Community Memorial Health System is dedicated to providing the finest quality health services in a caring and efficient environment.

To be the regional health system of choice for patients, physicians and employees.

To be a valued community treasure.

We value a collaborative spirit of excellence, compassion, respect and integrity.
It is hard to imagine a health system with a prouder history than Community Memorial Health System. Founded in 1901 as the Elizabeth Bard Memorial Hospital, CMH has been enlarged, relocated, and rebuilt during its more than 100 years as part of the community. Renamed four times – first to Big Sisters’ Hospital, then Hospital de Buena Ventura, followed by E.P. Foster Memorial Hospital and, in 1963, as Community Memorial Hospital.

This proud history grew further in 1994 when we opened our first of nine Centers for Family Health in Oxnard, and again when Ojai Valley Community Hospital, itself with deep community roots, merged with CMH in 2005 to form today’s health system.

Superb medical facilities play an extremely important role in quality of life, ranking alongside other factors such as housing, employment opportunities, effective education, and cultural and social life. We are honored to be a cornerstone of this community, having provided more than a century of noble service.

We are pleased to report that 2007 was an outstanding year for Community Memorial Health System. Both Community Memorial Hospital and Ojai Valley Community Hospital ended the year in a positive financial light, while our Centers for Family Health continued their remarkable growth in meeting the health-care needs of our surrounding communities.

In the past year, we marked the beginning of a new era for Community Memorial Health System, as we began the design and permitting process to build a new Community Memorial Hospital and to begin the modernization of Ojai Valley Community Hospital. We have been working closely with local officials and residents in ensuring these new facilities meet the needs of today’s residents, as well as future generations. However, it is our humanistic approach to healthcare that has helped Community Memorial Health System standout within the healthcare community. Undoubtedly, 2007 was a year best marked by the strength of the extraordinary people who work here.

We are humbled by the legacy that is Community Memorial Health System and its staff of dedicated professionals. From the basements to the boardroom, we feel a responsibility to continue building upon our reputation of providing the highest quality healthcare, day in and day out, to the residents of our communities.

Sincerely,

Gary L. Wolfe     Gary K. Wilde
Chairman,      President & CEO,
CMHS Board of Trustees    Community Memorial Health System
What originated in 1902 as a single hospital serving its neighbors, has today grown into an expansive healthcare system that touches the lives of individuals across Ventura County and beyond.

Community Memorial Health System, established in 2005 when Community Memorial Hospital in Ventura merged with Ojai Valley Community Hospital, is comprised of these two hospitals along with nine family-practice health centers serving various communities within Ventura County.

In today’s often turbulent healthcare climate, it is important to note that our health system remains a community-owned, not-for-profit organization. As such, we are not backed by a corporate or government entity, nor do we answer to shareholders. Rather, we depend on — and answer to — the communities we serve.

Guiding us on this esteemed mission is a diverse Board of Trustees that represents a cross section of leaders in our community, and who govern Community Memorial Health System with a focus aimed on what is best for our citizenry, not the bottom line.
Community Memorial Hospital, whose proud history reaches back more than a century to 1902, continues its long-held mission of being a healthcare leader at the forefront in providing the highest quality medical services and programs to the citizens of our nearby communities and beyond.

Among the many awards and honors garnered in 2007, CMH was once again recognized as the area’s “Hospital of Choice” by the Ventura County Star. In addition, the Los Angeles Times reported that CMH was ranked as the “Most Affordable and Cost Efficient Hospital in California” by a study commissioned by large health purchasers such as California Public Employees’ Retirement System, the nation’s third largest health benefits purchaser.

To be certain, CMH is much more than an eight-story, 240-bed hospital; we are a nonprofit facility that rises above the healthcare landscape as a comprehensive regional hospital and health center, providing an ever-expanding array of state-of-the-art medical care.

Our “Commitment To Caring” requires a commitment to high technology and highly trained physicians. CMH is proud of an extensive medical team that combines family practice physicians and internists with a vast array of specialists. The collaboration of these skilled physicians, along with the expertise of our CMH health team, means area residents can conveniently receive expert care for almost any healthcare issue right here in their own community instead of having to travel far away from home.

Community Memorial Hospital is focused on continually improving the quality, efficiency, and safety of its medical services to meet the evolving needs of our patients. One shining example was our response to the temporary closure of St. John’s Regional Medical Center during a two-week span in the summer of 2007. While we appeared to seamlessly handle the increased flow of patients, in truth this feat was the result of exhaustive preparation that began four months in advance and included the extensive collaboration from all our physicians, nurses, administration, staff employees and volunteers. Our goal was to make sure we would be able to meet the needs of
each and every extra patient who came through our doors, and by taking a leadership role and preparing for a worst-case scenario, we succeeded greatly.

We were honored in 2007 to receive several awards from VHA - a healthcare provider alliance of more than 2,400 not-for-profit healthcare organizations. Among the distinctions were recognition for “Performance Improvement in Supply Savings,” “Clinical Improvement in Pneumonia Care,” “High Reliability in AMI Care,” and the “Innovation Award” for our Electronic Bed Board and E.R. Throughput. In addition, VHA acknowledged our employees for the outstanding work they did during the St. John’s closure, with the “Team Collaboration Award.”

Our “Commitment to Caring” included initiating a number of new clinical services and programs last year, including the addition of Cardiac Atrial Electrophysiology, the implementation of a Palliative Care Program, and the opening of a new Cancer Resource Center on the CMH campus.

Another exciting development was the completion of the first year of a five-year agreement participating with UCLA’s David Geffen School of Medicine’s prestigious residency program in Obstetrics/Gynecology. This close affiliation brings UCLA third-year residents to spend a seven-week rotation at CMH’s preeminent Maternal Child Health facility where they gain invaluable experience and training from our highly regarded OB/GYN staff. Meanwhile, these eager and talented residents enhance patient care while making rounds.

From a facility standpoint, the past 12 months also saw us complete several construction projects including an expansion of our renown Neonatal Intensive Care Unit, the refurbishment of the front hospital lobby and patient floors, and a renovation of the Nuclear Medicine Department.

2007 Utilization Statistics

<table>
<thead>
<tr>
<th>Service</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Admissions</td>
<td>13,041</td>
</tr>
<tr>
<td>Births</td>
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<td>Patient Days</td>
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<tr>
<td>Outpatient Visits</td>
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<tr>
<td>Emergency Room Visits</td>
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<td>Pharmacy Prescriptions</td>
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<tr>
<td>Surgical Procedures</td>
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<tr>
<td>Radiologic Procedures</td>
<td>115,715</td>
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<tr>
<td>Physical Therapy Treatments</td>
<td>49,093</td>
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<tr>
<td>Laboratory Tests</td>
<td>661,191</td>
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<tr>
<td>Meals Served</td>
<td>745,102</td>
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<tr>
<td>Pounds of Laundry</td>
<td>1,998,435</td>
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</tbody>
</table>

Community Memorial Hospital is licensed by the California Department of Health Services and is accredited by The Joint Commission (TJC).
Partnership and progress went hand-in-hand during an exciting year at Ojai Valley Community Hospital in 2007.

The partnership between OVCH and Community Memorial Hospital enjoyed its second year under the mutually beneficial merger. Indeed, the cultures and systems at both hospitals have continued to blend beautifully. Ojai Valley residents have benefited from this teamwork. To be sure, the two hospitals’ medical staffs continue to work towards ensuring the smooth and speedy transfer of patients from OVCH’s emergency room to CMH’s emergency department when needed.

Another important partnership that continued to grow and benefit Ojai Valley residents and patients is the relationship between OVCH and our philanthropic-minded community. Much of the progress accomplished last year, and underway or planned for this year, owes great thanks to the tireless efforts and sincere generosity of the Ojai Valley Community Hospital Foundation and the Ojai Guild. Together the Foundation and the Guild have raised approximately $1.6 million since the merger.

