology to the patient,” he says.

Loma Linda University Health’s tech teams stand ready to enable the organization to grow into future phases when called upon. Leaders have supported clinical operations with everything from ramping up virtual care, setting up systems for surge tents and establishing mass vaccination clinics.

Earlier this year, Anna Finegan-Redell, executive director of Application Services, found herself working at the Drayson Center’s vaccination clinic — in which the entire basketball gym had been transformed to serve up to 2,000 patients a day for months. The all-hands-on-deck setup had several tech workers on the front lines interacting with patients.

“I remember several patients I helped get through the process,” Finegan-Redell says. “It’s a good reminder to all of us that we’re contributing to something bigger.” ■



PATIENT'S

'Golden RESTORED



Undergoing a TAVR procedure at LLU International Heart Institute granted David Andries a renewed rhythm in life after months of struggle to catch his breath.

David Andries went from sleeping most of his days away to, within a few weeks, being able to revamp his backyard gazebo's deck. The 76-year-old engineering retiree trusted doctors at Loma Linda University International Heart Institute to perform a procedure that was unusual for someone with his complex conditions.

"I was excited and worried about the risk, since not many have had the procedure with the kind of conditions I had," Andries recounted. "But the doctors explained they

felt confident in being able to perform the procedure, and that went a long way to my being comfortable about having the procedure done."

Andries was born with two (instead of three) leaflets in his aortic heart valve, the passageway designed to pump blood into the body's largest artery known as the aorta. Leaflets, or cusps, are triangular-shaped flaps of tissue within heart valves that open and close to control blood flow.

Loma Linda University Medical Center Emergency Department doctors discovered Andries's bicuspid heart valve 10 years before, along with an extensive tear in the lumen of his aorta, spanning from the top of its arch to down the leg. At the time, he underwent a surgical repair of the aorta root. Follow-up imaging showed that he continued to have an extensive chronic aortic dissection.

"People with bicuspid valve tend to have fragile aortas, and it's more likely to damage or tear than in other people," said Islam Abudayyeh, MD, a cardiologist at the International Heart Institute.

More prone to leakage and calcification, Andries's bicuspid valve placed him at higher risk for developing aortic stenosis, one of the most common and serious heart valve diseases where narrowing of the aortic valve makes it harder for the heart to pump blood.

Ramesh Bansal, MD, a cardiologist at the International Heart Institute, who had been monitoring Andries for the progression of aortic valve disease, promptly ordered an echocardiogram upon Andries's reports of fatigue and shortness of breath in July 2020. Results showed that Andries had indeed developed severe aortic stenosis.

WEIGHING OPTIONS

Physicians considered multiple options, including to surgically treat aortic stenosis with traditional open heart surgery or an alternative, less-invasive heart procedure known as a transcatheter aortic valve replacement (TAVR) procedure.

When Andries's aorta dissected, it created two channels in that vessel — the

Years'

AFTER RISKY PROCEDURE

BY LISA AUBRY

false lumen and the true lumen — which complicates the TAVR process designed to use the aorta as a singular pathway to deliver the new valve into the heart.

A multidisciplinary team of cardiologists, cardiothoracic surgeons, coordinators and other members of the structural valve program met weekly for detailed conversations about performing TAVR on Andries. They had performed hundreds of TAVR procedures, but none with Andries' specific combination and scale of conditions.

"There were no similar cases and no real backup," Abudayyeh said. "We had to develop approaches, techniques, and imaging for how to do this one step at a time."

After months of deliberation, both Abudayyeh and Bansal said they agreed TAVR was the best option for Andries and were confident in their team's abilities to succeed.

Before the procedure, Andries said life was tough, casting a shadow on his ability to enjoy his time in retirement from a long career in engineering. "There was nothing I wanted to do because everything was difficult to do," he recalled. "The golden years for me were pretty tarnished."

Motivated to get better, Andries said he opted for the TAVR over open heart surgery, which would be a "huge demand on a body, especially at my age."

TRUE OR FALSE?

Doctors got creative for Andries's case, using careful techniques to dodge risks.

Instead of using the standard wire to enter the artery and deliver the valve, the cardiologists used a flexible pigtail catheter to avoid unwanted punctures in the aorta or extending the tear in the aorta. Whereas standard TAVR procedures require doctors to utilize arteries in both legs, doctors inserted the second catheter through Andries's arm and the catheter with the valve through the leg.

An integral piece of the process involved using multi-modality imaging in order to ensure the new valve was travelling in the true, not the false, lumen to safely reach the heart. During surgery, Abudayyeh said he referenced a CT scan while also comparing Bansal's observations of a real time transesophageal echo (TEE), which usually isn't needed during TAVR at Loma Linda University Health.

Comparing the two, the team was able to navigate the valve in the true lumen and avoid injury to the stable but fragile aorta.

During this process, Bansal said he placed a probe with an ultrasonic camera down the esophagus, or food pipe that winds behind the heart, allowing him to see Andries' heart valves, leaflets and blood flow. By observing blood flow and how leaflets moved, Bansal said he could distinguish between the true and false lumen. This TEE informed Abudayyeh and the surgeons how to correctly position the catheter.

"We always work as a team to provide what the patient needs," Abudayyeh said. "The procedures are customized to the patient, not the other way around."

A DEEP BREATH AND A FERRY RIDE

The team successfully completed a one-of-a-kind TAVR procedure on September 29, 2020, granting Andries a renewed rhythm in life after months of struggle to catch his breath. Rejuvenated, Andries was glad to return to the little things, like easily getting out of bed and climbing his stairs.

"I became interested in doing things, like driving to the beach two to three times a week to look at the waves," said Andries, who especially enjoys taking ferry rides while there. "I get a kick out of that."

As a retired engineer, Andries said he is still amazed by the surgery. "I worked in pipelines most of my life, which are almost like arteries and veins, and I could imagine what Dr. Abudayyeh was going to attempt to do with this new heart valve. I just shake my head and think, 'What incredible talent and skill it takes.'" ■

RESPONDING TO



NEED IN HAITI



PHOTO COURTESY GLOBAL HEALTH INSTITUTE

Provider teams arrived in Haiti to assist local Adventist hospital

BY ANSEL OLIVER

Loma Linda University Health officials are responding to help residents of the Caribbean nation of Haiti whose lives have been severely impacted by a recent earthquake and tropical storm.

