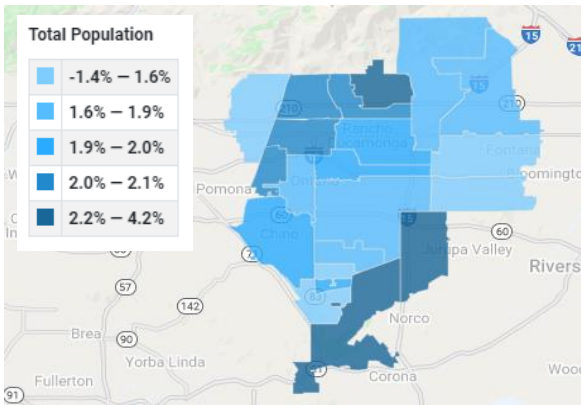


Hospital Strategic Initiatives Related to Service Line Development and Operational Efficiencies

2020 – 2025 Population Projections

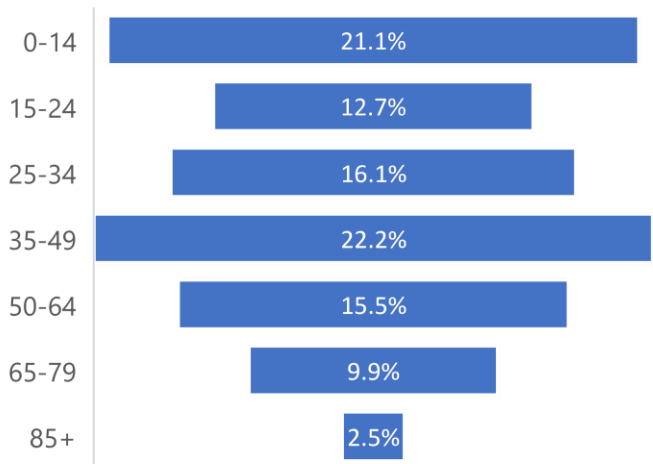


Source: Advisory Board, Demographic Profiler

San Antonio Regional Hospital's (SARH) mission is to improve the health and well-being of the people it serves. These people make up a large portion of the population in the Inland Empire and it is vital to align SARH's strategy and operations with the community's current and projected demographics and their health needs.

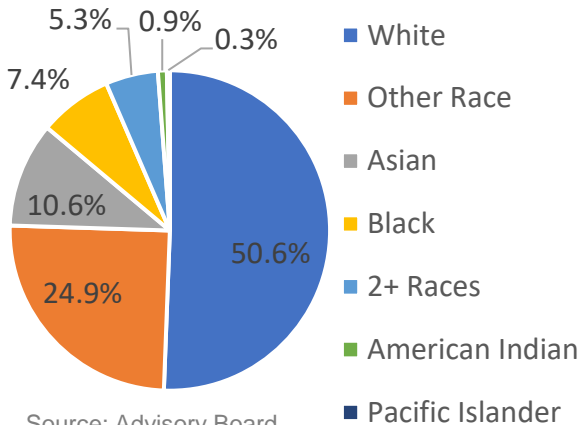
Modelling population shifts in tools like ARCGIS, Advisory Board, and Optum Market Advantage gives SARH insight into where and when new health needs in its service areas might arise. Combining this understanding with market share analysis based on claims data from the California Department of Health Care Access and Information, SARH can evaluate the impact of population shifts on its service offerings and how to adapt to adequately meet health needs.

Population Age, Primary Service Area (2021)



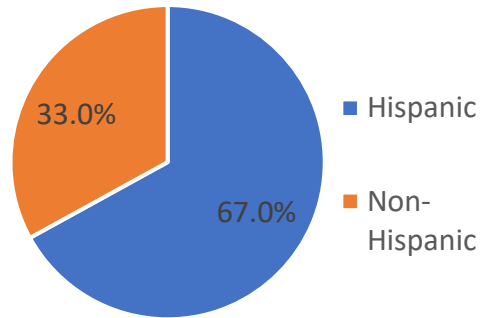
Source: ESRI, ARCGIS

Race in Primary Service Area



Source: Advisory Board, Demographic Profiler

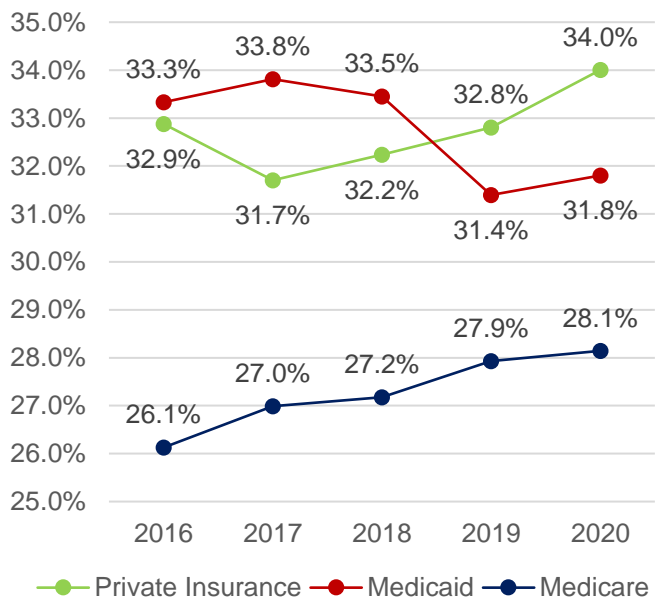
Ethnicity in Primary Service Area



Source: Advisory Board, Demographic Profiler

One area of impact that these analyses affect is in contributing to the formation of a new five-year strategic plan for SARH. Taking into consideration internal variables as well as patient factors such as age, gender, race, ethnicity, insurance coverage, income, and employment rate, multiple actionable steps were formulated at a strategic planning retreat. These efforts all enhance SARH's goal to best serve the community in which the hospital is located.

Primary Service Area: Inpatient Payer Shares



Source: Advisory Board, Market Scenario Planner Premium