



**ANNUAL  
REPORT**

**2025**



## TABLE OF

# CONTENTS

### WHO WE ARE

|                             |    |
|-----------------------------|----|
| CEO Message.....            | 3  |
| About Us.....               | 5  |
| Leadership/Governance ..... | 7  |
| ARMC Leadership.....        | 8  |
| At-a-Glance .....           | 9  |
| Services Offered.....       | 10 |

### PROGRAMS AND SERVICES

|                              |    |
|------------------------------|----|
| Patient Care .....           | 11 |
| Cardiac Services .....       | 13 |
| Our Service Areas.....       | 15 |
| Awards.....                  | 16 |
| Community Partnerships ..... | 17 |
| Community Benefits.....      | 18 |
| 2025 ARMC Awardees .....     | 19 |
| ARMC Foundation .....        | 20 |

### INNOVATION AND EDUCATION

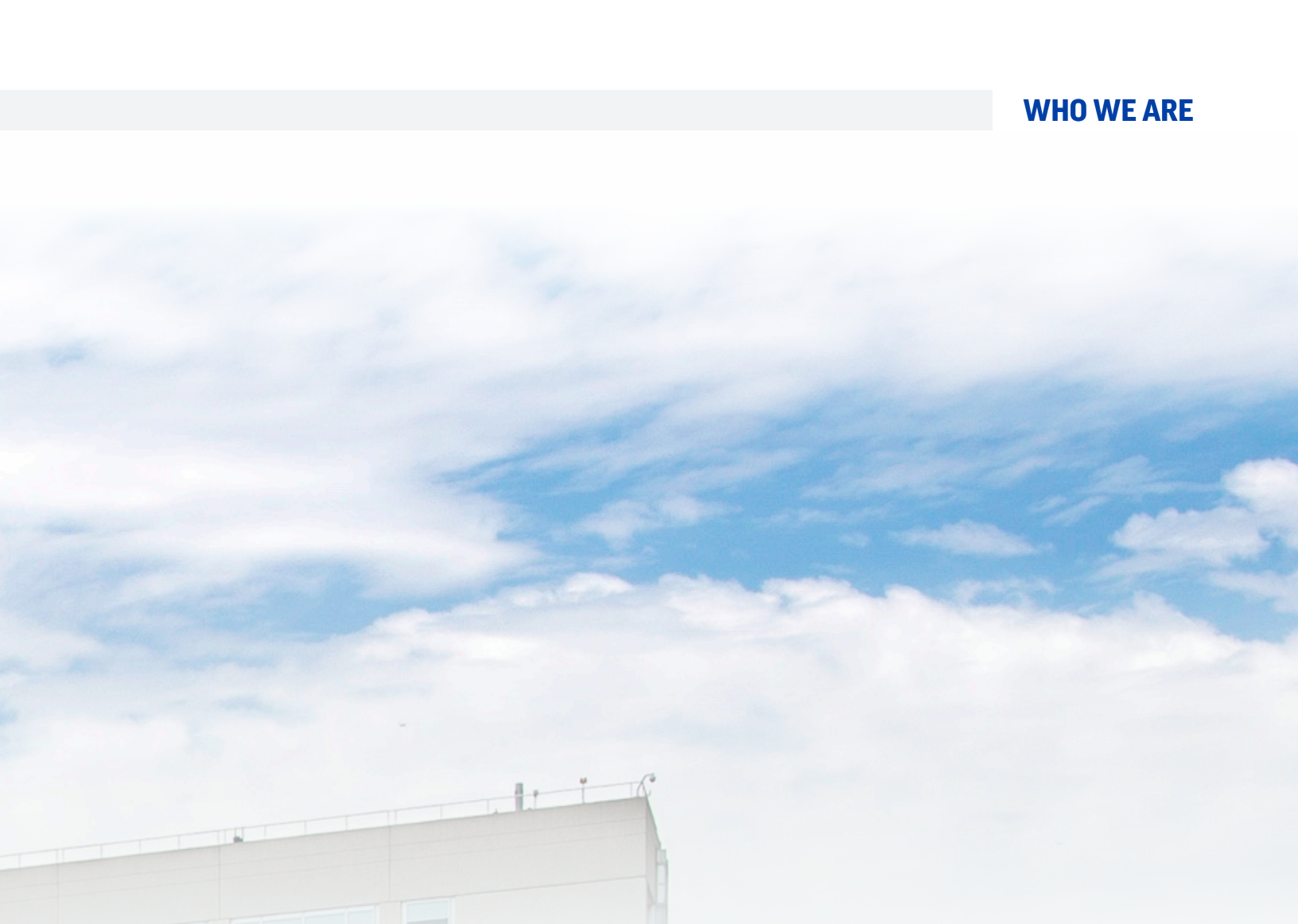
|                                   |    |
|-----------------------------------|----|
| Education .....                   | 22 |
| Capital Improvements .....        | 23 |
| Cutting-Edge Equipment .....      | 26 |
| Innovation & Education.....       | 29 |
| Health Equity.....                | 31 |
| Public-Private Partnerships ..... | 33 |