“We’re adding some exciting things,” says Dr. Daniel Sommer, OVCH chief of staff. “Our Foundation has been very active in raising money, and that together with the union with Community Memorial Hospital as part of the Community Memorial Health System, I think, is resulting in good things for Ojai Valley Community Hospital. For example, it’s bringing us new state-of-the-art equipment as well as some much-needed upgrades to almost every department at Ojai.”

The installation of a new mammography system is a prime example of such an upgrade. Other key investments included the purchase of new ultrasound equipment, a central monitoring system for the ICU, high-tech surgical equipment, and the sophisticated Picture Archiving and Communications System (PACS).

Also this year we’re moving forward with a new Emergency Department at OVCH. We are currently working with the state to
receive official approval for the design work and plans. A key step in the process was the building of a new engineering maintenance building in order to make room for the Emergency Department facility.

With a new Emergency Department and expanded space, OVCH staff will be able to provide services in a more private and comfortable setting. In addition, we will be able to improve the comfort of the waiting area.

It is especially important to recognize that this much anticipated Emergency Department facility, which will benefit our entire Ojai Valley, was made possible thanks to a very generous gift from a community member who saw the great need and stepped forward to help make the dream solution a reality.

Similarly, it is in large part because of the partnership between the Foundation and Guild and their combined efforts and generous support, which made the re-landscaping in the front of the hospital a beautiful reality. In addition OVCH funded numerous facility upgrades and repairs, including the replacement of several water heaters and piping; much needed full roof repairs; upgrading the fire alarm system; the remodeling of patient rooms; and equipping a new computer room.

Upgrades also occurred at OVCH’s highly respected Continuing Care Center. This 66-bed skilled nursing facility, which provides services that include post-surgical care, rehabilitation therapy, terminal care, internal feeding, and I.V. therapy for patients needing short-term rehabilitation as well as those requiring long-term placement, received new televisions and audio visual systems.

Built in 1960, Ojai Valley Community Hospital was in need of these investments in new equipment, upgrades and improvements. However, one thing remained timelessly perfect as it is: our compassionate and caring culture. Indeed, the entire staff of this 103-bed acute care is dedicated to providing the more than 35,000 residents of the Ojai Valley with high quality inpatient and outpatient care, as well as skilled nursing services and a 24-hour emergency room.

The quality care provided by our team of highly trained physicians and specialists – combined with our other dedicated healthcare professionals, management and volunteers – was proven with the full accreditation given to OVCH following a surprise inspection of the hospital by The Joint Commission. The staff passed with flying colors.

### 2007 Utilization Statistics

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Admissions</td>
<td>1,347</td>
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<tr>
<td>Patient Days</td>
<td>23,374</td>
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<tr>
<td>Average Daily Census</td>
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<tr>
<td>(Includes Skilled Nursing Facility)</td>
<td></td>
</tr>
<tr>
<td>Outpatient Visits</td>
<td>21,917</td>
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<tr>
<td>Emergency Room Visits</td>
<td>8,002</td>
</tr>
<tr>
<td>Pharmacy Prescriptions</td>
<td>118,998</td>
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<tr>
<td>Surgical Procedures</td>
<td>658</td>
</tr>
<tr>
<td>Radiologic Procedures</td>
<td>18,173</td>
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<tr>
<td>Physical Therapy Treatments</td>
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<tr>
<td>Laboratory Tests</td>
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<td>Meals Served</td>
<td>96,159</td>
</tr>
<tr>
<td>Pounds of Laundry</td>
<td>207,190</td>
</tr>
</tbody>
</table>
Community Memorial Health System’s nine Centers for Family Health (CFH) experienced remarkable growth of 14 percent in 2007. This growth was most noticeable at the Camarillo, Saviers and Airport Marina facilities.

In response to this growth and to meet the ever-growing needs of the communities we serve, we brought on new physicians – including specialists in Cardiology and Dermatology, extended the hours of operation in some of our facilities, and added additional exam rooms and more educational programs.

Camarillo’s CFH saw its volume of patient visits increase an incredible 86 percent last year. However, the Center was prepared thanks to an expansion in January. The remodel included the addition of seven exam rooms and three more medical providers in the fields of Family Practice, Internal Medicine, and Obstetrics/Gynecology (OB/GYN). The latter was especially important since the Center saw its OB patient volume increase threefold in 2007.

With these additions, Camarillo’s CFH now offers residents 18 exam rooms and six medical providers, with a commitment to expand further by adding two more providers in 2008. Also, with its urgent care visits increasing 50 percent in 2007, Camarillo significantly upgraded this vital service by adding a board-certified emergency room physician as the unit’s supervisor. In addition, a Cancer Education Program was added to provide free mammogram screenings for the uninsured.

In Oxnard, our Saviers CFH is the busiest Center in our system and with further facility expansion in 2008, we project that it will continue to maintain this standing. Its urgent care facility, also the busiest in Ventura County, saw its patient visits grow by more than 6,000 (17 percent) in 2007, to a total of 30,800 – an average of nearly 2,600 visits per month, or 85 per day.

Meanwhile, the Airport Marina CFH in Oxnard experienced a 27 percent growth in patient visits. Like Saviers and Camarillo the Airport Marina Center has further expansion plans for 2009. Elsewhere within our system, the Fillmore Center extended its urgent care hours in 2007 to provide added support for Santa Paula’s CFH, which is now open 12 hours a day, 365 days a year.

During the past 14 years, the Centers for Family Health have become woven into the fabric of their surrounding communities. With a mission of caring for the underserved and under-insured, the Centers are extremely sensitive to the unique needs of the individuals they serve.

We offer a bilingual and bicultural environment. Not only are most of the Centers’ receptionists, staff and nurses bilingual, so are many of the physicians. Patients feel a peace of mind being able to converse directly with their doctor. CFH staff also understands how important it is to make scheduling appointments as easy as possible. They strive to make scheduling appointments at our nine facilities as easy for patients as it would be at a private practice. In addition to scheduling appointments by phone, the Centers call all patients the day before their appointment to confirm their visit. Follow-up appointments are made at the completion of their initial visit.

Perhaps the greatest value we bring our communities is access to care. This was best demonstrated in 2007 when Kaiser Permanente acquired the Buenaventura Medical Group. This acquisition displaced a large number of patients in our service areas. Those patients who chose not to switch their medical coverage to Kaiser suddenly found themselves without a medical provider. The Centers emerged as a true safety net for over 8,000 of these displaced patients during this time, as we were able to assist them with access to new medical providers and a high quality of healthcare.

### 2007 Utilization Statistics

<table>
<thead>
<tr>
<th>Service</th>
<th>Visits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pediatric/Family Practice/OB</td>
<td>161,166</td>
</tr>
<tr>
<td>OB/Other Specialty Visits</td>
<td>14,537</td>
</tr>
<tr>
<td>Industrial Health Visits</td>
<td>14,537</td>
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<tr>
<td>Urgent Care Visits</td>
<td>51,418</td>
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<tr>
<td>Total Visits</td>
<td>227,121</td>
</tr>
<tr>
<td>CPSP Visits (Educational Programs)</td>
<td>8,650</td>
</tr>
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</table>
A Common Vision

When physicians join the medical staffs at Community Memorial Hospital and Ojai Valley Community Hospital, they become members of a talented and dedicated team of medical professionals making a steadfast commitment to support our health system’s heartfelt mission of providing high quality care. Working together as multi-disciplinary partners, our physicians support one another, inspire one another and, just as importantly, challenge one another to reach new heights in treating patients. And, our medical staffs recognize the importance of sharing their valuable expertise with the next generation of physicians. One shining example of this mentorship is our successful OB/GYN surgical residency program for third-year medical students from UCLA.

The integration between our two hospital staffs continues to grow. Along with the board of trustee’s assurance, this continued process of integration will provide quality for the future, where we can work together seamlessly, yet at the same time retain the individual personalities of each hospital that is so valuable in terms of trust in their respective communities.

