

Cottage

A COTTAGE HEALTH SYSTEM PUBLICATION • SUMMER 2008

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Melinda's Story

TURNING THE PAGE
ON CANCER

plus

6 Tips
for Healthy Living

Advanced
treatments for
HEART DISEASE

What is
Cottage Health
System?

**VOLUNTEER
SPOTLIGHT:**
Carli Lochner





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Cottage Health System's mission is to provide superior health care through a commitment to our communities and to our core values of excellence, integrity, and compassion.

Charity care for the uninsured
 Cottage's charity care guidelines, part of our long history as a not-for-profit organization serving the healthcare needs of the greater community, state that all uninsured patients in need of emergency services will be eligible for financial assistance—including free or reduced payment care. To find out more about this program, feel free to call us at (805) 879-8900. We are here to help.



Dear fellow community members,

What's the difference between Cottage Health System and Cottage Hospital? How do the hospitals in Goleta and Santa Ynez Valley fit into the organization? And where's the Children's Hospital? Oh wait, what about the rehabilitation hospital on De la Vina? Isn't that part of Cottage too?

We frequently hear questions like these, even from people who've lived in the community for a considerable time. So, in this issue of the Cottage magazine, we've tried to simplify the answers. After all, the history of local health care and its inpatient hospital facilities dates back to the late 1800s. That's when a group of civic-minded women gathered in a home on Arrellaga Street in Santa Barbara to draw up articles of incorporation for the town's first hospital...and invited everyone to celebrate its grand opening on December 8, 1891.

Take a look at pages 16-17 and see how, more than 120 years later, the 25-bed redwood facility built on the outskirts of town and known affectionately as the Santa Barbara Cottage Hospital, has developed into an important and comprehensive regional health system serving the sick and seriously injured on the Central Coast through a network of affiliate hospitals united in their not-for-profit mission of care.

Aware of our responsibility as the sole provider of hospital care in the greater Santa Barbara region, it remains an honor and privilege to serve you. Thank you for your continued confidence, trust and support as we carry forward the legacy of our founders.

Saving lives. Securing the future.

Ron Werft
 President and CEO, Cottage Health System



Shining the Light on Nursing Excellence

For the second consecutive year, Critical Care and Intensive Care units at Santa Barbara Cottage Hospital have received the Beacon Award for Critical Care Excellence from the American Association of Critical Care Nurses. The award recognizes hospital units that exhibit the highest quality standards, exceptional care of patients and their families, and healthy work environments.

Cottage

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Cottage Rehabilitation Hospital...Spinning Wheels and Making Waves

Blake, first-time camper and non-swimmer, was scuba diving by the end of the week at the CRH Junior Wheelchair Sports Camp.

Ingredients for a healthier environment

Composting program promotes cleaner air and sustainable agriculture



Alfredo (left) and Luis compost carrot tops and other scraps as they prepare fresh, locally grown vegetables for the lunch service.

Half-eaten sandwiches, bits of pasta, orange peels and other food scraps don't have to end up in the trash. Instead, they form the ingredients for a healthier environment when used to make compost, and Santa Barbara Cottage Hospital is doing its part to help the city become greener than ever.

SBCH, along with six other local businesses and organizations, is participating in a pilot program with the City of Santa Barbara to compost food scraps. It's the first such program on the Central Coast and one of fewer than 50 in the entire nation.

What's the benefit of keeping food out of the trash? Food scraps and food service paper make up the bulk of weight clogging the landfills. By separating food scraps and cafeteria plates from garbage, Cottage can help reduce the load going to the Tajiguas Landfill.

Lightening the landfill load helps combat one of the biggest threats to climate change: methane production. Santa Barbara's environmental officials report that roughly 40 percent of California's methane production comes from buried yard clippings and food waste, which translates to millions of tons of greenhouse gases emitted each year into the atmosphere.

Saved from languishing in landfills, food scraps are used to create compost, an excellent soil amendment that not only helps grow more food, but also contributes to sustainable agriculture.

Diners and kitchen staff at the SBCH cafeteria are urged to place all food scraps, paper plates, and used tea bags into designated compost bins, lined with biodegradable plastic bags. The bags are then delivered to a certified compost facility in the North County.