Loma Linda University Health maintains an ongoing collaboration with Hôpital Adventiste d'Haiti (Haiti Adventist Hospital) and has over the years sent doctors, nurses, and other healthcare workers to serve there through its partnership with the Seventh-day Adventist Church. A response team of Loma Linda University Health and Adventist Health International providers arrived in Haiti to assist local staff the week following a magnitude 7.2 earthquake on August 14.

The earthquake's epicenter struck in Haiti's southwest region, causing the deaths of more than 2,200 people to date, according to news reports. A tropical storm also arrived two days later. The response from local officials was hampered by limited resources due to longstanding unrest. Additionally, the nation is still grappling with the assassination of its president in July.

The Adventist hospital, located nearly 80 miles northeast of the earthquake, was undamaged. Soon patients started arriving. While operations remained orderly, the hospital began running at twice its normal capacity. Surgeons provided free treatment to injured patients, many of whom sustained major injuries from falling walls or ceilings. Under the guidance of the hospital's medical director, Scott Nelson, MD, the hospital in recent years has developed into a high-level orthopedic center, and surgical teams have been able to save many limbs from amputation.

Nelson, a Loma Linda University School of Medicine alumnus, was featured on CBS This Morning showing how patients in the emergency department were being placed on the floor and outside due to limited space.

Loma Linda University Health leaders are working with local hospital leadership through the Global Health Institute to provide subsequent specialty teams. Loma Linda University Health has been engaged with this hospital campus since the 1970s, and efforts are underway to further develop it as a Loma Linda University Health global campus.

Loma Linda University Health responded to Haiti's 2010 earthquake by providing similar services, as well as specialized ongoing rehabilitation services. Over five years, the School of Allied Health Professions trained more than 60 people to work with physical therapists and other professionals serving in Haiti.

To donate to relief efforts, visit ahiglobal.org/donate and designate the donation "Haiti." Or donations can be made to the Loma Linda University Health Global Health Institute at giving.lluh.org/GivingHaiti and designate "LLU Global Health Institute." ■



SHARON LUM APPOINTED CHAIR OF DEPARTMENT OF SURGERY

Sharon Lum, MD, FACS, was appointed chair of Loma Linda University Health's Department of Surgery in March. She is medical director of the Loma Linda University Health Breast Health Center and has worked at the organization for 21 years.

Lum replaced outgoing chair Carlos A. Garberoglio, MD, who served as chair of the department since 2009.

Lum, a professor of surgery at Loma Linda University, is also director of breast surgery at Riverside University Health System. Her research interests include healthcare disparities and quality measures in breast cancer care, and she enjoys mentoring trainees in clinical and health systems research.

"Dr. Lum brings a wealth of knowledge and a commitment to advancing knowledge in surgical treatments," said Tamara Thomas, MD, dean of Loma Linda University School of Medicine. "In addition to being an accomplished surgeon herself, Dr. Lum's skills in research and leadership will extend the department's mission to train the outstanding surgeons of the future."

The Loma Linda University School of Medicine's Department of Surgery comprises 50 full-time, on-campus surgeons, with an additional 40 surgeons working at affiliate locations.

A graduate of Harvard College and Washington University School of Medicine, Lum trained in general surgery at Oregon Health and Sciences University, where she completed an American Cancer Society Clinical Research Fellowship. ■

FRANCIS CHAN APPOINTED CHAIR OF DEPARTMENT OF PEDIATRICS



Francis Chan, MD, FAAP, FACP, was appointed chair of the Department of Pediatrics in September, replacing Richard Chinnock, MD, who served as chair of the department since 2003.

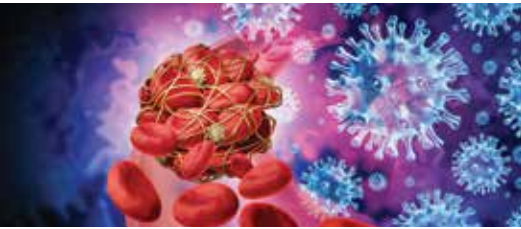
Chan, an associate professor of medicine and pediatrics, previously served as vice chair for the Department of Pediatrics.

"Dr. Chan continues the long-standing legacy of pediatric care at Loma Linda University Health," said Tamara Thomas, MD, dean of Loma Linda University School of Medicine. "We are excited to see Dr. Chan's leadership and care for children continue to advance the department's service to the community."

Chan, who joined Loma Linda University Health in 2005, is a native of Loma Linda. He graduated from Loma Linda University School of Medicine in 1994 after receiving his Bachelor of Business Administration from La Sierra University in 1990. He completed a combined residency in Internal Medicine and Pediatrics at the Loma Linda University Medical Center and Loma Linda University Children's Hospital in 1998.

His main patient care responsibilities have included SACHS-Norton, several Loma Linda University Health Care clinics, and Loma Linda University Children's Hospital. In addition, he served as chief compliance officer for the Loma Linda University Faculty Medical Group and was awarded the Loma Linda University Health Physician Recognition Award for Leadership in 2019.

Chan has been involved in clinical informatics, serving as one of the associate medical directors for Clinical Informatics and, more recently, as the interim chief medical information officer for Loma Linda University Health. ■



STUDY IDENTIFIES MICRO CLOTS AS CAUSE OF DEATH IN SOME SEVERELY ILL COVID-19 PATIENTS

Loma Linda University Health researchers say severely ill COVID-19 patients likely die as the result of micro clots formed in the lungs that spread to cause deadly damage to organs throughout the body. This finding from a recent study is different from the current understanding that the COVID-19 virus travels to the body's organs and damages the blood vessel linings in those organs.

Once the clotting process begins, the body is no longer fighting against the virus, but mostly against the clotting process instead, the study's researchers said.

The findings, which may advance an understanding of the disease that has claimed four million lives and counting, also calls for

a shift in the nature of the search for effective therapeutic solutions.