# CEO MESSAGE

Andrew Goldfrach, FACHE





Welcome to our second Annual Report, highlighting key accomplishments at Arrowhead Regional Medical Center (ARMC) during 2025. As we move into 2026, I am proud of the progress we have made and optimistic about what lies ahead. In the coming year, we will continue strengthening our population health strategy, advancing access, comprehensive services, and medicine, while navigating an increasingly complex health care environment.

Advancing population health remains a central priority for ARMC. Later in the annual report, you will read about Dr. Katherine Bourbeau, our new Chief Population Health Officer, who brings deep expertise to expand access to care and reduce health disparities.

In 2025, we took a significant step forward in behavioral health services with the opening of our new adolescent behavioral health unit, serving patients ages 13 to 17.

Within this unit, ARMC launched the nation's first adolescent Department of Emergency Psychiatry Assessment, Treatment, and Healing (EMPATH). This innovative model reflects our commitment to meeting patients where they are.

Like hospitals across the country, ARMC faces ongoing financial pressures and operational challenges. While these headwinds are real, we are addressing them with clear plans, fiscal discipline, and a shared sense of purpose. ARMC is on a journey to become a hub for advanced medicine and medical education in our region. As a tertiary care, university-affiliated medical center, we are thrilled to provide complex, compassionate care right here in San Bernardino County.



# ABOUT US



## Mission

In an environment of learning and innovation, we serve our diverse community with high-quality, compassionate care.

## Vision

To improve the health of the community by being the provider of choice for health care delivery and education.