An important aspect of our abilities to care for patients lies in the willingness of our health system administration team to work hand-in-hand with physicians. The administration, along with the board, continues to seek physician input, recognizing that our expertise is invaluable in the optimum operation of our hospitals, as well as for future planning. In particular, we wish to acknowledge the tremendous support given to the hospitals by the members of our board – community leaders who volunteer hundreds of hours of service annually.

Focusing our vision on the near future, we are working closely with hospital administration in creating and implementing new state-of-the-art electronic health records technology that will allow for the most seamless, efficient, and accurate healthcare delivery system. Additionally, we are collaborating both on the designs for the new hospital in Ventura and the modernization of the hospital in Ojai, the latter beginning with the welcomed expansion of its Emergency Department. Internally we continue to be, as always, focused on finding new ways to further improve our level of quality care and have established a Quality Assurance Committee tasked with this vital issue.

We would be greatly remiss in not acknowledging the superb support we receive from our nurses, clinicians and support staff. Finally, we thank you – our patients and fellow community members – for the opportunity to serve you. You can be proud that the physicians associated with CMHS are committed to making healthcare better and ensuring it is available at a high quality throughout our region.

Sincerely,

Daniel Sommer, M.D.  
Chief of Staff,  
Ojai Valley Community Hospital

William Speitel, M.D.  
Chief of Staff,  
Community Memorial Hospital
Service Excellence

Going from good to great is sometimes the hardest step in an organization. At Community Memorial Health System, we are achieving this with a focus on Service Excellence.

The mission and primary goal of Service Excellence is to create and promote a culture of patient satisfaction. Responsive caregiving and the guarantee of comfort while taking care of healthcare needs are the values that guide the process. Meeting the needs and exceeding the expectations of all customer groups – patients, families, physicians, nurses, employees, visitors, volunteers, vendors and more – is the goal.

In today’s healthcare environment, patients have become informed consumers who are taking control of their healthcare choices, and they are choosing hospitals and clinics that provide them with the highest satisfaction. It is important to CMHS to embrace a “Service Excellence philosophy” in order to differentiate ourselves from our competitors.

To be the provider, employee and partner of choice is how we define true Service Excellence.
Profile

Debra Wolff
CMH Employee of the First Quarter 2007

“Invaluable” and “versatile” are the first two words fifth-floor Nursing Director Julienne Mitchell uses to describe day charge nurse Debra Wolff.

“Debbie makes staff and patients smile every day,” says Mitchell.

“I want to make sure each patient is well taken care of and their needs are met,” says Wolff, who joined CMH in 1981.

In addition to her charge nurse duties, Wolff has provided computer training to new employees for the past six years. She currently teaches a seven-hour class every other week.

“I really enjoy the patients, and we have such a great staff here,” says Wolff, smiling. “I enjoy it all.”

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Skilled Nursing

Community Memorial Health System’s Continuing Care Center is a 66-bed skilled nursing facility for patients needing either short-term rehabilitation or long-term placement.

The well-established facility, neighboring Ojai Valley Community Hospital, is staffed by a dedicated team of registered nurses, licensed vocational nurses, certified nursing assistants and restorative nursing assistants, all overseen by a medical director. Together, these caring and compassionate healthcare professionals provide skilled nursing and daily rehabilitative services for residents who require an inpatient treatment program.

In fact, a wide array of services are provided in the unit, including internal feeding, rehabilitation therapy, I.V. therapy, terminal care, and post-surgical care.

The Continuing Care Center is unique within the Ojai Valley as it is the only center connected to an acute care hospital and, most importantly, has the ability to treat emergency situations, as well as care for a higher level of acuity in its residents.

Community Education

As the healthcare leader in our communities, Community Memorial Health System has long believed it has a responsibility to help educate and inform our diverse population on a wide range of healthcare-related issues.

Our commitment to do so is highlighted by our popular Seminar Series. Each month, CMHS provides an array of free seminars on a variety of health-related topics. These important classes allow attendees to get timely and important information that can positively impact their lives from guest speakers that include medical professionals, specialists and other healthcare experts.

CMHS also offers larger symposiums that cover a variety of topics such as cancer and heart disease.
Nursing Education

With numerous educational programs and incentives for individuals seeking a career in nursing, Community Memorial Health System offers internships, clinical education and training, with incentives that include scholarships, financial aid, tuition reimbursement and student loans.

Developed five years ago, the ADN Regional Collaborative Program started with six colleges and five facilities in Southern California. CMHS works with local nursing curriculums and provides clinical space and classrooms while colleges supply the instructors. Nursing students complete their first year of education through live instruction, video conferencing and an on-site skills lab that parallels the Ventura College curriculum. Due in large part to CMHS’ collaborative nursing program, Ventura College graduated over 110 nurses in the last two semesters – the most in the school's history.

Nursing students can also participate in the CMHS Early Bird program that affords employees certain full-time benefits while they reduce work hours due to a rigorous school schedule. Valued employees vest benefits and health insurance while they complete their nursing education.

For hands-on training, nursing students take part in the CMHS Work Experience Program under the supervision of a Preceptor. “Everything we can do to better prepare students, makes them more confident,” says Meg Larramendy, RN and Director of Nursing Resources at CMH. Once they graduate, nurses new to CMHS take part in an eight week New Grad Program designed to ease their career transition. The Preceptor Course assists the instructor with standards and teaching styles to best instruct new graduates. Nurses train for many advanced practice procedures at CMHS, including the PICC Line Certification Program, during which students gain experience placing IV lines for a prescribed period of time.

A three month ICU and CCU Internship Program gives nurses specialized training. Training for qualified staff is also offered in the Progressive Care Unit, staffed at a higher ratio than telemetry. The semi-annual program offers nurses more information on caring for patients with a higher acuity. Intensive education programs of up to six months are offered in the Perioperative Program and NICU, which includes the Neonatal Resuscitation Certification Program. Newly implemented is the Palliative Care Training Program to improve care for patients at the end of life.

CMHS is the clinical site for the Ventura College Nursing Program, Simi Valley Licensed Vocational Nurse Program, Ventura College EMT and Paramedic Program and the California State University Channel Islands’ Nursing Program. CMHS is also the clinical site for Santa Barbara City College’s radiology program and the hospital assists with placement of students in the Simi Valley Respiratory Program. In addition, interns are accepted each year for the Southern California Graduate Physical Therapy Program, while the Centers for Family Health sponsor a nurse practitioner program for UCLA students.

Moreover, there are many incentives available, such as the Meister Family Foundation Nursing Scholarships, the Flex-Scholtz Nursing Scholarship, financial hardship loans, and a tuition reimbursement program of up to $3,000.

As one of the premier employers in the area, CMHS strives to overcome a shortage of trained nurses by interfacing with its community and staff to offer many incentives and educational opportunities.
Hospitalists

Hospital-based physicians, commonly referred to as hospitalists, are a growing specialization that can greatly improve the quality and continuity of care patients receive during their hospitalization.

Community Memorial Hospital has made hospitalists available to patients for nearly a decade. More recently, CMHS has sought the very best hospitalists available by hiring Sound Inpatient Physicians, a Washington-based company that provides hospitals with a network of compassionate and skillful hospitalists.

Hospitalists not only admit patients, they collaborate with other specialists and the lab to facilitate smooth treatment and a speedy recovery. Basically, the hospitalist becomes the attending or primary care physician when the patient is admitted for hospitalization.

By having dedicated hospitalists care for inpatients, primary care physicians are able to spend valuable time treating patients in their offices. The result is an innovative and efficient inpatient physician program that improves the care and overall experience for inpatients, often beginning as soon as an ER physician determines a patient should be admitted.

Community Support Groups

Community Memorial Health System continues caring for our patients after they leave our two hospitals or nine Centers for Family Health.

Understanding the unique needs of recovery and beyond, we offer a wide range of support groups and informational meetings every month.