"This could change our approach to fighting this disease because we may have been looking in the wrong place," says Brian Bull, MD, a pathologist, former dean of the Loma Linda University School of Medicine, and the study's first author. "We have been looking for a treatment against a viral disease, but we should now also look for therapy for a viral disease that has transformed into a clotting disorder."

The study, "A macrophage attack culminating in microthromboses characterizes COVID 19 pneumonia," published in the *Journal of Immunity, Inflammation and Disease*, proposes an

explanation for why COVID-19 patients die from a vast array of conditions such as strokes, heart attacks, kidney failure, or failure of several organs at the same time.

"We face the problem of not yet understanding the physiological disorders well enough to explain how a viral disease like COVID-19 kills people in such a diverse and difficult-to-predict fashion," Bull says.

Bull and co-author Karen Hay contend that showers of tiny clots form and block micro-blood vessels in the bodies of many severely ill COVID-19 patients. Though invisible to the naked eye, the micro clots can damage and kill tiny portions of whichever organ tissue — brain, heart, liver, kidney, lung, etc. — the blocked blood vessels feed. ■

UNIVERSITY RECEIVED \$57 MILLION IN GRANTS IN THE 2020-21 FISCAL YEAR — HIGHEST EVER

Loma Linda University Health was awarded more than \$57 million in external grants during the recent fiscal year — the highest annual amount the organization has ever received. The grants will support research, projects, and training for caregivers treating patients throughout the Inland Empire.

"This is great to see what has happened to our research infrastructure across the board with an increased focus on grant proposal submissions, even during what was an incredibly busy and disruptive year," said Michael Samardzija, PhD, JD, vice president for Research Affairs at Loma Linda University Health.

Approximately \$13 million of the awarded grants will fund research, \$14 million will fund training to serve specific people groups, and \$28 million will fund service projects. An additional \$1 million was also received in contracts from industry sponsors.

"Clearly our success is receiving funding for service, which is a huge testimony to our commitment of serving the community," Samardzija said.

The \$57 million in awarded grants comprises 78 projects, Samardzija said, pointing out that many grants are multi-year funding for initiatives over several years.



The university's School of Medicine received the most grants, totaling nearly \$23 million. Samardzija highlighted the School of Behavioral Health, one of the smaller of the university's eight schools, which received more than \$12 million in grants in a balanced portfolio of research, training and service awards. ■



TREVOR WRIGHT APPOINTED CEO OF LOMA LINDA UNIVERSITY HEALTH HOSPITALS

The Loma Linda University Health Board of Trustees in December voted to appoint Trevor Wright, MHA, FACHE, to serve as chief executive officer for Loma Linda University Health Hospitals.

Wright has served for nearly seven years as Chief Operating Officer of Loma Linda University Health Hospitals and has been a core part of the system's recent transformations, including playing a key role in many of the decisions required during the building project. As COO, he had responsibility for operational oversight of Loma Linda University Health's six hospitals. Prior to becoming COO, Trevor

served Loma Linda University Health as senior vice president and administrator of the Medical Center.

With over two decades of executive experience in healthcare, Wright is uniquely qualified for this role on our strong senior leadership team. In 2018, he was recognized as one of 100 great leaders in healthcare by Becker's Hospital Review. His previous healthcare administrative positions include service at Providence Health and Services and AdventHealth Shawnee Mission.

As an active member of the American College of Healthcare Executives, Wright brings significant expertise in fiscal

leadership, business development, and healthcare operations to his role as CEO. The Board also noted his strengths in strategic planning, developing strong relationships with physician leadership, quality improvement, and commitment to employee engagement.

"Loma Linda University Health is blessed with an outstanding leadership team, and I am so grateful to have Trevor Wright as a core part of this team leading our hospitals," said Richard Hart, MD, DrPH, president of Loma Linda University Health. ■



LYNDON EDWARDS NAMED CHIEF OPERATING OFFICER OF LOMA LINDA UNIVERSITY HEALTH HOSPITALS

The Board of Trustees has appointed Lyndon Edwards, MBA, MHS, as the new chief operating officer of Loma Linda University Health Hospitals.

In his new role, he will have oversight over daily operations for the six-hospital system, including service line development and configuration, collaboration with clinical teams to improve efficiencies, and leading patient experience initiatives.

Edwards has served as senior vice president for Adult Hospital Services since 2015. Under his

leadership, the Medical Center and East Campus hospitals received numerous awards over the years for patient safety and quality. He joined Loma Linda University Health in 2012 as the administrator of the East Campus and Surgical Hospital facilities. He previously held several operational leadership positions at University of Florida Health System (UF Health). He is also active in numerous community programs and boards. ■



CHILDREN'S HOSPITAL AND MURRIETA HOSPITAL WELCOME NEW ADMINISTRATORS

The Board of Trustees last summer appointed two new administrators. Peter Baker, JD, MBA, is the new senior vice president and administrator of Children's Hospital, and Jonathan Jean-Marie, MHA, is the new senior vice president and administrator for Loma Linda University Medical Center – Murrieta.

"I look forward to an exciting future as Peter and Jonathan bring their talents to their new roles leading the Children's Hospital and Murrieta teams," said Kerry Heinrich, former CEO of Loma Linda University Health hospitals. "While working with Peter over the years, I appreciate his leadership skills and forward-looking strategic planning. Jonathan is a results-driven healthcare executive who I know

will thrive in serving the Murrieta community."

Baker, who has worked for Loma Linda University Health for more than seven years, most recently served as senior vice president and administrator of Loma Linda University Medical Center – Murrieta. He holds Doctor of Law and MBA degrees from Golden Gate University.

Under Baker's leadership, Murrieta has enjoyed streamlined operational processes, improved employee engagement and sustained service line growth. He played a vital role in the Murrieta campus's COVID-19 response, leading that team through the most challenging situations.

"Every day, Loma Linda University Children's Hospital's healthcare team meets the needs of our smallest, most vulnerable

patients and their families," Baker said. "Because we are able to pursue our commitment to whole-person care with the most advanced technology available, Loma Linda University Children's Hospital's approach is a model for the future of healthcare."

Jean-Marie has served as vice president and administrator for Loma Linda University Medical Center East Campus and Surgical Hospital since 2016. He has a master's degree in healthcare administration from Florida A&M University.