NEWS BRIEFS

HEALTHwhys — This spring Cottage introduced a new lecture series, "**Healthwhys: Health answers for today's active adults age 55 and up.**" The first in the series of free lectures featured Bruce Read, PharmD, Pharmacy Clinical Coordinator for Cottage, discussing safe practices for taking and storing medications. He emphasized the importance of asking your pharmacist questions such as what to do if you miss a dose, what time of day to take a medication, whether to take a medication with food, and common side effects. For information about *Healthwhys* and future lectures, call 879-8992.



Achieve a Healthy Balance

— Join SBCH's weight-management program to lose extra pounds safely and effectively. Friendly and supportive exercise and nutrition experts

will guide you in reaching your weight-loss goal. This eight-week clinic includes health assessment, a nutrition consultation for meal planning, exercise with a personal trainer, and more. To learn how you can join the hundreds of people who have successfully completed the program, call 569-7201.

Tiara Ball — Save the date for the next Tiara Ball to benefit Critical Care Services at SBCH. The event will be held on January 31, 2009.



Wheelchair Sports Camp — Cottage Rehabilitation Hospital hosted its annual Junior Wheelchair Sports Camp at UCSB. This summer 35 campers participated in sports such as rock climbing, cycling and tennis.

Nursing Excellence — While nursing shortages remain a challenge throughout the state, already this year Cottage has successfully recruited more than 70 registered nurses to pursue their careers in our community. Nineteen new nurses hold the prestigious Bachelor of Science in Nursing (BSN) degree...that's double the number of BSN graduates recruited last year.

6

TIPS *for* HEALTHY LIVING

1. Eat Breakfast

Include protein, fiber, fruit and healthy fats.

For example: oatmeal with 2 tablespoons chopped almonds, milk or soy milk and sliced peaches

2. Eat Often

Spreading your calories throughout the day (rather than eating mainly at night as most people do) will give you steady energy and help reduce your calorie intake overall. Eating healthy meals and light snacks every three or four hours keeps you satisfied.

Hint: this requires planning ahead! Pack your own snacks. Once you become hungry, it is difficult to resist high-fat and high-sugar snacks.

3. Get Moving

Your body needs 30-90 minutes of cardiovascular activity every day. On busy days you can break this down into two 15-minute sessions.

(For example: on work days park 15 minutes away and you'll have your 30 minutes just getting to work and back, then take long walks on the weekends.)

4. Get a (Physical) Hobby

Gardening, golf (walking the course), swimming, tennis, kayaking, hiking, outdoor photography, bicycling, dancing, woodworking, ping pong, and hundreds of other activities will give you a workout while you are having fun! Check out the Adult Education schedule to learn a new skill.

5. Bring a Friend

You are more likely to meet your fitness goals if you get some support from friends and family. Set up a regular walking schedule with a friend so you are accountable. Instead of meeting friends for lunch, meet them for a walk or hike.

6. Relax

Practice deep breathing a few minutes several times a day, especially if you're feeling anxious. Visualize your favorite place or person or memory. You can reverse some of the stress responses your body experiences, and bring down your heart rate and blood pressure.

Consult your physician with any medical questions or concerns you may have about beginning an exercise routine. For more information on fitness and nutrition—and to learn more about Cottage's Healthy Balance weight-loss program—visit our website: www.cottagehealthsystem.org.