For future mothers and new moms, we offer Prenatal Yoga, Early Pregnancy, Prepared Childbirth, Refresher Classes, Maternity Tours, Baby and Me, Bittie Baby (newborn to 3 months), Bigger Baby (3 to 7 months), Pediatric CPR Class, and Sibling Class.

In addition to Weight Management Classes, we offer a Bariatric Surgery Seminar, Bariatric Support Group, and Diabetes Education Program.

Congestive Heart Failure Support Group, Mended Hearts, Living with Cancer, and Prostate Cancer Support Group are also well attended.

Other offerings include: HICAP (Insurance Help for Seniors), Caregivers Support Group, Babysitting 101, Stop Smoking Class, Better Breathers Courses, Restless Leg Syndrome, and Amputee Support Group.

Eloy Gonzalez
CMH Employee of the Second Quarter 2007

Eloy Gonzalez epitomizes CMH’s “Commitment To Caring” along with a continuing commitment to education.

“I am always trying to learn and become better,” says Gonzalez, who joined CMH more than five years ago as a dishwasher in the cafeteria, and today, through continued education and hard work, is an indispensable anesthesia technician in the main operating room.

“Eloy is someone you can always count on,” praises Clinical Supervisor Sharon Cummings. “He puts out at least 1,000 percent effort every day.”

“The best thing about my job is the people I work with,” says Gonzalez. “I’m so lucky to be with coworkers who are also my friends.”
CFH’s Diabetes Nutrition Education Program

According to the American Diabetes Association, low-income individuals are disproportionately affected by diabetes. Moreover, gestational diabetes affects about 4 percent of all pregnant women in the United States.

In other words, Community Memorial Health System’s Centers for Family Health are on the front-line of this battle. A key component to meeting this vital healthcare need is the Diabetes Nutrition Education Program.

The program is designed to help educate and teach disease management skills to regular diabetes patients, as well as pregnant women with gestational diabetes. More than 420 patients went through the program in 2007.

One key component of the class is teaching not only what foods to eat, but how much. Instead of focusing on calories, the program works on portion control and nutrition labels. We want the patient to have the necessary knowledge for them to make better choices about the foods they eat.

Caring for Our Community

Meister Nursing Scholarships

Barbara Meister is a philanthropic role model, giving generously both financially and of her time to a variety of nonprofit organizations in Ventura County and her temple.

“It’s just the way I was brought up,” says Meister. “I was taught to always give back to the community.”

Meister added a new way of giving back in 2007 when she presented two $5,000 checks to Julia Durr and Evie Arauz as the first recipients of the annual Meister Family Foundation Nursing Scholarships, named in memory of Meister’s late husband of 52 years, Larry Meister.

The idea for the scholarship originated when Meister, a member of the Community Memorial Healthcare Foundation Board since its inception in 1984, learned of a growing nursing shortage. She and her husband approached Community Memorial Hospital about establishing a scholarship for students in the Ventura College Associate Degree Nursing Program.

The plans were put on hold when Larry Meister, who purchased Barber Ford in 1968, was stricken with pancreatic cancer and died in June 2005. During his illness, Barbara was moved by the expert and compassionate care the nurses at CMH provided her husband, and pushed forward to establish the scholarship.

“It’s a great hospital with great nurses,” says Meister, President and Chief Executive Officer of Ventura’s Barber Automotive Group. “This is something I’ve thought about doing for some time.”

The scholarship winners were chosen by a four-member CMHS nursing committee, based on criteria that included grade-point average, community service, financial needs, a letter of reference from a Ventura College nursing faculty member, and a 500-word personal statement focusing on their career goals.

A condition of the scholarship is that winners reflect Barbara Meister’s shining example by giving back to Community Memorial Health System — specifically, by committing to work for CMHS for one year upon earning their nursing degrees.
Breast Center Mammogram Screening

The Breast Center of CMHS located at Community Memorial Hospital is dedicated to providing patients with the most technologically advanced medical care rendered by specialized healthcare professionals in a warm and supportive manner. Our team of doctors and caring female staff see to it that patients are treated in a manner that is both discreet and compassionate.

Mammography screening is an especially important service the Breast Center provides – often for free. Early detection and awareness is vital in the battle against breast cancer, yet many women who are uninsured, under-insured or lack access to funds do not get screened.

Thanks to funds raised by the Community Memorial Healthcare Foundation’s annual Gold Dust Gala, as well as the generous support of the Wallis Foundation, the Breast Center is able to offer complimentary mammograms, ultrasound, biopsy procedures and surgical intervention to qualified women who lack access to this lifesaving healthcare.

Focus on Youth

Community Memorial Hospital has a proud history of opening its doors to welcome young members of our community to come inside for a unique behind-the-scenes look at different areas of our dynamic facility.

Indeed, each year numerous groups of children of all ages – including schools, Scout troops, and camps – are treated to guided tours by knowledgeable hospital staff through specific departments, including the always-popular nursery and high-tech radiology. The children also receive goodie bags containing coloring books, bandage dispensers and Future Nurse or Future Doctor hats.

“I like it when I went to the hospital because I saw the things they use,” one local first-grader recently wrote in a thank-you letter to the hospital.

CMH is also honored to sponsor a Mentor Program for high school students interested in pursuing a career in healthcare. One highlight for the teens is “shadowing” one of our healthcare providers for the day.

Grant Fortier
OVCH Employee of the Second Quarter 2007

Shortly after being honored for his work as coordinator of the Dietary Department, Grant Fortier became an even more valuable employee by earning his Food Managers’ Certificate.

Fortier began working part-time in the OVCH Engineering Department about four years ago; four months later, he transferred to the Dietary Department as a full-time employee.

“Grant just does an outstanding job for our department,” praises his supervisor, Robert Roddick. “He helps us any way that is truly needed.”

Fortier’s duties include scheduling staff, ordering food, handling special dietary requests, and, as he puts it, “Basically making sure everything is running smoothly. If a problem comes up, I try to take care of it.”
Spiritual Care Services

At Community Memorial Health System, we believe the healing process involves the body, mind, and spirit. We deeply respect the value of all religious beliefs and spiritual paths and affirm their important role through our compassionate, supportive Spiritual Care Services.

In addition to having a full-time professional chaplain available at both hospitals for the spiritual and emotional care of our patients and their families, we are committed to meeting the needs of all beliefs and practices. Upon request we can contact community clergy of a wide diversity of faiths to share their council, comfort, and support.

During times of crisis and difficult decisions, our goals are to provide appropriate religious and spiritual support for each individual. Our chaplain offers a listening ear and can act as an advocate for the patient and family, as well as offer council in ethical decision making, end of life care, and palliative care.

Interdisciplinary Cancer Conference is “Invaluable”

Community Memorial Hospital’s steadfast commitment to caring and collaboration is readily on display every Wednesday at noon when twenty or more radiologists, medical and radiation oncologists, surgeons, pathologists and other physicians on staff meet for the Interdisciplinary Cancer Conference – also referred to as the “Tumor Board.” Their mission: to share their individual expertise, experiences and knowledge in an effort to battle the disease together.

“This Tumor Board is vital,” explains Dr. James Woodburn III, a general surgeon. “It helps us give our patients the best care for the best outcome.”

The Interdisciplinary Cancer Conference, which has existed in less-formal forms at CMH since the mid-1970s, gained a new emphasis in 2006. Today it meets every week for 90 minutes with four or five new cancer cases (and follow-up cases in progress) presented. While maintaining patient confidentiality, the physicians examine pathology biopsy slides, mammograms, ultrasounds, and MRIs. Then, in an open forum, they discuss the pros and cons of different therapies.

“This is a tool to further enhancing patient care,” explains Dr. Woodburn. “For example, as a surgeon, I can’t keep up with all the advances in oncology or radiation – and other fields can’t know all the latest surgical techniques. But working together in an interdisciplinary effort, we all learn from each other – and, most important, together we give our cancer patients the best of all these medical advancements.”
Caring Magazine

Of the numerous ways Community Memorial Health System reaches out to inform, educate, update and even inspire our community members, one of the most popular is our magazine Caring.