"I am honored to join the Murrieta team," Jean-Marie said. "Much has been accomplished to improve the health and lives of Murrieta community residents. My goal is to strengthen and expand the amazing work that happens there every day." ■



ANGELA LALAS NAMED EXECUTIVE VICE PRESIDENT OF FINANCE



The Board of Trustees in December voted to promote Angela Lalas, MBA, CPA, the organization's chief financial officer, to also include the title of executive vice president of finance. Lalas has served as senior vice president for finance since 2015 and was appointed CFO in 2018.

Lalas joined Loma Linda University Health in 2006 as manager of internal audit after working as a senior tax consultant for Deloitte. She has focused on financial analysis, strategic planning, budgeting,

and data analysis in her roles since, including director of internal audit, CFO of Loma Linda University Shared Services, director of the Loma Linda University Foundation, and vice president for finance for Loma Linda University Health.

She was recognized for two years as a "Rising Star in Healthcare" and one among the "CFOs to Know in Healthcare" by Becker's Hospital Review, and one of the 15 "Up and Comer Award" recipients by Modern Healthcare in 2017. ■



MEDICAL CENTER, CHILDREN'S HOSPITAL EARN HIGH RANKINGS FROM U.S. NEWS & WORLD REPORT

Loma Linda University Medical Center has been ranked by U.S. News & World Report as the No. 1 hospital in the Riverside and San Bernardino metro area for 2021-2022.

The Medical Center was also nationally ranked in gastroenterology and gastrointestinal surgery and was recognized as “High Performing” in 18 other areas.

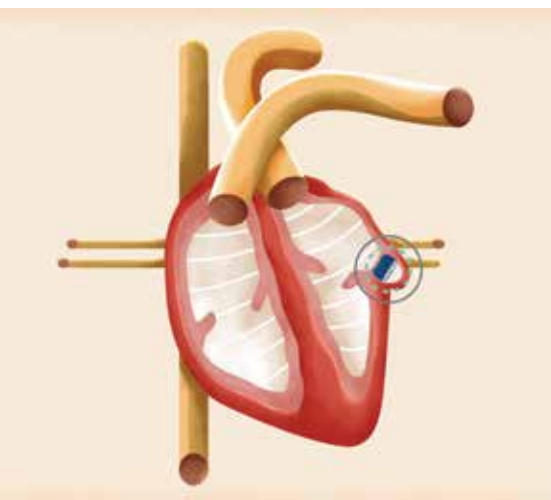
“We are honored and grateful for this distinction, which is a true testament to each of our employees’ commitment and delivery of exceptional care to patients throughout our region,” said Kerry Heinrich, JD, former CEO of Loma Linda University Health hospitals.

U.S. News & World Report also recognized Loma Linda University Children’s

Hospital as a Best Children’s Hospital in cardiology and heart surgery for 2021-2022.

“This recognition is a wonderful public acknowledgement of the work we do here every day,” said Peter Baker, JD, MBA, senior vice president and administrator of Children’s Hospital. “Every Children’s Health physician and employee is motivated by their genuine commitment to meeting the health needs of our young patients and their families.” ■

MEDICAL CENTER COMPLETES 200 MINIMALLY INVASIVE SURGERIES TO TREAT ATRIAL FIBRILLATION STROKE RISK



Physicians at Loma Linda University Medical Center have completed 200 left atrial appendage closure procedures, more than any other healthcare institution across the Inland Empire.

Cardiac electrophysiologist Rahul Bhardwaj, MD, recognized the milestone, saying, “It’s a sign that we are continuing in our mission to bring the most advanced and best care to our community.”

The procedure involves placing a Watchman device in the left atrial appendage — a small sac in the top left chamber of the heart. People with atrial fibrillation (AFib) have an irregular heart rhythm and are prone to blood clots forming in their left atrial appendage. Blood clots in the heart increase the risk of stroke, so many people with AFib require blood thinners.

This minimally invasive procedure eliminates AFib patients’ need to take blood thinners while reducing their stroke risk. To achieve this, physicians insert the FDA-approved Watchman device through a catheter in the patient’s upper leg and guide it into the heart. Once placed in the left atrial appendage, the device expands to close off the appendage, reducing the risk of clots and stroke.

“We want people with atrial fibrillation to be aware that we are offering this safe, successful procedure to protect them from strokes without needing blood thinners,” Bhardwaj says. ■



MORE THAN \$1 MILLION RAISED FOR CHILDREN'S HOSPITAL AT VIRTUAL GALA

More than 1,000 community philanthropists and hospital supporters virtually gathered for the 28th annual Foundation Gala on April 8, raising \$1,015,115 for patients at Loma Linda University Children's Hospital.

Presented by Alaina Mathews, Nathan Mathews and Alexis Leyva, the "Resiliency" themed free-of-charge program took a special look at the hospital's continued dedication to caring for children in the Inland Empire and beyond throughout the COVID-19 pandemic.

Kerry Heinrich, JD, former CEO of Loma Linda University Health hospitals, addressed guests saying how important it was to imagine experiencing the pandemic through the eyes of a child.

"The unacceptable reality is children in our communities face tremendous adversity every day and the pandemic has only worsened life for many of them," Heinrich said. "Tonight, we are coming together to support the whole-child concept of resiliency for children."

Funds raised will contribute to the Children's Hospital's mission in helping children disproportionately affected in the community by abuse, neglect, and other adverse childhood experiences to reach a place of wholeness, health and safety. Funds will also support the purchase of an advanced neuronavigator system for pediatric neurosurgery.

Four awards were presented to individuals or groups who have made significant dedications to the lives of children:

- Walter's Children's Charity Classic received the Shirley N. Pettis Award
- Loma Linda University Health Frontline Workers received the Nancy B. Varner Lifetime Achievement Award
- Ricardo Peverini, MD, was recognized with the Dr. Leonard L. Bailey Outstanding Clinician Award
- Robin Diamond-Ward received the Hometown Hero Award ■

LOMA LINDA UNIVERSITY HEALTH'S ADULT CONGENITAL HEART DISEASE PROGRAM RECEIVES ACCREDITATION



The Adult Congenital Heart Disease (ACHD) program at Loma Linda University Medical Center has received accreditation by the Adult Congenital Heart Association (ACHA), a designation that makes the program the only specialized ACHD comprehensive care center in the Inland Empire and among 44 in the United States.