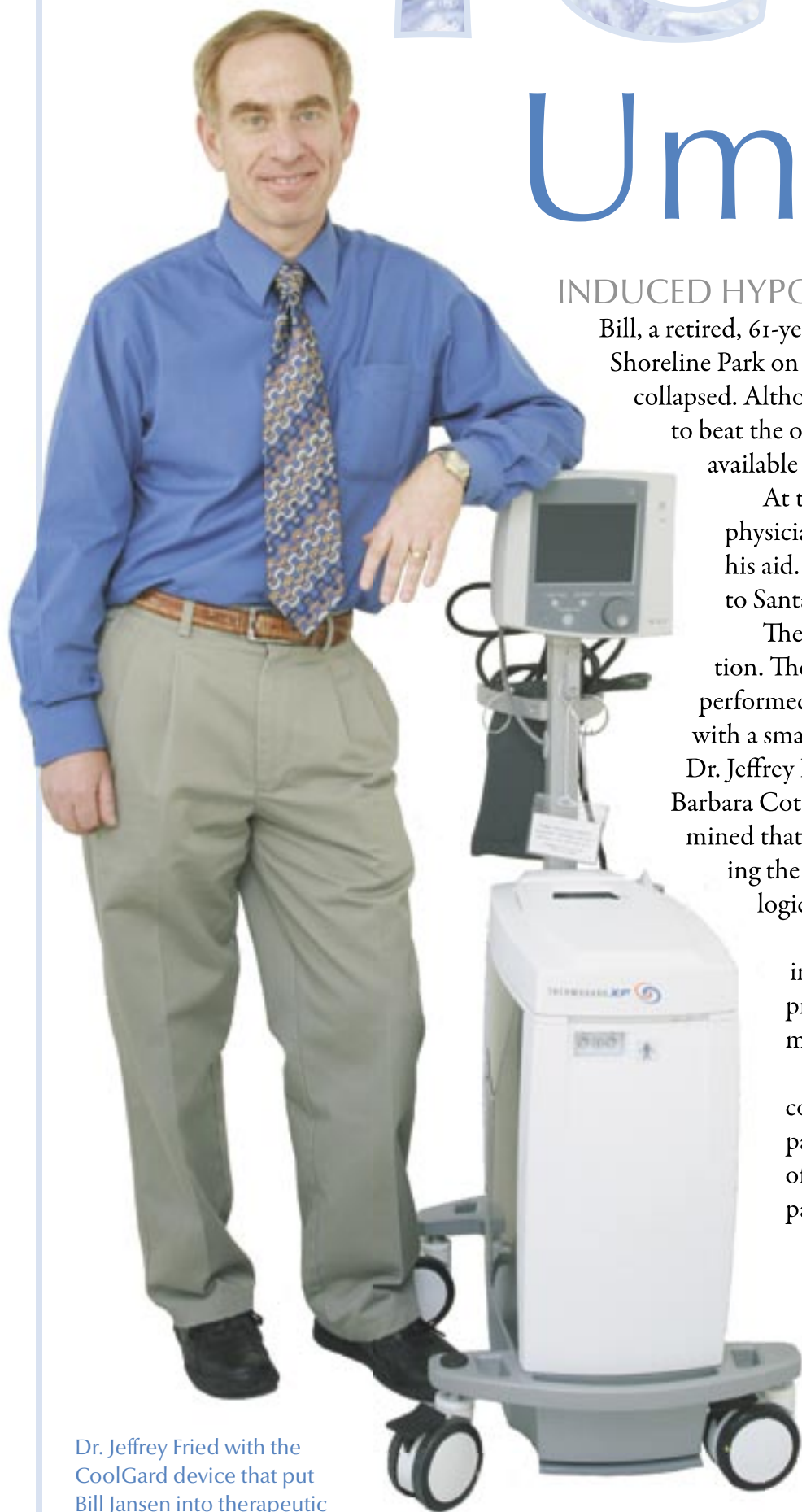
Step into Good Health

Walking can help decrease your risk of heart disease, diabetes, and some forms of cancer. It is recommended that you walk 10,000 steps a day (about 5 miles) for health benefits. Take a few of those steps into the Santa Barbara Cottage Hospital Gift Shop, where you can purchase a pedometer for only \$19. Our pedometer is easy to use and is 95% accurate.

\$19



ICE & Umbrellas



Dr. Jeffrey Fried with the CoolGard device that put Bill Jansen into therapeutic hypothermia, helping to save his life.

INDUCED HYPOTHERMIA HELPS CARDIAC ARREST PATIENT

Bill, a retired, 61-year-old Santa Barbara resident, was jogging with his dog, Chad, at Shoreline Park on a summer evening last year when he had a sudden cardiac arrest and collapsed. Although only about one in 10 people survives a cardiac arrest, Bill was able to beat the odds with the help of advanced technology in therapeutic hypothermia available at Santa Barbara Cottage Hospital.

At the time Bill collapsed, an off-duty Cottage emergency department physician, Dr. Sylvia Kim, happened to be standing nearby and she rushed to his aid. She performed CPR to resuscitate Bill, and city firefighters took him to Santa Barbara Cottage Hospital.