This informative publication features a wide variety of timely articles on numerous health-related topics. Each issue also highlights different programs available through the growing CMHS family of services.

But perhaps the most unique and rewarding aspects of our publication are the human-interest feature stories we publish on area citizens whose lives have been touched by CMHS and, in turn, touch the rest of us.

From remarkable life-saving measures and state-of-the-art diagnostics to multiple births and highly advanced procedures, we detail the experiences of local residents we have had the privilege to serve. Not only do their stories entertain and educate, they also inspire each of us and emphasize that our “Commitment to Caring” has a profound impact on our community.

CMH Helps New Mom Answer “Freedom Call”

Community Memorial Hospital’s long-standing commitment to being on the forefront of technology had an unexpected and heartwarming benefit when it allowed Phillip Anthony Stevenson, Jr. to see his day-old son, Phillip III, and visit with his wife, Teresa, and 1-year-old daughter, Nadine, even though the husband/dad/soldier was stationed 8,000 miles away in Iraq.

The celebration uniting a dozen family members, including Phillip Sr., Phillip Jr., and Phillip III, was possible because of CMH’s investment in a video teleconference room as part of the Nursing Regional Collaborative program.

In cooperation with the nonprofit Freedom Calls Foundation, we were able to use our technology to connect a U.S. soldier serving overseas with his young family right here in Ventura.

“This has been beyond my dreams. I can’t thank CMH enough for making this day possible,” Stevenson said afterwards. “Not just for me to see him, but to allow him to see his son and daughter is a such a gift.”

Fred Odom
CMH Employee of the Third Quarter 2007

Fred Odom has been in the healthcare field for more than 35 years, including the past decade as a licensed clinical social worker at CMH, and loves his job as much as ever.

“I enjoy coming here every day,” says Odom. “There is always something to learn, the joy of making the improbable happen – and, every now and then, even the impossible.”

Praising the “teamwork” and “tight unit” at CMH, Odom feels pride in his role. “I am here to help the family. I am a sounding board who can provide a sense of hope. My goal is to be the type of social worker my family would want.”
Bed Board

Assigning and monitoring patients and patient beds at Community Memorial Hospital used to be done on a 4-foot-by-4-foot handmade Bed Board that featured an expansive color-coding system that cost all of $150 when it debuted in 1988.

Recently, CMH went high-tech with the installation of a state-of-the-art $160,000 NaviCare Patient Flow System. The centerpiece is a 42-inch high-definition flat-screen monitor located in the Nurse Staffing office that is linked to more than 200 computers throughout the hospital. With personnel throughout the hospital inputting updates into computer keyboards and telephone touch pads, the NaviCare monitor instantly shows the status of every patient, every room, and more – even tracking patients when they go to different departments for treatment or tests.

Importantly, the NaviCare System supports compliance with new Managing Patient Flow Standards issued by the The Joint Commission.

Excellence in Technology

As your community healthcare provider, we understand the significant responsibility we have to operate our facilities in a sound manner, to explore and implement the latest technologies, and to continually enhance our programs and services.

The following pages highlight just a few examples of areas of excellence in technology.

da Vinci Robotic Surgery

In late 2004, Community Memorial Hospital became the first hospital between San Francisco and Los Angeles to install the ground-breaking da Vinci Robotics System that uses high-tech, remotely guided robotic arms for performing various surgeries such as removing cancerous prostates and colon procedures.

In fact, CMH surgeons, after traveling to Illinois to view a similar procedure, were the first in California to use robotics to perform colorectal surgery.

The da Vinci Robotics System allows surgeons to perform minimally invasive surgery. Procedures require only a few very tiny incisions. Once the incisions are made, the highly trained surgeon inserts a state-of-the-art three-dimensional imaging scope, as well as the da Vinci Robotics System’s robotic arms and tools, to perform the immensely precise surgical work made possible by this cutting edge technology.

Because it is minimally invasive, da Vinci surgery patients often lose less blood, suffer less trauma to the body, recover faster and are released earlier from the hospital than traditional surgery patients.

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Electrophysiology

Anticipating the growing needs of aging community members, CMHS invested $1 million to build a state-of-the-art Electrophysiology Lab at Community Memorial Hospital.

The new lab is equipped with computerized 3-D heart mapping technology and other high-tech equipment to provide expert diagnosis and treatment of electrical problems in the heart, such as irregular heart rhythms.

Importantly, CMH benefits from the services of a full-time electrophysiologist, who is a cardiologist specializing in diagnosis and treatment of abnormal heart rhythms. Previously, CMH relied on having visiting electrophysiologists see patients with much of the lab work being sent outside the county. Now, residents can receive a full spectrum of high quality electrophysiology services right here locally.

The electrophysiology program complements the rest of CMH’s comprehensive heart program that includes renown cardiologists, cardiac surgeons, vascular surgeons, and state-of-the-art Cath Labs.

PACS

Ojai Valley Community Hospital has moved to the forefront of diagnostic informational storage and retrieval with the introduction of the Picture Archiving and Communications System (PACS).

The state-of-the-art technology allows digital images of CAT scans, X-rays, ultrasounds and MRI screenings to be readily accessed by physicians and diagnosticians through the hospital’s computer network.

In addition to making lost film images a thing of the past, PACS reduces time waiting for imaging results and provides a secure and swift means of sharing this vital information among medical professionals. The result is a quicker diagnosis with reduced anxiety associated with long waiting periods for patients. Another benefit is the ability for images to be viewed by medical experts and specialists thousands of miles away.

PACS, which is also in use at Community Memorial Hospital and CMHS’ Grossman Imaging Center, was made possible by a generous $500,000 donation from an anonymous Ojai-area couple.

Priscilla Brennan
OVCH Employee of the Third Quarter 2007

As the daughter of an orthopedist, Priscilla Brennan was attracted to a career in healthcare early on. Indeed, while in high school, she volunteered on the switchboard at OVCH.

“I think I knew all along that I wanted to be a nurse,” shares Brennan, who, in 1974 began working at OVCH as a nurse’s aide before completing the nursing program at Ventura College.

Today, Brennan is an invaluable, and busy, surgical nurse with a wide range of responsibilities and new challenges to face every day.

“I enjoy the variety of working at a small hospital,” she says, adding, perhaps not surprisingly, “I love the orthopedic cases.”
Orthopedics

From routine sports injuries to more serious hand and shoulder surgeries, as well as the newest and most advanced specialized treatment in hip and knee replacements, Community Memorial Health System’s highly respected Orthopedic Program provides patients with a comprehensive approach to diagnosis, treatment and rehabilitation.

We offer both inpatients and outpatients a full spectrum of the newest technologies and the latest orthopedic treatments and recovery services, including individualized therapy programs, all aimed at returning each patient to the level of activity and lifestyle they formerly enjoyed.

Moreover, our patients have access to highly skilled board-certified surgeons and physicians who have vast experience in treating the musculoskeletal system. Our wide range of talented orthopedic specialists are complemented by a knowledgeable and skilled staff of healthcare professionals. Together they work cohesively, carefully and compassionately with each individual patient to ensure he or she receives the highest level of orthopedic care.

Emergency Services

With more than 40,000 combined emergency visits annually in Ventura and Ojai, the Emergency Departments at our two hospitals play a critical role in the welfare of the communities we serve.

Both Emergency Departments are staffed 24 hours a day, seven days a week with highly trained physicians on duty to provide expeditious, skilled care for individuals with emergent, urgent and also non-urgent problems.

Community Memorial Hospital’s basic level designated Emergency Department offers comprehensive emergency services that are supported by physician specialists in all medical disciplines.

At Ojai Valley Community Hospital’s stand-by emergency room facility, patients with emergent needs requiring additional medical attention are transferred to CMH to receive specialty care.