## Values



# LEADERSHIP/GOVERNANCE

## Board of Supervisors



**DAWN ROWE**  
CHAIRMAN  
Third District Supervisor



**JOE BACA, JR.**  
VICE CHAIR  
Fifth District Supervisor



**COL. PAUL COOK (RET.)**  
First District Supervisor



**JESSE ARMENDAREZ**  
Second District Supervisor



**CURT HAGMAN**  
Fourth District Supervisor

# JOINT CONFERENCE COMMITTEE

**DAWN ROWE** \_\_\_\_\_ Chairman  
Third District Supervisor

**JOE BACA, JR.** \_\_\_\_\_ Vice Chair  
Fifth District Supervisor

**LUTHER SNOKE** \_\_\_\_\_ San Bernardino County  
Chief Executive Officer

**ANDREW GOLDFRACH, FACHE** \_\_\_\_\_ ARMC Chief Executive Officer

**JOHN H. BRILL, M.D.** \_\_\_\_\_ ARMC Chief Medical Officer

**DAVID SEIGLER, M.D.** \_\_\_\_\_ President  
ARMC Medical Staff

**STEVEN BARR, M.D.** \_\_\_\_\_ President-Elect  
ARMC Medical Staff

**KAMBIZ RAOUFI, M.D.** \_\_\_\_\_ Immediate Past President  
ARMC Medical Staff

# ARMC Leadership



**ANDREW GOLDFRACH, FACHE**  
Chief Executive Officer



**CARLOS PRIETO, DrPH**  
SVP, Chief Operating &  
Strategy Officer



**ARVIND OSWAL**  
SVP, Chief Financial Officer



**JOHN H. BRILL, M.D.**  
SVP, Chief Medical Officer



**HEATHER CARMEAN**  
Human Resources Manager



**SHARON BROWN**  
SVP, Patient Care Services,  
Chief Nursing Officer



**KATHERINE BOURBEAU-  
MEDINILLA, M.D.**  
Chief Population Health Officer,  
Associate Chief Medical Officer



**CAROL LEE, M.D.**  
VP, Medical Staff,  
Designated Institutional  
Official



**KATRINA  
SHELBY, JD, MBA**  
VP, Quality and Accreditation,  
Chief Compliance Officer



**MARIJANE AQUINO**  
VP, Patient Care Services,  
Associate Chief Nursing Officer



**RAVNEET MANN**  
VP, Patient Care Services,  
Associate Chief Nursing Officer



**CARINA MENJIVAR**  
VP, Patient Care Services,  
Associate Chief Nursing Officer



**JEFF EMERY**  
VP, Associate Chief  
Financial Officer



**BRANDY ARTHUR**  
VP, Ambulatory Care,  
Patient Access



**RON TABER**  
VP, Operations



**JUSTINE RODRIGUEZ**  
Director, Marketing and  
Public Relations

# AT-A-GLANCE

**456** LICENSED  
BEDS

---

**5** PRIMARY CARE  
CLINICS

---

**40** OUTPATIENT  
SPECIALTY  
CARE CLINICS

---

**3** MOBILE MEDICAL  
UNITS

---

**5,000+** EMPLOYEES

---

**573** PHYSICIANS &  
ADVANCED  
PRACTICE  
PROFESSIONALS

# SERVICES Offered

- Academic Comprehensive Cancer Program & Infusion Center
- Dev A. GnanaDev Level 1 Adult Trauma Center
- Edward G. Hirschman Regional Burn Center
- Heart and Vascular Services
- Inpatient Behavioral Health (Adult & Adolescent)
- Integrated Community Health
- Neonatal Intensive Care Unit
- Neurosciences and Comprehensive Stroke Center
- Orthopedics
- Pediatrics
- Primary and Specialty Care
- Pulmonary and Critical Care Services
- Women's Health
- Wound Care / Hyperbaric Medicine
- And more ...





# PATIENT CARE

## By the numbers



**84,400** EMERGENCY DEPARTMENTS VISITS

**24,850** HOSPITAL DISCHARGES

**157,700** PRIMARY CARE VISITS

**591,270** SPECIALTY CARE VISITS

**1,920** BIRTHS

**8,280** TOTAL SURGERIES



# CARDIAC-THORACIC SURGERY PROGRAM

**85** OPEN HEART SURGICAL PROCEDURES

## CASE MIX

**58** ISOLATED CORONARY ARTERY BYPASS GRAFT (CABG) PROCEDURES

**12** ISOLATED AORTIC VALVE PROCEDURES

**6** COMBINED AORTIC VALVE AND CORONARY ARTERY BYPASS AND ANEURYSM PROCEDURES (including Bentall procedure for Aortic root replacement)

**4** ISOLATED MITRAL VALVE PROCEDURES

**1** COMBINED MITRAL VALVE AND TRICUSPID VALVE WITH CORONARY ARTERY BYPASS PROCEDURE

**3** OPEN LARGE ATRIAL SEPTAL DEFECT CLOSURES

**1** ISOLATED TRICUSPID VALVE PROCEDURE



Fontana



Colton



San Bernardino



Redlands



Rialto



Mobile Clinics

- **COLTON**  
400 N. Pepper Ave.  
Colton, CA 92324  
877-873-2762
- **FONTANA**  
Arrowhead Family Health Center - Fontana  
  
16888 Baseline Avenue  
Fontana, CA 92336  
855-422-8029
- **SAN BERNARDINO**  
Arrowhead Family Health Center - McKee  
  
1499 E. Highland Ave  
San Bernardino, CA 92404  
855-422-8029
- **RIALTO**  
Arrowhead Family Health Center - Westside  
  
850 East Foothill Blvd  
Rialto, CA 92376  
855-422-8029
- **REDLANDS**  
Arrowhead Family Health Center - Redlands  
  
800 East Lugonia Ave. Ste F  
Redlands, CA 92374  
855-422-8029

# WHERE WE ARE... Our Service Areas



**ARROWHEAD FAMILY HEALTH CENTER - FONTANA**  
(Mobile Clinic Office)



[www.arrowheadregional.org](http://www.arrowheadregional.org)

# ACHIEVEMENT AWARDS



ARMC RECEIVED 19 NATIONAL ASSOCIATION OF COUNTIES (NACo) AWARDS IN 2025



# COMMUNITY PARTNERSHIPS

Health Screenings

Community Health Education

Partnerships with Local Nonprofits & Organizations

Collaborations with Local Schools & Colleges

Wellness Clinics

Support Groups

TOTAL  
**207**  
OUTREACH  
EVENTS



In 2025, ARMC deepened its commitment to community wellbeing through programs designed to expand access and education across the Inland Empire. These initiatives included Health Screenings, Wellness Clinics, and Support Groups that met people where they are and addressed real, local health needs. Through Community Health Education programs, we empowered individuals and families with knowledge to make informed health decisions. Our impact was strengthened by meaningful partnerships with local nonprofits and organizations, as well as collaborations with local schools and colleges, allowing us to extend our reach and foster long-term community relationships. Together, these efforts reflect our ongoing mission to improve health outcomes and build a healthier, more connected community.