The emergency department team worked quickly to assess Bill's condition. They consulted Dr. Thomas Watson, a cardiologist, who immediately performed a cardiac catheterization on Bill, using a catheter—a long, thin tube with a small balloon—to open one of the blocked vessels supplying Bill's heart. Dr. Jeffrey Fried, who specializes in Pulmonary and Critical Care at Santa Barbara Cottage Hospital, was then contacted by the cardiac team. He determined that Bill could benefit from therapeutic hypothermia. This involves cooling the body below its normal temperature to help lessen or prevent neurological damage caused by oxygen loss to the brain after cardiac arrest.

"The benefits of cooling in this situation have been reported in medical literature, but relatively few hospitals have developed protocols or procedures to treat patients using therapeutic hypothermia," Dr. Fried explained.

At the time, Cottage had just acquired a new advanced intravascular cooling system called the CoolGard. The state-of-the-art machine cools patients with the use of a heat exchange catheter to induce a mild state of hypothermia "from the inside out," as opposed to ice packs or gel pads applied to the outside of the body.

"This device permits a more rapid and controlled cooling of the body than the external cooling methods. Once the body reaches the goal temperature of 91 degrees Fahrenheit, the temperature can be easily maintained within 0.1 degree of the desired temperature using the device," Dr. Fried said. "This would be very difficult to achieve with external methods."

Dr. Watson and Dr. Fried inserted a catheter into Bill's vein and then guided it to a place just below his heart. Next, the catheter was connected to the CoolGard machine, which sends ice-cold saline to the balloons. Bill's blood was cooled as it passed

the balloons, leading to an overall reduction of his body temperature. No fluid was infused into his bloodstream, and no blood left his body.

Therapeutic hypothermia typically requires 12 to 24 hours of cooling. In Bill's case, his body temperature was lowered to 91.4 degrees Fahrenheit for approximately 30 hours, and then it was slowly re-warmed back to normal. During the cooling and warming process, he was under anesthesia.

Bill recovered very quickly. He spent just two nights in the Intensive Care Unit and then five more days recovering in the hospital.

"Bill's rapid recovery was remarkable in several ways. First, he beat the odds and survived," Dr. Fried said. "Just as important, he is completely normal neurologically, with no clinical evidence of brain damage. I believe that the intravascular cooling played a major role in protecting his brain and other organs from the damage usually caused by cardiac arrest."

A year later, Bill's health is better than ever, and he regularly jogs at Shoreline Park. He does not remember anything from the day he collapsed, and he rarely thinks about his heart attack, he said.

"I feel really good," Bill added. "I'm trying to get back into shape. My goal is to do a triathlon at the end of the summer."

MINIMALLY INVASIVE PROCEDURE REPLACES OPEN HEART SURGERY

Last April, Engracia Bimbella, 57, of Santa Barbara arrived at Santa Barbara Cottage Hospital hours after experiencing chest pains.

Engracia had suffered a massive heart attack as a result of a blocked artery, according to Dr. Kevin Young, and Dr. Watson then performed an urgent angioplasty to open the blockage. In the following 24 hours, Engracia's condition worsened, and she was diagnosed with a "ventricular septal rupture," a rare complication after a heart attack.

This tear creates a passageway between the lower chambers of the heart and if not treated is almost universally fatal. However, the most common method to repair the defect is to do open heart surgery, which in itself is extremely high risk and complicated in the days after a heart attack.

Dr. Joseph Aragon, who specializes in Interventional Cardiology and Structural Heart Disease, was consulted to repair Engracia's heart using an invasive but non-surgical procedure. Instead of open-heart surgery, the procedure can be done in the cardiac catheterization lab using a catheter.

"The method of repair is a safe and effective treatment that often can be completed in less than two hours," Dr. Aragon explained.

"A device called a septal occluder, which resembles a tiny umbrella, is used to rapidly reverse the effects of the tear and to stabilize the patient."

Using catheters inserted in the upper thigh and the neck, a tiny device called CardioSEAL is guided into the patient's heart.

CardioSEAL is made with a metal frame and fabric, much like an umbrella. While closed, the device can be guided into position, and when it's opened it patches over holes and tears in the heart.

X-ray guidance and cardiac ultrasound are used to ensure that the patch is put into place correctly. Over time, the heart's normal tissue develops over the device, which becomes part of the wall of the heart, permanently closing the defect.