ACHA is a national organization dedicated to supporting individuals and families living with congenital heart disease (CHD), as well as advancing the quality of care and treatment available to them. In tandem with ACHA's conferences, research, and advocacy, the accreditation program standardizes high-quality care for such patients.

The ACHD program received accreditation by meeting ACHA's criteria, which includes medical services and personnel requirements,

and going through a rigorous accreditation process, both of which were developed over a number of years through a collaboration with doctors, physician assistants, nurse practitioners, nurses and ACHD patients.

"We are very pleased to receive ACHA accreditation for our program," says Ahmed Kheiwa, MD, director of the ACHD program. "With this recognition, we continue to write our history of success in taking care of a growing population of adults with congenital heart disease by providing them with the state-of-the-art-care they deserve."

CHD is the most common birth defect in the United States. Nearly two million U.S. adults are living with CHD, according to ACHA, with approximately 20,000 people with CHD entering adulthood every year. ■

LOMA LINDA UNIVERSITY HEALTH NAMED A BEST PHYSICAL REHAB CENTER BY NEWSWEEK



Loma Linda University Health has been recognized on Newsweek's list of America's Best Physical Rehab Centers 2021. This prestigious award is presented by Newsweek and Statista Inc., the world-leading statistics portal and industry ranking provider.

Darryl VandenBosch, CPA, vice president/administrator of Loma Linda University Medical Center East Campus and Surgical Hospital, said this recognition is a testament to the entire rehab team and their dedication to their patients and this organization.

"Our team of board-certified doctors, nurses, therapists, and staff help our patients

reach maximum recovery and provide customized care to meet their unique needs," VandenBosch said. "It is our mission to continue providing the best care to every patient we serve."

Most rehab services are offered at East Campus, providing one-stop access to the most comprehensive outpatient and inpatient rehabilitation services in the region, including physical therapy, occupational therapy, robotic rehabilitation, orthopaedic and sports therapy, pediatric rehabilitation, and orthotics and prosthetics.

Loma Linda University Health's multidisciplinary approach offers collaborative care to bring patients the best practices. And as the only rehabilitation program with robotic therapy in the region, East Campus offers the latest innovative technology to help patients recover. ■

LLU RESEARCHERS DETECT METHODS TO REDUCE AEROSOLS DURING DENTAL CLEANING



Dental researchers have found the combined use of a high-volume evacuator (HVE) with an intraoral suction device significantly reduces the amount of microbial aerosols generated during a dental cleaning procedure, according to new research.

The study, conducted by a team of professors and researchers from Loma Linda University School of Dentistry, reported that the combination of the two devices improves patients' and dental professionals' safety from potentially harmful airborne microbes.

Researchers found a three-fold reduction in microbial aerosols with the simultaneous use of an HVE plus an additional suction device placed in a patient's mouth when compared to using the HVE only.

Published in the Journal of the American Dental Association in June, "A clinical investigation of dental evacuation systems in reducing aerosols," provides a verified method dental professionals can adopt to keep their team and patients safe.

The dangerous spread of the COVID-19 virus and expanding understanding about its routes of transmission, including via airborne respiratory droplets, sparked the researchers' determination to investigate aerosol dispersion during dental procedures, says Montry S. Suprono, DDS, MSD, director of the school's Center for Dental Research and the study's principal investigator.

"Once organizations like the WHO and CDC released reports describing the virus's modes of transmission, we quickly understood how dentistry would be affected because a number of dental procedures generate aerosols," he says. "So, we wanted to figure out ways to minimize the risks by decreasing the amount of aerosols that are generated during dental procedures." ■



SCHOOL OF PHARMACY RECEIVES GRANT TO SEND MOBILE VACCINE TEAMS TO VULNERABLE COMMUNITIES

Loma Linda University School of Pharmacy has received a \$20,000 grant to mobilize vaccine teams, delivering COVID-19 vaccines to minority populations living in Southern California. The award was presented during the 26th annual National Association of Chain Drug Stores (NACDS) Foundation Scholarship Program in September.