# COMMUNITY BENEFITS

ARMC is proud to invest in the health of those whom we serve. We do this by providing free and discounted medical care, offering health care services, funding community-based resources, educating the next generation of health care providers and more.

TOTAL  
**\$120,796,089**  
FOR CHARITY CARE



TOTAL  
**\$131,440,332**  
FOR INDIGENT CARE  
SERVICES



TOTAL  
**\$48,785,639**  
FOR SUBSIDIZED  
HEALTH SERVICES

# 2025 ARMC AWARDEES

**PHYSICIAN  
OF THE YEAR**



**BRANDON  
WOODWARD, M.D., FACS**

**NURSE LEADER  
OF THE YEAR**



**HUY LE, BSN, RN**

**NURSE  
OF THE YEAR**



**AGNES NERI,  
BSN, RN, PCCN**

**EMPLOYEE  
OF THE  
FIRST QUARTER**



**ERWIN  
PASCUA**

**EMPLOYEE  
OF THE  
SECOND QUARTER**



**KAREN  
AKPARANTA**

**EMPLOYEE  
OF THE  
FOURTH QUARTER**



**MARY  
GONZALEZ**

*\*No Employee of the 3rd Quarter in 2025*

# MEET THE TEAM ARMC FOUNDATION



**PATTY S. HOLOHAN**  
Executive Director



**ERIC ARNOTT**  
Development Associate



**CLARICE CHOY**  
Administrative Assistant



**SERENA  
YZAGUIRRE**  
Administrative Assistant

## ARMC FOUNDATION BOARD OF DIRECTORS



**ANNE CRESS**  
Chair



**DEV GNANADEV, M.D.**  
Vice Chair



**ERIN MCMEANS**  
Secretary



**CAROL  
LEE, M.D.**  
Treasurer



**ANDREW  
GOLDFRACH, FACHE**  
Board Member



**PATTY S. HOLOHAN**  
Executive Director



**GUILLERMO  
VALENZUELA, M.D.**  
Board Member



**JOHN  
EXCHEVARRIA**  
Board Member

**\$525,564**

TOTAL END OF THE YEAR

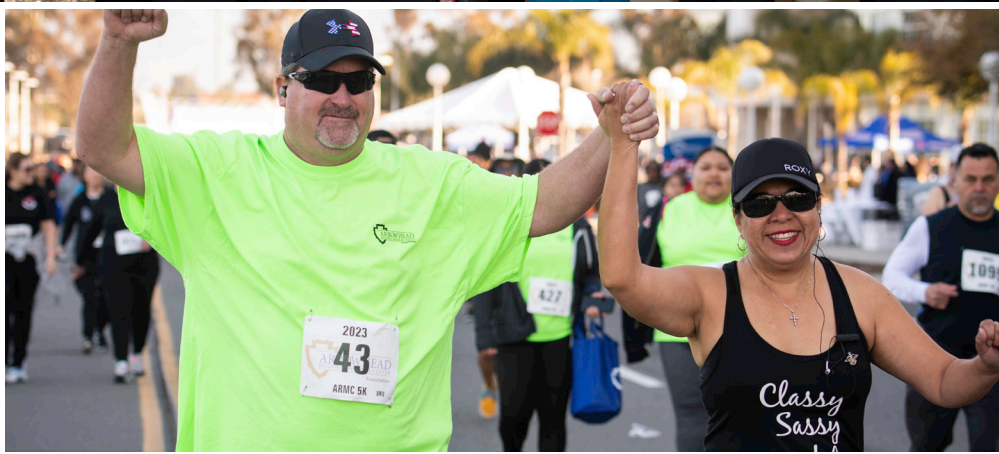
**\$157,000**

GRANTS

**\$368,564**

DISASTER & EMERGENCY  
RESPONSE PROGRAM

# THE GIVING LANDSCAPE



# EDUCATIONAL AFFILIATIONS

- American College of Healthcare
- Azusa Pacific University
- California Baptist University
- California University of Science and Medicine
- Cal State University, Dominguez Hills
- Cal State University, San Bernardino
- Chamberlain University
- Chapman University
- City of Hope
- Colton/Redlands/Yucaipa ROP
- Concorde Career Colleges
- Concordia University Irvine
- Grand Canyon University
- Kaiser Permanente
- Loma Linda University
- Loma Linda University School of Allied Health
- Loma Linda University, School of Nursing
- Loma Linda University, School of Pharma
- Marshall B. Ketchum
- Patton State
- Queens University of Charlotte
- Rialto Fire Department
- Riverside Community College
- Rocky Vista University
- Roseman School of Pharmacy
- Saddleback College
- Saint George's University
- San Bernardino Community College District
- Santa Ana College
- Santa Barbara City College
- Smith Chason School
- Stanbridge University
- Texas Wesleyan University
- United States University
- University of Arizona
- University of California, Los Angeles
- University of California, Irvine
- University of California, Riverside
- USC, Keck School-Nurse Anesthesia
- Victor Valley College
- Walden University
- West Coast University
- Western Governor's University
- Western University of Health Sciences
- Western University of the Pacific
- And Others...