"The CardioSEAL device has a long track record of success in treating this type of cardiac defect," Dr. Aragon noted. "In many cases it can allow a patient to fully recover and go back to a normal life, or it can be used as a bridge to surgery in the sickest patients."

This is the first time this procedure was used in the tri-county area to repair a ventricular septal defect resulting from a heart attack, according to Dr. Aragon. Prior to his arrival at Cottage in 2005, patients would only have a surgical option to treat the defect.

Engracia has recovered well and is in rehabilitation to strengthen her heart.

Dr. Joseph Aragon holds a CardioSEAL device like the one he used to repair Engracia Bimbella's heart.



Pedestrian Crossing: Out for a daily walk, Dr. Sylvia Kim was pregnant with her son, Sean, last summer when she spotted Bill, who had collapsed during a jog with his dog, Chad.





Cottage Employees Helping to Build the New SBCH



Employees of Santa Barbara Cottage Hospital, Cottage Children's Hospital and Cottage Rehabilitation Hospital have donated more than \$500,000 through the Employee Campaign to help rebuild SBCH.

More than 400 gifts and pledges were received during the active outreach phase (March 1–May 31, 2008) of this campaign-within-a-campaign, and employees continue to support the effort, which will officially close December 31, when The Campaign for Cottage Health System concludes.

Employees who have participated understand that they will benefit in many ways from the rebuilding effort. They will work in

an amazing new facility in which the best of technology will be available for the treatment of our patients. Their work also will be enhanced as Cottage is able to continue augmenting the medical staff with the best medical talent in the nation because we have a facility in which they will be able to do their best work.

Cottage, a not-for-profit hospital, is community owned, and employees realize that they are a part of the community and will benefit from the new facility, along with their families, friends and colleagues. They know the importance of playing a role in the hospital rebuilding project, which will have an impact unlike any other on the community's future health care.

We applaud those employees whose generosity is helping make the new hospital a reality.

Saving lives. Securing the future.

THE CAMPAIGN FOR COTTAGE HEALTH SYSTEM



AS SUMMER COMES TO A CLOSE, we at the Santa Barbara Cottage Hospital Foundation are buoyed by the incredible series of extraordinary gifts received in the past several months in support of The Campaign for Cottage Health System:

\$5 million from Stuart and Louisa MacDougall

\$2.5 million from Lila M. Kommerstad

\$1 million from Leni Fe Bland

\$1 million from Simon and Diane Raab

In addition, throughout the year to date, during the “public phase” of our effort to raise \$100 million in support of the rebuilding of Santa Barbara Cottage Hospital, we have been gladdened by the hundreds of generous gifts from members of the Central Coast who have responded to our direct mail outreach, Cottage Magazine gift envelopes, print ad coupons and other devices developed to help meet our goal of having every citizen of the communities we serve feel welcome and invited to participate in our mission of providing “medical excellence close to home” for this generation and those to come.

The Santa Barbara Cottage Hospital Medical Staff and our employees have also been outstanding in responding to the effort. Together they have raised \$3.7 million as individuals and through their community contacts. Incredible!

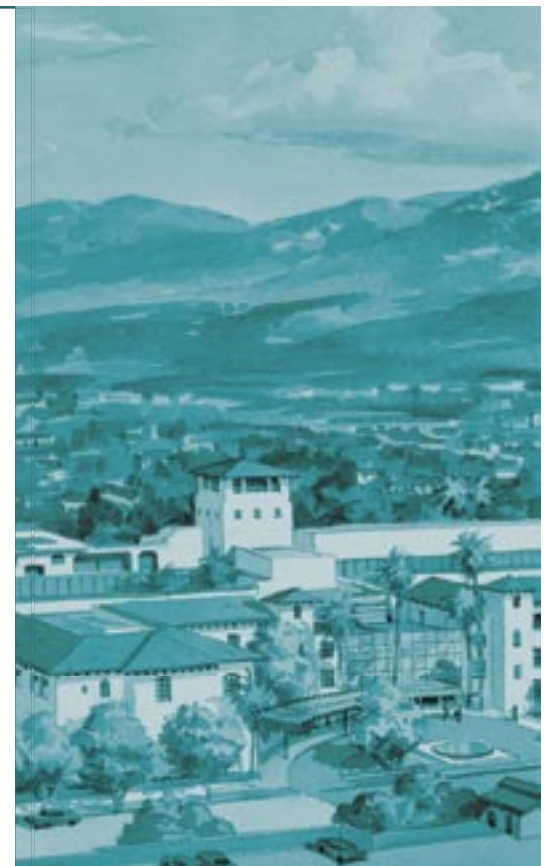
Having surpassed the \$90 million mark on our journey, with the “finish line” in sight, a magnificent bonus has been laid at our collective doors: **The Wood-Claeysens Foundation \$5 Million Challenge Grant**, received earlier this summer. The Wood-Claeysens Foundation, long known for its thoughtful philanthropy throughout Santa Barbara and Ventura Counties, has stepped forward to encourage further broad-based involvement in The Campaign for Cottage Health System and has pledged **to match “dollar for dollar” up to \$5 million between now and the end of 2008.**