In addition, CMHS is part of a nationwide “5 Million Lives Campaign.” As part of this program, CMH has formed and implemented a Rapid Response Team that is called whenever a patient shows signs of deteriorating clinical status.
Maternal Child Health

Community Memorial Hospital takes great pride in being Ventura County’s hospital of choice for expectant mothers.

In order to create a very special birth experience, we are there to help from the day a woman hears the news she is expecting. From preparing for the birth, to labor and delivery, and caring for a newborn, the supportive and experienced Maternal Child Health team ensures mother and baby receive the finest care through each stage of the pregnancy.

One of our goals is to inform and educate each parent during the pregnancy journey so they will feel more confident about caring for their newborn.

CMH’s acclaimed obstetrics unit, a level III Neonatal Intensive Care Unit, and a specialized high-risk Pregnancy Unit run by a perinatologist, are all aimed at allowing our dedicated healthcare specialists to deliver the highest level of care to each mother and baby while also making the hospital stay a pleasant, comfortable, and special experience.

Cardiovascular Care

Our team of cardiologists, radiologists, and cardiovascular and thoracic surgeons has established one of the most elite cardiovascular programs in the region. Our services range from non-invasive testing and heart disease screening and prevention to the most sophisticated cardiac and vascular operations.

CMHS remains committed to providing our team with the high-tech equipment needed to be a leader in the field. For example, our interventional cardiology program features a state-of-the-art 64 slice CT scanner. This allows our cardiologists and radiologists to provide unique preventive medicine options as well as innovative treatment options for heart disease.

Similarly, our renowned heart program remains at the forefront in utilizing leading edge diagnostic equipment and employing the latest interventional techniques, such as selective use of off-pump bypass surgery. From valve replacement and aortic dissection to cardiac rehabilitation after surgery, we are focused on providing the full continuum of care needed for the best patient outcome.

Profile

Jay Dwight
CMH Employee of the Fourth Quarter 2007

Jay Dwight, a physical therapist aid on the sixth floor, has been a member of the CMH team for 18 years. He has become yet another role model as an employee who is dedicated to furthering his education and learning new skills.

Indeed, after a few years Dwight decided he wanted to stay at CMH long-term and develop a career. Realizing that obtaining an advanced education would be critical to his ability to provide patient service, Dwight returned to school and obtained his Certified Nursing Assistant degree.

“I just love working here,” Dwight says. “With the great teamwork attitude here and my love for helping people, I enjoy every day.”
Prostate Institute of America

Prostate cancer accounts for 36 percent of all male cancers in the United States and will affect one out of every five men during their lifetime. To address this challenge, Community Memorial Health System created the Prostate Institute of America on the Community Memorial Hospital campus.

From its inception, the Institute's goal has been to offer patients the finest care through a comprehensive multidisciplinary approach. The Institute uses the latest advances in medical technology with an emphasis on minimally invasive treatment therapies - such as Cryosurgery – that help to offer maximum survivability potential while reducing side effects and complications.

Because early detection and accurate staging are critical to treatment options and a positive outcome, the Institute features state-of-the-art diagnostic equipment, including Color-Doppler Transrectal Ultrasound.

Not only is the Institute this area’s medical leader in the expert treatment of prostate cancer, it is also internationally recognized for the quality of care provided by our dedicated staff of highly experienced radiologists, urologists, radiation oncologists, and medical oncologists.

Neuroscience and Spine Program

Community Memorial Hospital offers comprehensive diagnosis and treatment for conditions related to the nervous system and brain.

Our neurologists and neurosurgeons work to diagnose and treat diseases of the nervous system, including the brain, spinal cord, peripheral nerves, muscles and blood vessels that supply them. With an expert medical team and technologically advanced diagnostic and treatment options, we offer extensive experience in treating a comprehensive range of neurological disorders and injuries.

Our Spine Program combines the diagnostic capabilities and expertise of our neurosurgeons and orthopedic surgeons into a multidisciplinary program that offers comprehensive evaluation and a wide range of medical and surgical treatment options for the most common to the most complex back and neck conditions.

These experts work together in a coordinated system and are dedicated to applying leading edge technology, the latest techniques and the most effective therapies to help each individual patient feel, move, and live better.
CMH Steps Forward During Closure of St. John’s Regional Medical Center

Using a combination of exhaustive preparation, extensive collaboration and widespread employee dedication, Community Memorial Hospital rose to the occasion and met an unprecedented challenge last year when St. John’s Regional Medical Center closed for two weeks to address an ongoing mold issue.

“When we first learned that St. John’s closure was going to occur, our entire team of professionals pulled together to make sure we would be able to meet the needs of each and every extra patient,” says Gary Wilde, President & CEO of Community Memorial Health System. “The level of collaboration and cooperation that followed was remarkable. I am humbled and extremely proud of how everyone here dedicated themselves to making sure our entire community was cared for.”

Dr. Douglas Woodburn, CMH Chief of Staff at the time, echoes Wilde’s praise. “Frankly, I could not be more proud of how this turned out. Everybody from the medical staff and nurses and administration to the volunteers downstairs at the reception desk, all worked at it and pulled together. The reason it looked so smooth was because we prepared ahead of time for the worst-case scenario.”

To gear up for the challenge of caring for a suddenly expanded community, CMH held a series of meetings among medical staff and management to identify the impact St. John’s closure would have on Community Memorial Hospital – and, in fact, the entire county. CMH also took a leadership role by meeting with all the hospitals in the area as well as with Emergency Medical Services.

A measure of just how large, and unique, the challenge promised to be: the U.S. Department of Homeland Security, the Environmental Protection Agency, and the FBI watched to see how the surrounding communities and hospitals would deal with such a closure.

The answer was readily summed up afterwards in an e-mail from Michael Murray, President of St. John’s Regional Medical Center, to Gary Wilde: “You and your staff were absolutely super! I can’t thank you enough! … If you ever need anything from me, I’ll be there! Thanks for everything!”

This “absolutely super” performance required an absolute collaborative effort. As Dr. Woodburn notes, “The medical staff along with the coordinated effort of the administration, hospitalists, nursing staff and everyone else worked to identify where the problems might arise – and then worked together to prepare for them. The success was truly a communal effort.”

The communal team effort was successful: Every department in CMH was ready for the surge. The Emergency Department, for example, went from caring for an average of 120 patients daily to about 150 during the two-week span – and as many as 200 on a couple days. To handle this rush, physician coverage was increased along with nursing staff and hospitalists.


And Collaboration.
Speak Up Program

Community Memorial and Ojai Valley Community hospitals both adopted Patient Safety Partnership agreements in the fourth quarter of 2007. This important program, also called “Speak Up,” encourages patients to have an active involvement in their own care.

Speak Up addresses national safety goals of The Joint Commission requiring hospitals to educate and encourage patients and their families to report concerns about care or safety.

Upon admittance to CMH or OVCH, a nurse meets with each patient and/or family to discuss the one-page agreement form which includes three key sections: Help Prevent Errors in Your Care, Medication Safety, and Fall Prevention.

The helpful tips range from being sure to wear your ID band at all times to making sure your caregivers wash their hands or wear gloves before treating you.

Perhaps most importantly, patients are told: “Speak up if you have questions or concerns, and if you don’t understand, ask again. You have a right to know.”

5 Million Lives Campaign

The Quality Services Department at Community Memorial Health System has continued its successful association with the Institute for Healthcare Improvement’s “5 Million Lives Campaign.”

The goal of IHI’s nationwide program is to provide the best standard of practice for patient care by developing and implementing “bundles,” or specific checklists, to ensure critically ill patients are treated precisely the same way each time.

Two key areas CMHS has focused on are the prevention of Ventilator-Associated Pneumonia (VAP) and implementing a standard method for detecting, monitoring and treating Sepsis – which is the leading cause of mortality in many hospitals across the country – in a timely manner.

The positive results include lower patient mortality and an improved culture of patient safety.
Coronary Artery Bypass Grafting

Community Memorial Hospital is extremely proud of the quality of care its highly acclaimed Heart Team continues to provide to cardiac surgery patients.