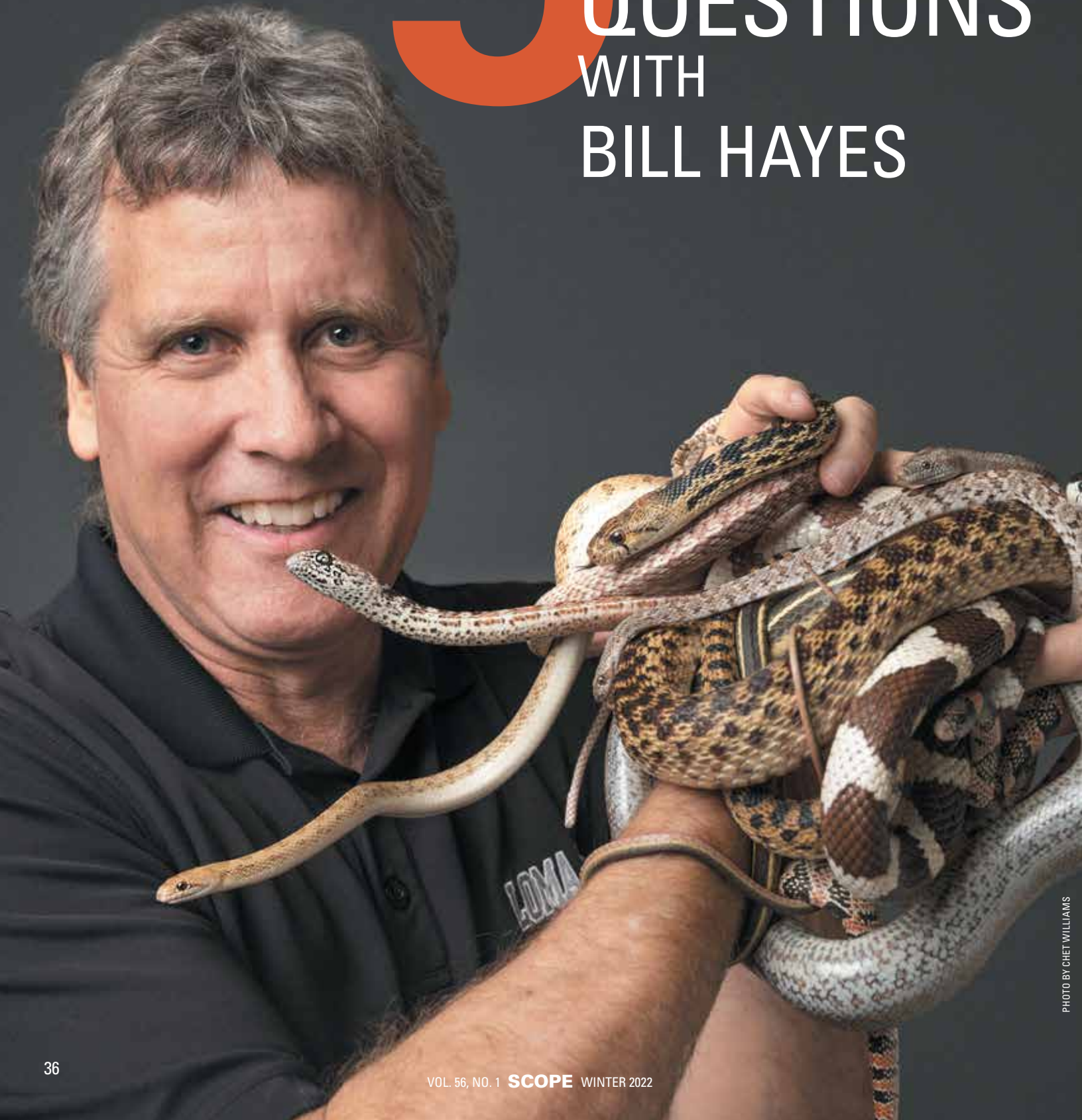
The NACDS Foundation promotes diversity and innovation in pharmacy education in under-represented populations, and its scholarship program is designed to fund prospective projects that have the potential to significantly advance patient care.

Michael Hogue, PharmD, FAPhA, FNAP, dean of the School of Pharmacy, has played an integral role in establishing clinics in line with the Centers for Disease Control and Prevention and California state guidelines, and says the grant funds will be used to organize interprofessional teams of students, staff, and faculty to administer COVID-19 vaccines in vulnerable communities throughout Southern California.

"We immunized approximately 100 people per week through these mobile teams; and while this number does not sound significant, it is extremely important given the level of vulnerability the population we are targeting is facing during the pandemic," Hogue said. "These are among the highest risk persons of society who are impacted by social determinants of healthcare."

Each team included two students from pharmacy and a medicine or nursing student, along with a preceptor and a Spanish-language translator — who is also a community health worker or "promotora." Hogue says all students will be trained in effective techniques for reducing vaccine hesitancy. ■

5 QUESTIONS WITH BILL HAYES



THE ZOOLOGIST LOVES THE TOXIC, COLD-BLOODED, AND MISUNDERSTOOD

BY JANELLE RINGER

After the sun goes down and the desert's temperatures begin to drop, Bill Hayes, PhD, MS, and a group of students set out to catch, research, and photograph the creatures of the desert — snakes, geckos, scorpions, and spiders. The participating students from the Department of Earth and Biological Sciences at Loma Linda University School of Medicine learn up-close and personal from Hayes, who has been instrumental in breakthroughs in venom research.

Following graduation from Walla Walla University, Hayes went on to earn a PhD in zoology from the University of Wyoming in 1991. He began teaching at Loma Linda University in 1996. Until the COVID-19 pandemic, Hayes also hosted a twice-yearly community educational event with an array of animals at Loma Linda University Church. The wildly popular event, held since 2011, introduced children to animals from diverse habitats — animals as small as a scorpion and large as an elephant. "It's a fun way to introduce children to the diversity of God's creations," Hayes says. He looks forward to hosting it again when it's safe to do so.

1 How did your interest in snakes become what it is today?

When growing up in Takoma Park, Maryland, my dad always seemed to have a snake or two in the house. Some of my most cherished memories were of tagging along behind him on a "snake hunt" during a family weekend outing.

Before long, my two brothers and I began keeping snakes ourselves. We often had up to a dozen in the basement, usually in their cages. As my remarkably tolerant mother can testify, snakes are incredibly deft escape artists.

2 What did you think you would be when you grew up?

I found myself enamored with many things. My earliest recollection was being impressed by the local trash collectors, but that soon gave way to becoming famous for extracting venom from snakes.

After spending a few weeks taking zoology in college, I saw the light: I wanted to teach at that level. After transferring to Walla Walla University, I was thrilled to learn that I could have a career doing research. I pictured myself initially becoming a marine biologist, but after discovering several rattlesnake dens in the hillsides of eastern Washington, I became hooked on studying rattlesnake behavior and ecology.

3 What other animals have you studied?

When scientists do research, every question they answer usually generates additional questions. With Ron Carter, our university's provost, I've studied the behavior, ecology and conservation of endangered rock iguanas in The Bahamas. They're magnificent creatures. I also study rare and endangered birds there as well,

island-hopping and camping on remote little islands with a noose in hand, binoculars around the neck and snorkel gear at the ready.

4 What do people often misunderstand about snakes?

Snakes evoke a myriad of emotions in humans, including both fear and fascination. One of the best parts about my job is that people love to hear and learn about snakes — rattlesnakes in particular.

Many people think these critters are out to kill us, but in reality, they want nothing to do with us. They're shy, inquisitive creatures; but rattlesnakes are also easily frightened, and they're equipped with a remarkable set of tools — sharp fangs, plenty of venom, and a blazing fast strike to defend themselves when necessary.

5 Where do you see your field going in the future?

For the animals I study, there's an increasing focus on their ecology, especially as it relates to climate change. Even larger challenges include habitat loss, invasive species and spread of diseases. We humans do serious damage to the natural world, and I'm disappointed when I see people have become remarkably indifferent rather than faithful stewards of the planet.