# CAPITAL IMPROVEMENTS



Arrowhead Regional Medical Center unveiled its new Adolescent Behavioral Health Unit during a ribbon-cutting ceremony in August 2025. ARMC Chief Executive Officer Andrew Goldfrach highlighted the facility's key features, and attendees had an opportunity to tour the new unit, which includes the first adolescent behavioral health emergency room in California.

## Adolescent Behavioral Health Center

It offers separate care for adolescent patients, which is critical to providing a safe, supportive environment tailored to young people's developmental and emotional needs. The facility also offers a variety of inpatient therapy groups to promote a comprehensive approach to healing for adolescents in need. Establishing this new unit represents a significant investment in San Bernardino County's mental health infrastructure and underscores ARMC's commitment to improving access to care for adolescents. This project is a collaborative effort between ARMC, the San Bernardino County Board of Supervisors, County Administrative Office, Project and Facilities Management, Hallsta Inc. and others. Together, these organizations have created a state-of-the-art inpatient behavioral health facility that offers a beacon of hope for families in San Bernardino County.



# STATE-OF-THE-ART CANON CT SYSTEM

ARMC is proud to introduce the Canon CT Aquilion Prism — that enhances imaging quality, speed, and patient comfort. This advanced scanner delivers high-resolution images with lower radiation doses, faster scan times, and improved clinical precision to support accurate diagnoses and better patient outcomes. With innovative technology designed for efficiency and safety, this new CT system strengthens our commitment to providing leading-edge imaging services and exceptional care to our community.

**In 2025, ARMC invested more than \$65 million for its capital improvement projects.**



# ADVANCED CANON MRI SYSTEM

ARMC is pleased to feature the 3T Vantage Galan designed to elevate diagnostic imaging with exceptional clarity, precision, and patient comfort. This system provides high-quality images across a wide range of clinical applications while reducing scan times and minimizing patient anxiety through quieter operation and more spacious design. By integrating this innovative MRI technology into our imaging services, we reinforce our commitment to accurate diagnosis, efficient care delivery, and an improved patient experience.





# INNOVATION

## CUTTING-EDGE HYBRID OPERATING ROOM AND BI-PLANE SUITE

Arrowhead Regional Medical Center (ARMC) is currently undergoing construction for a new hybrid angiography suite that is expected to be completed in 2027. It's a cutting-edge facility designed to revolutionize patient care through advanced imaging and surgical capabilities. This innovative hybrid operating room (OR) and bi-plane angiography suite will enhance the hospital's ability to perform a wide range of complex procedures with precision and efficiency, including:

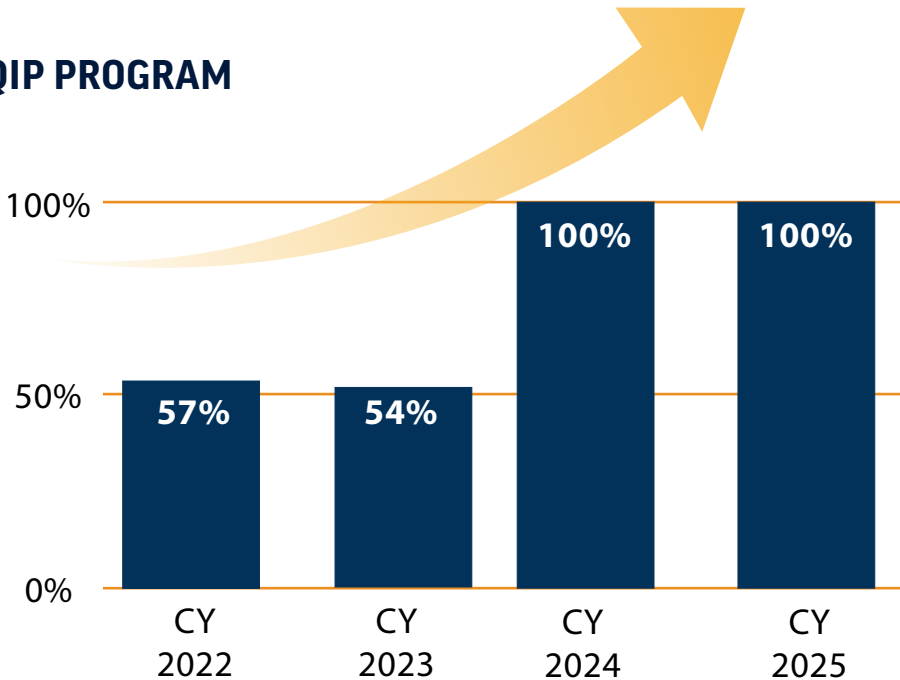
- **Cardiovascular Procedures:** Endovascular aneurysm repair, transcatheter aortic valve replacement, coronary angiography, stenting, and electrophysiology procedures like ablation for arrhythmias.
- **Neurovascular Interventions:** Mechanical thrombectomy for stroke, cerebral aneurysm coiling, and arteriovenous malformation embolization.
- **Vascular Surgery:** Peripheral vascular interventions, hybrid bypass procedures, and carotid artery stenting for stroke prevention.
- **Thoracic and Abdominal Procedures:** Hybrid thoracic surgeries, visceral artery interventions, and trauma surgery for rapid bleeding management.
- **Oncology Treatments:** Transarterial chemoembolization and radioembolization (Y-90 therapy) for liver tumors.
- **Orthopedic and Spinal Interventions:** Complex spinal fusions with real-time imaging guidance.



# AWARD-WINNING PROCESS IMPROVEMENTS

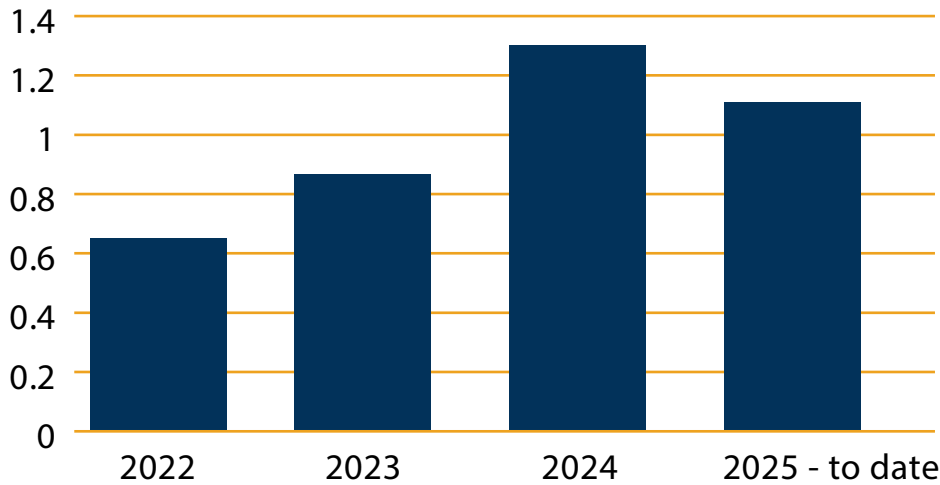
- Among the six public health care systems with the largest year-over-year improvement in QIP performance from 2023 to 2024, Arrowhead Regional Medical Center (ARMC) posted the highest gain, with a 45% increase in its aggregate QIP score.
- In 2025, ARMC was awarded the 2025 Quality Leaders Award for Population Health by the California Association of Public Hospitals & Health Systems in partnership with the California Health Care Safety Net Institute for Transformational Collaboration to Mitigate the Spread of Sexually Transmitted Infections in San Bernardino County.
- In ARMC’s 2025 QIP score, ARMC surpassed 5 priority measure goals, which will give ARMC bonus points, increasing the overall payment for QIP 2025 by an estimated \$25 million.
- ARMC has also improved year over year with its IEHP P4P Quality score.
- There are several 2025 P4P quality measures that ARMC has improved by double digits from its 2024 baseline scores.