I hope you will see this as your personal opportunity to join the hundreds of your friends and neighbors who have already made a commitment to the health of the entire region by joining the Campaign ranks. If you can contribute \$1—it becomes \$2. If you can contribute \$50—it becomes \$100. If you contribute \$250,000—it becomes a half million dollars! Doubling your money in this economic climate is an exciting possibility! All gifts to Cottage are tax deductible as allowed by law. Pledges may be made over a five-year period. Attractive naming opportunities within the new hospital facilities are available as are memorial and tribute designations.

However, the biggest benefit is knowing you are participating in a once-in-a-lifetime mission to ensure the highest quality and personalized health care to those important in your life. This opportunity will not come around again. Take action now and join the Campaign.

Please contact me if I can be of assistance in any way.

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ANNOUNCING

The Wood-Claeysens
Foundation
Challenge Grant of
\$5,000,000

to the
The Campaign for
Cottage Health System
supporting the rebuilding
for the new
Santa Barbara
Cottage Hospital

*Act today and double
the value of your
contribution
to YOUR
community hospital.*

Donate online at
www.cottagehealthsystem.org



Melinda's

turning the page

Her cough persisted.
And it sounded odd.

Coming home from ballet class, she described it to her mom as a “dolphin cough”...noise a marine mammal might make, not unlike a seal’s bark. And that wasn’t the only problem.

“I felt lightheaded, out of breath, dizzy...at first it happened just once in a while, then more and more, until every day I was tired,” remembers Nipomo resident Melinda, a 14-year-old ballet dancer with gentle brown eyes and a musical voice. Then she smiles, and the expression washes over the faces of the people around her. It’s easy to see why the words people most often use when describing Melinda are “grace” and “positive outlook.”

Melinda’s mother, Lee, witnessed her daughter’s grace during the months of fearful searching while they visited doctors, specialists, laboratories—and then the day they finally found out: Melinda had Hodgkin’s disease. It’s a type of lymphoma, a cancer that most often begins in the upper lymph nodes and spreads throughout the lymphatic system.

The search for that diagnosis began at the office of Melinda’s pediatrician. The next step was a chest X-Ray. Then came a CT scan. Then, Dr. Greenfield. Six months before her 14th birthday, Melinda was referred to Dr. Daniel Greenfield, a pediatric hematologist/oncologist at Cottage Children’s Hospital, and the search intensified.

Cottage pediatric surgeons performed biopsies. Just days after the first biopsy, Melinda danced in two performances of *The Nutcracker* in Santa Maria. The holidays approached. She had a second biopsy, and danced in two more performances in Arroyo Grande. On a December morning, Dr. Greenfield called Lee with the news: “We have diagnosable tissue.”

Story

on cancer

“We were really, really happy to hear that,” Lee says, the memory bringing tears to her eyes even today. “As a mom, that’s what you want to hear most of all. Diagnosable and curable. I was so relieved to hear those words...to finally know what was making Melinda sick so we could treat it.”

Along with the diagnosis that followed, Dr. Greenfield delivered the additional good news that Hodgkin’s disease has more than a 90 percent rate of curability when detected at Stage II, as it was in this case. Melinda could begin treatment right away. It would be a difficult regimen of chemotherapy and radiation.

Losing her hair didn’t lessen Melinda’s grace and humor. Still, wearing a bright pink hat, Melinda admits, “Cancer stinks.”