One shining example is evident in the operative mortality rate of Coronary Artery Bypass Grafting (CABG) performed at CMH. While the American Heart Association states that CABG operative deaths are about 3 percent nationally, in 2007, CMH’s mortality rate was less than 1 percent with one single death in a CABG population of more than 100 patients.

CMH’s Heart Team performs numerous types of cardiac surgeries, including mitral valve replacements, aortic valve replacements, and even the simultaneous replacement of both type valves in conjunction with a bypass to restore circulation. In addition, CMH cardiac surgeons now annually perform a few bypasses in which the patient does not go on a heart/lung pump; another means in which the Heart Team continues to decrease CABG mortality.

Door to Balloon Time

The recognized “Gold Standard” guideline for treating a patient experiencing an acute heart attack is to have intracoronary balloon inflation in the Cath Lab within 90 minutes of arrival at the Emergency Department door.

Accomplishing this level of performance is challenging, but vital because with the heart “minutes are muscle.”

Community Memorial Hospital successfully met this challenge in 2006 with an average door-to-balloon time of 78 minutes. However, instead of resting on its laurels, CMH further lowered its average time in 2007 to 63 minutes – a 19 percent improvement and nearly one-third faster than the national gold standard of care!

One key factor in this achievement was a new countywide collaboration with paramedics that added EKG capabilities. ST-Segment Elevation Myocardial Infarction (STEMI) patients are now taken directly to the nearest hospital with a Cath Lab, such as CMH. Furthermore, cardiologists and the Cath Lab team are alerted and prepared to go into action as soon as the patient arrives.

profile

Dannette Garcia
OVCH Employee of the Fourth Quarter 2007

It would be understandable if Dannette Garcia sometimes ran low on energy during her shifts as a medical records, coder 1. After all, she is a mom who, with her husband Andy, is raising five of their own children plus three nieces and nephews – eight kids in all, ages 3 to 16.

And yet her fellow OVCH workers praise Garcia for always being willing to assist others, having boundless enthusiasm, and her ever-present smile. Garcia, who joined OVCH three years ago, is responsible for coding all the clinical out-patient and emergency room charts.

“Ojai is where I want to be,” says Garcia. “I find the people I work with and the community I live in wonderful.”
### 2007 Summarized Balance Sheet (Unaudited)

**Assets**

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<tr>
<th>Description</th>
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<td>Accounts Receivable</td>
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**Liabilities**

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<td>Total Liabilities and Net Assets</td>
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### 2007 Summarized Statement of Income (Unaudited)

**Operating Revenue**

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<tr>
<th>Description</th>
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</tr>
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<td>Net patient service revenue</td>
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<td>Other operating revenue</td>
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<td>Total operating revenue</td>
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**Operating Expenses**

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<tr>
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<td>Salaries &amp; benefits</td>
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<td>Other operating expenses</td>
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<td>Provision for bad debts</td>
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<td>Total expenses</td>
<td>$221,268,699</td>
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**Operating Income**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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</thead>
<tbody>
<tr>
<td>Other income from investments, donations, and non-operating expenses</td>
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<tr>
<td>Changes in unrealized gains on investments</td>
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**Increase in net assets**

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<tr>
<td></td>
<td>$ 12,521,162</td>
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### Community Benefit (stated at our cost)

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<tr>
<th>Description</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
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<tbody>
<tr>
<td>Traditional charity care</td>
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<td>$ 1,052,740</td>
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<td>$ 5,060,344</td>
<td>$ 6,175,108</td>
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<td>$ 12,743,813</td>
<td>$ 14,221,079</td>
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<tr>
<td>Community education, prevention programs and other</td>
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<td>$ 541,378</td>
<td>-</td>
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<tr>
<td></td>
<td>$19,166,232</td>
<td>$19,734,208</td>
<td>$21,448,927</td>
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### Community Memorial Hospital

**Gross Patient Service Revenue**

- Self Pay
- Other
- Medicare
- Commercial Managed Care
- Medicare Managed Care
- Medi-Cal

**Operating Expenses**

- Salaries and Benefits
- Other
- Bad Debts
- Depreciation
- Supplies

2005

<table>
<thead>
<tr>
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<tbody>
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<td>Self Pay</td>
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2006

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<td>Self Pay</td>
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2007

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<tr>
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<td>Other</td>
<td>$ 6,175,108</td>
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<td>Medicare</td>
<td>$ 14,221,079</td>
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<td>Commercial Managed Care</td>
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<tr>
<td>Medicare Managed Care</td>
<td>$21,448,927</td>
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</tbody>
</table>
Ojai Valley Community Hospital

2007 Summarized Balance Sheet (Unaudited)

**Assets**
- Cash and Investments $932,492
- Accounts Receivable 3,583,709
- Other Assets 722,924
- Property, Plant & Equipment, Net 4,849,476
- Total Assets $10,088,601

**Liabilities**
- Current Liabilities $1,556,129
- Due to Affiliates 7,114,497
- Long Term Liabilities 1,055,932
- Net Assets 362,043
- Total Liabilities and Net Assets $10,088,601

2007 Summarized Statement of Income (Unaudited)

**Operating Revenue**
- Net patient service revenue $22,866,074
- Other operating revenue 517,539
- Total operating revenue $23,383,613

**Operating Expenses**
- Salaries & benefits $13,403,208
- Other operating expenses 7,991,038
- Provision for bad debts 1,597,079
- Total expenses $22,991,325

**Operating Income**
- Other income from investments, donations, and non-operating expenses $136,552
- Increase in net assets $528,840

Gross Patient Service Revenue
- Self Pay
- Other
- Medicare
- Commercial Managed Care
- Medicare Managed Care
- Medi-Cal

Operating Expenses
- Salaries and Benefits
- Other
- Bad Debts
- Depreciation
- Supplies

Community Benefit (stated at our cost)
- Traditional charity care
  - 2005 $128,198
  - 2006 $196,759
  - 2007 $193,936
Although Community Memorial Hospital and Ojai Valley Community Hospital are recognized for their excellent quality of care, we now practice modern healthcare in facilities that were designed for the healthcare needs and demands of yesterday, not for today, and certainly not for tomorrow.

Our challenge is twofold: to continue providing our communities with access to the highest quality of healthcare, while at the same time maintaining the institution’s financial viability so we can continue to serve our families and neighbors for generations to come.

In order to fulfill our mission to provide Ventura County with quality healthcare in state-of-the-art medical facilities, we plan to build a new Community Memorial Hospital and modernize the Ojai Valley Community Hospital. When completed, these hospital facilities will not only meet the current medical needs of our residents, but will also be compatible with our community’s growing and changing medical needs. In addition, these new facilities will be in compliance with modernized state structural and non-structural seismic codes that will enable hospitals to withstand a significant earthquake and remain operational independent of the surrounding community infrastructure.

In 2007 the Board of Trustees moved this vision forward and selected a national design and build firm to accomplish the capital projects that lay ahead of us.

As we move forward with these projects we recognize that Community Memorial Health System has an extraordinary opportunity to maintain and improve the healthcare service for our community today, tomorrow, and for generations to come. It is an opportunity to step forward and partner with the community to create a lasting legacy of which we can all be proud.
The Ojai Valley Community Hospital campus consists of two separate facilities; an acute care hospital and a skilled nursing facility – referred to as the Continuing Care Center. We are currently awaiting state re-classification for the facility to ascertain if we will be strengthening and updating the current facility or, if required by the state, building a new hospital.

Initial indications are that the state will attach a re-classification to Ojai Valley Community Hospital that will result in the requirement to strengthen the existing facility, which is largely a single-story wood frame building. If this is indeed the case, we will invest in modernizing the facility both within and without.

One of the important first steps at the Ojai campus is the construction of a new Emergency Department. In fact, this project has already been submitted to the State of California, and we are in the approval process. In the meantime, we are in the initial phase of relocating those hospital services occupying the space needed for the expanded Emergency Department.