## QIP PROGRAM



- Improved patient care outcomes
- Reduced healthcare disparities
- Increased hospital revenue to off-set increasing costs

### ARMC IEHP P4P QUALITY SCORE 2022 - 2025



- Increased preventative health services
- Improved care coordination
- Reduced health care complications
- Increased hospital revenue

### ARMC IEHP P4P IMPROVEMENT

| Quality Measure                                    | 2024 Baseline | Current Score | Improvement % |
|--|---------------|---------------|---------------|
| Asthma Medication Ratio (AMR)                      | 0.62          | 0.69          | 10.6          |
| Colorectal Cancer Screening (COL)                  | 0.37          | 0.45          | 21.1          |
| Adult Immunization Status - Td/Tdap (AIS)          | 0.48          | 0.54          | 14.0          |
| Cervical Cancer Screening (CCS)                    | 0.48          | 0.52          | 10.1          |
| Childhood Immunization-Combo 10 (CIS)              | 0.19          | 0.21          | 11.0          |
| Developmental Screening (DEV)                      | 0.55          | 0.73          | 33.8          |
| Immunizations Adolescents - Combo 2 (IMA)          | 0.36          | 0.41          | 12.2          |
| Well-Child Visits First 30 months (W30) - 15-30 Mo | 0.61          | 0.68          | 11.5          |

# INNOVATION AND EDUCATION



## ROBOTICS IN ACTION

A fully Robotic Esophagectomy (a minimally invasive, high-precision surgical procedure used to remove all or part of the esophagus by utilizing robotic arms controlled by a surgeon). This reflects the growing expertise and availability of modern treatment options at ARMC.





**RESEARCH WINS**

**185**  
Publications

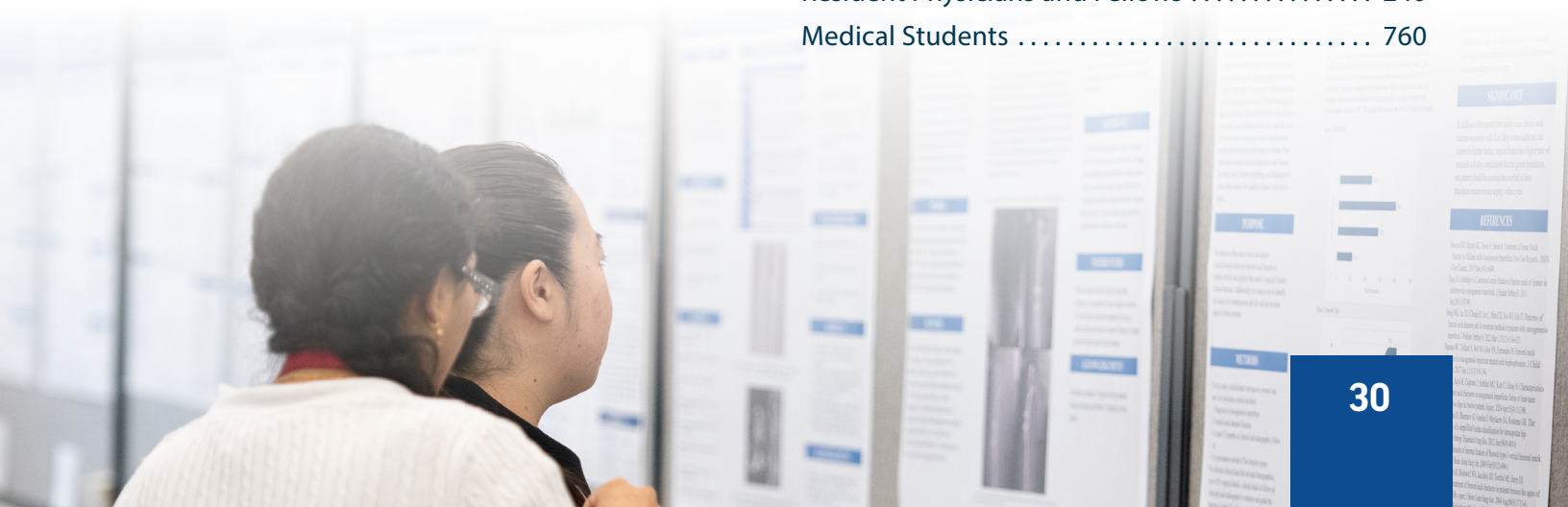
**490**  
Presentations

**153**  
Research  
Activities

**EDUCATION:** Arrowhead Regional Medical Center’s Graduate Medical Education team provides oversight and administrative support for all the hospital’s accredited residency and fellowship programs. The program also ensures adherence to accreditation requirements. GME has its own Office of Research and Grants that oversees multiple research efforts, grants, and clinical trials. The GME office also oversees and supports undergraduate medical education, including PA students and Medical Students from schools across the world.