For the venoms that fascinate me, there's a need for better snakebite therapies and for the use of venoms to cure human disease. Animal venoms have a long history of interacting with physiological systems, so it should come as no surprise that humans have resourcefully tapped that fountain of potential to gift us with a number of life-saving drugs and molecular tools derived from venoms.

It seems contradictory, but through research and careful study, a substance like venom — designed to kill — can be used instead to heal and save lives. ■



/ Gallery /

COMMENCEMENT 2021





The lingering COVID-19 pandemic and its Delta resurgence required administrators to get creative on how to host an in-person, socially distanced commencement. Hence, drive-thru events were held in May and June for all eight schools, as well as the San Manuel Gateway College.



NO BUTS, WHYS, OR WHAT-IFS FOR SCHOOL OF MEDICINE ALUMNA

If Linda Olson can do it, you can do it

By **LISA AUBRY**

Daughter of a pathologist and a nurse at Loma Linda University Health, Linda Olson adamantly avoided trekking the too-well-worn medical career path. Besides, marine archeology or forestry seemed far more exciting endeavors for the then adolescent Linda, who earned her bachelor's degree in biology in 1972.

Yet, alas, something about the medical field's promise of usefulness, call of stability, and ever-present demands pulled Linda in, says the now 72-year-old Loma Linda University School of Medicine alumna and retired radiologist. Because of this career decision and other subsequent twists of life, Linda has found herself in close contact with care providers of all kinds ever since.

"I think it's a meaningful job. Whatever happens in this world, we will always need physicians," she says. "And boy, did that ever turn out to be true for me."

Can you open a milk carton with nothing but your left hand? Linda Olson certainly can. She finessed the maneuver within the confines of an austere room with a view over the steeped landscape of Old Town Salzburg. This imagery brought her solace during the weeks she spent in that Austrian trauma hospital, re-learning to live a left-handed, leg-less existence.

Linda was three-quarters through her radiology residency at White Memorial Medical Center in Los Angeles and thus quite accustomed to the hospital setting. But this time, she wasn't in the hospital intentionally. She was supposed to be on vacation. She was there because of the accident.

Only days before her milk carton opening endeavors, Linda, along with her husband and his family, sat in a van. The vehicle rested atop railroad tracks that wound through a lush German forest. Within seconds, a train hurtled down the tracks toward them, crashing into the van and releasing a cacophony of screeching metal.

Linda, who had been crushed by the van in her attempt to escape and/or evade the event, lost both legs above the knee and her right arm below the shoulder.

There were no "buts," no "whys," no "what-ifs," Linda recalls; there was only "what next?" She and David Hodgens, her medical school sweetheart and husband for two years, determined right away upon their hospital reunion that they would overcome this and live life together.

"We were able to look at it in a very black-and-white fashion," she says. "Dave told me in the first week that this is the lowest, the worst, we were ever going to be, and that it would all be uphill from here."

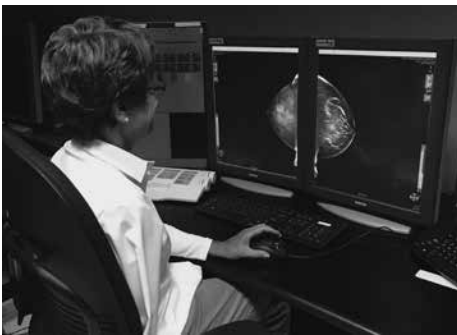
In the wake of their new reality, Dave, who had graduated with Linda from the School of Medicine in 1976, mustered motivation and strength from his daily encounters with cancer patients as a radiation oncologist.

"He had learned so much from watching his brave patients and how they dealt with life-and-death issues that we would be able to survive and excel, too."

Linda says she and Dave were young, strong and willing to work hard. The two wasted no time, scribbling lists of their daily activities, living needs and future goals. After all, in addition to LLU alumna, wife, radiology resident and triple amputee, Linda, whether she knew it or not, had other titles to acquire: mother, award-winning radiologist, professor, wilderness adventurer, and grandmother.

"I was totally absorbed by learning how to do everything differently and anew," she recalls. "My enormous drive was to be independent again. If I could go back to being normal, then it didn't matter."

So, Linda faced the first steps. She learned to walk in full-length prosthetic legs — a tricky ordeal she describes as walking on stilts with a knee. Even putting the prosthetics on was its own challenge. But eventually,



with hours of training, David’s unwavering support, and a pair of prosthetic legs under her belt, Linda walked back through White Memorial Medical Center’s automated doors to complete the final nine months of her residency.

Life moved fast. Together, Linda and David raised two children, Tiffany and Brian, in a home they’d designed to accommodate their lifestyle and needs. She launched what became a 30-year career of radiology practice and professorship at the University of California, San Diego.

She specialized in pulmonary radiology and breast imaging and treasured teaching the beginners, relishing those moments of “watching things dawn on somebody’s face.” As a “people person,” Linda also loved interacting with the bustling network of clinicians, faculty and doctors. She amusedly reports that some colleagues and students hadn’t even noticed her legs were missing until recently.

Their unconsciousness may be in part, she says, due to a tactic she adopted early on in the hospital in Salzburg to communicate with people, so they did not fixate on the nature of her disability.

“There’s a trick to talking to people,” she says. “You have to look at them and engage them with your eyes. As soon as their eyes meet your eyes, they will start concentrating on that connection. If that connection happens, a lot of people don’t recognize what’s really going on below the neck.”

However, the case was slightly different on certain hikes and outdoor adventures, like in Machu Picchu, Peru, when Linda rode in Dave’s modified pack frame and passersby stole double-takes at the mysterious two-headed hiker.

Linda recounts these moments and many others in her first book, “Gone: A Memoir of Love, Body and Taking Back My Life,” published last year. She says she waited almost 40 years after her life-changing event to write the book so she could rack up enough proof to demonstrate the completion of a successful career and family life as a disabled person.

“The commitment Dave and I had to each other is really the beauty of the whole story and one of the main reasons I wrote the book,” she says, “This is a love story. We did this as a team.”

In the pursuit of a normal life, Linda says she initially avoided the limelight, turning down media opportunities and requests for talk show appearances. She did, however, offer low-profile talks to trauma and emergency department care teams to convey that their hard work could save and enable people like her to lead happy, productive, fulfilled lives.