As part of this campaign, we plan to enhance the outside architecture to more closely match the style showcased within the town of Ojai. More importantly, we will modernize a number of additional aspects of the facility to further improve patient safety and their overall hospital experience. For example, we will update our Imaging/Radiology Department to provide greater diagnostic capabilities. With the understanding that a positive experience at the facility encourages healthy attitudes and healing, our renovations to patient care rooms and the skilled nursing facility will improve the aesthetics as well as enhance the movement of patients within the facility. Lastly, the modernization of the Ojai Valley Community Hospital campus will comply with the state’s structural and nonstructural codes to withstand an earthquake.
A Legacy of Generosity

Created in 1984, Community Memorial Healthcare Foundation is approaching its silver anniversary, yet in truth, CMH has benefited from a century-long history of philanthropy dating back to the establishment of the original hospital in 1902.

Indeed, the philanthropic generosity of numerous individuals over the decades has helped make Community Memorial Hospital a community cornerstone. These notable benefactors who have made a major difference include E.P. Foster, George Powers, Ida Goodyear, and Fritz Huntsinger, Sr., to name but a select handful. It is through their (and countless others’) shared compassion and spirit of giving that Community Memorial Healthcare Foundation flourishes today.

This legacy of generosity, as well as today's committed volunteers who so generously give their time, energy and talents in support of the activities of the Foundation, merit a sincere thank you. Their efforts make a difference — yesteryear, today and in the future.

Through a wide range of fundraising events and opportunities, we were blessed with more than 700 donations last year — totaling over $550,000. Those donations came from residents showing their support for Community Memorial Hospital and the excellent medical care we provide. Among many uses, these funds assisted the hospital in purchasing a state-of-the-art brain monitor for our level III Neonatal Intensive Care Unit, helped offset the cost of building a new high-tech electrophysiology lab, and allowed the Breast Center at CMH to continue offering free breast care treatment to women who cannot afford it.

As we move forward, the Foundation will continue to honor its deep community roots and storied past by providing invaluable support for the new Community Memorial Hospital.

Fundraising Achievements

- Carried out year-end appeal campaign that raised over $43,000.
- The annual Benefactors’ Ball raised over $54,000 towards the purchase of state-of-the-art electrophysiology equipment to help correct heart arrhythmias.
- Held second annual Donor Flu Shot clinic.
- Gold Dust Gala provided $71,000 for breast care for uninsured women who need access to these life-saving treatments.
- Partnered with Ventura College in the continuation of the Barbara Meister Nursing Scholarship.
- Raised over $35,000 at our NICU Golf Tournament for an Olympic CFM 6000 aEEG Infant Brain Monitor for the Neonatal Intensive Care Unit.
- Received a $250,000 charitable remainder trust.

Revenue (Jan.1-Dec. 31, 2007)

Unrestricted gifts ............................................... $120,150
Restricted gifts ................................................... $450,837

Expenses (Jan.1-Dec. 31, 2007)

General/administrative and fundraising .............. $  35,480
Program services and transfers to CMHS .......... $456,277

As we move forward, the Foundation will continue to honor its deep community roots and storied past by providing invaluable support for the new Community Memorial Hospital.

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Thanks to strong community support, the Ojai Valley Community Hospital Foundation made major strides in 2007 to promote quality care and services for patients at their local hospital. The Foundation and its sister organization, the Hospital Guild, raised more than $1 million during the year, bringing total community contributions to nearly $2 million in less than three years. More than 700 donors – large and small – demonstrated their firm belief in the value of maintaining and strengthening a conveniently located, not-for-profit hospital in the Ojai Valley.

These contributions enabled the Foundation to complete the community’s $750,000 share of a new $1.5 million emergency room and provide resources to fund other important advances in patient care.

Since its establishment in 2005, when the Ojai Hospital joined the larger Community Memorial Health System, the Foundation has been working to broaden financial support for the Ojai facility and improve communications between the community and its hospital. All Foundation-raised funds remain in Ojai and are used to upgrade and strengthen hospital facilities and services.

Ojai Valley Community Hospital Foundation

Advancing Patient Care

Hospital Guild Efforts

- Served as vital fundraising partner of Foundation.
- Netted $151,000 at annual Nightingale Ball in November.
- Raised $30,000 at annual Wild West Night in May.
- Funded installation of wall-mounted television sets in all patient rooms at Continuing Care Center, eliminating unsightly and potentially dangerous electrical cords.
- Collected and maintained works of fine art for hospital and Continuing Care Center.

Fundraising Achievements

- Generated $181,000 from two mail appeals for community support.
- Received $50,000 donation to help fund new patient call system.
- Obtained $500,000 contribution for high-tech imaging storage and retrieval system known as PACS (Picture Archiving and Communications System).
- Raised nearly $10,000 through annual October Classic 5K/10K runs.
- Received $6,000 grant from Swift Foundation to purchase portable mechanical ventilator.
- Updated Donor Wall in main hospital lobby honoring contributors.
- Maintained endowment fund to bolster future income stream.
- Promoted planned giving opportunities with individual donors.
- Received $20,000 contribution from Hospital Auxiliary Foundation.
- Partnered with Community Memorial Health System to begin construction of engineering building for storage and maintenance operations.
- Implemented state-of-the-art PACS system.
- Completed exterior landscaping project.

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Revenue (Jan.1-Dec. 31, 2007)
Unrestricted gifts ............................................... $427,000
Restricted gifts ................................................... $568,000

Expenses (Jan.1-Dec. 31, 2007)
General/administrative and fundraising .............. $106,000
Program services (contributions to OVCH) .......... $319,000
Auxiliary & Junior Volunteers

From warmly greeting each visitor and patient with a smile to running the gift shops, the Auxiliary members at both hospitals epitomize CMHS’ “Commitment to Caring.”

To be certain, the Auxiliary volunteers are key members of our healthcare team who make a heartfelt difference daily. These selfless individuals contribute in numerous ways throughout, be it delivering flowers and magazines to patients, assisting with a variety of administrative tasks, or seeing that medical supplies are replenished for the staff.

During this election year, Auxiliary volunteers will even assist with voting for those patients who are unable to get to the polls. Some volunteers also soothe crying babies in the NICU by singing to them while others make souvenir birth certificates, tray favors on holidays, and knit caps with special yarn for chemotherapy patients.

“These are remarkable volunteers,” says Trudy Cook, President of the CMH Auxiliary, speaking about members at both hospitals.

Last year at CMH, the Auxiliary played an important role in the implementation of a new security program that features a successful sign-in and badge distribution operation at the reception desks.

The Auxiliary at OVCH, meanwhile, also provides a warm human touch by helping entertain the residents in our Continuing Care Center with music, games, and art projects.

In short, the 395 Auxiliary members at CMH and 19 members at OVCH, strive to make each patient feel welcomed and at home.

Ranging in age from 14 to over 90 years old, these dedicated volunteers contributed an amazing 38,568 hours of service in 2007. This included 6,419 hours of service from 69 Junior Volunteers.

The Junior Volunteer Auxiliary was formed in 1966 and is comprised of outstanding local high school students ages 14 through 19. In addition to being recommended by faculty at their schools, the Junior Volunteers must maintain high grade point averages. These caring young people are required to work one day a week for two to four hours while performing a minimum of 100 hours of service annually.

Since its inception in 1962, the CMH Auxiliary has contributed more than $2 million to the hospital, including $165,000 last year alone. Meanwhile, the OVCH Auxiliary, which was also established in 1962, proudly donated $20,000 in 2007. Simone Ecker has been president of the group for the past ten years.

“A day at the hospital always gives me an opportunity to help a neighbor, friend or stranger have a positive experience at CMH,” says Trudy Cook, who encourages others to become involved, have fun, and develop new friendships through volunteering with the Auxiliary at either hospital. “You will have an opportunity to give back to your community, work with some terrific volunteers in a supportive environment, and have purpose in your life.”
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