**GRADUATE MEDICAL EDUCATION**

|  |     |
|--|-----|
| Accredited Residency Programs .....            | 12  |
| Accredited Fellowship Programs .....           | 5   |
| American Osteopathic Association Program ..... | 1   |
| Resident Physicians and Fellows .....          | 240 |
| Medical Students .....                         | 760 |



# HEALTH EQUITY



**KATHERINE BOURBEAU-MEDINILLA, M.D.**  
Chief Population Health Officer,  
Associate Chief Medical Officer

## POPULATION HEALTH

In 2025, Arrowhead Regional Medical Center (ARMC) appointed Katherine Bourbeau-Medinilla, M.D., to the newly established senior executive position of Chief Population Health Officer (CPHO) and Associate Chief Medical Officer (ACMO). Reporting directly to the Chief Medical Officer, Dr. Bourbeau-Medinilla is responsible for the clinical aspects and physician alignment of ARMC's strategic growth in population health and reducing health care disparities in the community. Dr. Bourbeau-Medinilla has been an attending physician with ARMC since 2022. This strategic physician leadership role was created to expand a high-level clinical leadership perspective, with a particular focus on advancing value-based health care, care coordination, population health management, and reducing health disparities across San Bernardino County. Already under Dr. Bourbeau's leadership, the Internal Medicine Primary Care Clinic achieved an extraordinary 141% increase in its pay-for-performance quality score from 2022 to 2024, establishing it as the highest-performing clinic among ARMC's five primary care sites. Dr. Bourbeau-Medinilla earned her Doctor of Medicine from St. George's University and her Bachelor of Science in Human Biology from the University of California, San Diego.





**Fact:** In 2025, ARMC had **72,000** assigned lives for primary care services.

## JUSTICE INVOLVED PROGRAM

The Justice Involved Program supports individuals reentering the community after incarceration. The patients are assisted with chronic care needs, detoxification services, infectious disease care, obstetric care, ADA-related needs, and mental health services. Community health workers help with Medi-Cal enrollment and continuity of health care for detainees at juvenile detention centers and West Valley, High Desert, and Central detention centers.

|  |              |
|--|--------------|
| <b>Total justice-involved patients</b> | <b>5,285</b> |
| <b>Probation youth population</b>      | <b>340</b>   |

## ENHANCED CARE MANAGEMENT

In 2025, the Enhanced Care Management (ECM) team supported patients with chronic conditions, serious mental health and/or substance use, and individuals who are unhoused or at risk of being unhoused.

**1,264 ECM patients served**

# ARROWHEAD REGIONAL MEDICAL CENTER

Is the Primary Teaching Hospital for the California University of Science and Medicine



California University  
of Science and Medicine

## ABOUT CUSM

In February 2026, The California University of Science and Medicine (CUSM) School of Medicine received full accreditation for its Doctor of Medicine program from the Liaison Committee of Medical Education (LCME), the highest national standard for medical education in the United States. This milestone affirms that CUSM not only meets, but upholds, the rigorous standards expected of leading U.S. medical schools, preparing graduates for the next steps in their professional development including eligibility for licensure examinations (USMLE) and entry into accredited residency programs nationwide.

CUSM Grants and Sponsored Research Office secured several grants from government and corporate institutions in 2025. The research and development work focuses on improving health training within the Inland Empire through mentorship and training, as well as creating accessibility to simulation resources in the most rural parts of the region.

CUSM graduated its fourth class of MDs in May 2025. CUSM has a cumulative match rate of 99% with students accepting residencies in prestigious programs around the country and in California. Twenty-six of the recent graduates are in residency at partner hospitals in the Inland Empire, including Arrowhead Regional Medical Center.







Arrowhead Regional Medical Center  
400 North Pepper Avenue  
Colton, California 92324  
909.580.1000

[www.arrowheadregional.org](http://www.arrowheadregional.org)