But in recent years, as Linda has been mitigating the effects of Parkinson’s disease, she has spoken to audiences in the Parkinson’s community about leading a successful, action-packed life as a disabled person. Inspired by the abundance of positive feedback, Linda plans to continue sharing her life experiences to communicate: “it doesn’t matter if you look funny, or if you can’t use your hands, you should go out and have a good time.”

“If after hearing my experience, people can go home and tell themselves ‘if she can do it, I can do it,’ then it’s all worthwhile to me.” ■

VICTIM ADVOCATE

School of Behavioral Health graduate Brenda Flores works to spread awareness of human trafficking

By **ANSEL OLIVER**

Every few weeks, Brenda Flores, PhD, MSW, steps up to a lectern to address a community group about human trafficking awareness. The Loma Linda University graduate is a victim specialist for the federal government's Homeland Security Investigations and works in the department's San Bernardino office to support agents in the investigation of federal crimes and educate citizens.

Frequent public speaking appearances bring Flores in front of community groups, school organizations, political associations, and church events throughout Southern California to help people be aware of the epidemic of trafficking and how they can help.

A graduate of the School of Behavioral Health, her advocacy for victims is a journey that started with a desire to help people through social work after being exposed to the court system.

This has led her to work in several government agencies helping children and undocumented immigrants first-hand.

Today she works for a department that includes more than 7,000 agents across the nation and internationally investigates anything that has crossed the border illegally — goods, money, weapons, cultural artifacts and cybercrimes. And also people — many of them victims of sex trafficking and

forced labor. Last year, her department investigated nearly 1,000 cases related to human trafficking in the Los Angeles area, she says.

"A lot of people don't know that trafficking is happening right around the corner from them, even in the places they might frequent," Flores says. "People can be forced to work in a restaurant, or nail salon, or hair salon, or a hotel." She recommends calling the National Human Trafficking Hotline to report any suspected trafficking situation.

Positions like hers were created for people with backgrounds in social services in order for the department to maintain a victim-centered approach to investigation, she says.

"Agents understand that they need their victims in order to prosecute a case, but more so they understand they are people who need help," Flores says. "We work together as a team to make the victim feel comfortable and secure so we can help them move forward."

Originally from Whittier, east of Los Angeles, Flores worked for years as a young adult at Riverside superior court, where she saw people from all walks of life come through the court system. Her interest in helping people was piqued.

"I saw both sides of the system," she says. "I saw the justice side where the

person had committed a crime, but at the same time I had the chance to talk to many of these people and hear their stories, and it's almost like they were set up to fail. That's where my whole interest in social work started."

Flores earned a bachelor's degree in social work before coming to Loma Linda University to earn a combined degree of a master's in social work and a doctorate, which she completed in 2011. The degrees, she says, were rigorous and prepared her in a well-rounded way, enabling her to work with individuals and also serve in administrative roles.

Fluent in Spanish, Flores has been able to serve Spanish-speakers throughout her career and is sometimes sent to areas where her bilingual skills are vital, such as Puerto Rico after a hurricane or most recently in Del Rio, Texas, for the cross-border situation.

Her work sometimes takes her to dark places, and she sometimes has to see ugly things. Her friends sometimes ask how she can do it.

"If we can take one bad guy off the street, that's dozens of individuals who are not going to be trafficked anymore," Flores says. "Then we can identify victims and get them the services and help they need, and that allows them to move forward with their lives. That's what keeps me going." ■



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BY THE NUMBERS

Outpatient visits
July 2020 – June 2021:
1,914,588

Students
in Fall 2021:
4,463

LOMA LINDA UNIVERSITY HEALTH FINANCIAL SUMMARY JULY 2020 – JUNE 2021

We earned:	
Clinical activities	\$2,936,429,000
Academic activities	\$353,559,000
Total Net Revenue	\$3,289,988,000
We spent:	
Clinical activities	\$2,724,777,000
Academic activities	\$320,766,000
Total Expenses	\$3,045,543,000
Changes in unrestricted, temporary and permanent restricted net assets	\$244,445,000
Transfers and other adjustments	\$42,713,000
Increase in net assets	\$287,158,000

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/ Parting Shot /



BLACKBIRD

The 3,117-square-foot Pete and Patsy Gillies Helipad on the 16th floor of the new Medical Center tower on the Dennis and Carol Troesh Medical Campus was built strong enough to withstand the landing of a 22,000-pound Black Hawk helicopter, as seen here in this cell phone video screen capture. Loma Linda University Health receives three to four helicopters a day. Once patients are transferred from a helicopter, the emergency team rushes the patient down a large ramp, which leads to elevator that can be overridden to take arriving patients directly to the Emergency Department or an operating room for life-saving treatment.

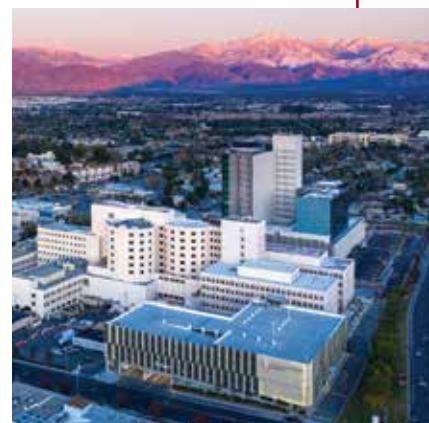
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Your gifts have brought **Vision 2020 – The Campaign for a Whole Tomorrow** to a historic conclusion. Vision 2020 was an extraordinary and unique philanthropic campaign, as it was the largest in the history of Loma Linda University Health, the Seventh-day Adventist Church and our region.

Together we built hospitals to serve this community. We were able to fund scholarships and academic chairs to build a pathway for ongoing education. But what we really built was a very broad community of love in action. Through this, Loma Linda University Health is better able to carry out our mission to continue the teaching and healing ministry of Jesus Christ regionally, nationally and around the world.

Please visit **LLUHVISION2020.ORG**
to watch the final celebration.



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homecoming

Thursday, March 3 – Monday, March 7
2022

For all the latest updates, visit
llu.edu/homecoming.