“But amidst all the terrible days there were really, really good days. And I just kept telling myself to push through it and get better,” she recalls. On the

days she spent in Cottage Children’s Hospital, her mother stayed by her side, along with her father, Dennis, her older brothers, Dean and Nicholas, and a parade of the adopted family members who invested themselves wholeheartedly in Melinda’s cure: nurses, doctors, volunteers, pet therapy dogs—like Sugar, a sweet 12-pound Lhasa Apso with more fur than body, and Rowan, a lovable 122-pound Leonberger who would sprawl beside Melinda for some quiet comfort.

On one particularly hard day of chemotherapy, Melinda remembers the Cottage employee who cleaned her room. “He saw that I wasn’t having the best day, and he sang to me. He actually sang to me...it was just the best thing! It showed me how everyone at the hospital is so full of love and support.” Everyone, she says, includes the pediatric nurses whom she dubbed the “Blue Chemo Fairies,” a nod to the pervasive hue appearing on the protective gowns, gloves and glasses they wear to deliver chemotherapy.

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Lymphatic System: The Body’s Defense Network

The lymphatic system is an internal network of organs, cells, filters and channels that produce and transport **lymph**—a fluid containing proteins and fat from the intestines, along with red and white blood cells. These white blood cells include **lymphocytes**—cells that attack bacteria in the blood. The disease-fighting lymph filters through the **lymph nodes**, small clusters of bean-shaped nodules found in the neck, armpit and groin. Lymph nodes produce immune cells and remove from the lymph any impurities such as bacteria and cancer cells. When bacteria is present in lymph, the nodes swell while producing more infection-fighting white blood cells.

Hodgkin’s Disease

Hodgkin’s disease attacks the lymphatic system. It is rare and its cause is unknown. Last year in the United States, fewer than 2,000 children and adolescents were diagnosed with the disease.

Symptoms include:

- prolonged, painless swelling of the lymph nodes in the neck, armpits, or groin
- persistent fatigue
- fever and chills
- night sweats
- weight loss and appetite loss
- itchy skin

Use our Online Health Info tools to learn more:
www.cottagehealthsystem.org



During her hospital stays Melinda touched the hearts of countless Cottage employees and volunteers. Her family’s snapshots document her days at Cottage Children’s Hospital: *At left*, Child Life Specialist (and off-hours volunteer) Jaynie Wood and her pet therapy dog, Rowan, share cheer with Melinda, a family friend, and nurses Gail Johnson and Pam Rodriguez. *Center*: Nurse Cyndi Gilbert (“The Blue Chemo Fairy”) offers encouragement. *Right*: Nancy Gnagy, Pam Rodriguez, Dr. Dan Greenfield and Robyn Howard-Anderson celebrate with Melinda.

“Melinda is really the picture of an ideal patient,” Dr. Greenfield says. “We got to know her during her time at Cottage, and her positive outlook inspired us all.”

Indeed, Melinda says she feels like part of the Cottage family. “They were so great. And I know that every time I came to the hospital it was another step toward getting better.”

Melinda took that last step this spring, completing her final chemotherapy treatment and walking out of the hospital with fanfare, dancing in the hallways, wearing a tiara and leaving many teary-eyed—but smiling and proud all the while—Cottage employees waving goodbye (until the annual pediatric reunion picnic, anyway). She had her last radiation treatment at The Cancer Center of Santa Barbara on May 8, 2008.

Now, with the chapter on cancer complete, Melinda looks forward to her new chapter: high school. “Getting well, recovering, starting high school next year...all these things are changing, and I’m excited,” she grins. Her Cottage family couldn’t be happier. ■



Sharing her story... to help Cottage help others

Melinda and her family appeared on KEYT during the 2008 Children’s Miracle Network Celebration, helping to raise more than \$456,000 in community donations for Cottage Children’s Hospital.



Cottage Cares

Each year, Cottage provides a broad range of benefits to local residents. As a not-for-profit organization, we document all of these efforts in an annual Community Benefit Report that is submitted to the State. The 2007 report reflects some impressive statistics.

Community Education Classes: 2,389 community members served

Cottage’s Education department provides instruction to the community on childbirth education and lifesaving CPR.

Community Health Fairs & Screenings: 5,574 community members served

Health fairs and screenings are offered at all three hospital campuses and other community locations. Topics include asthma, babies, cancer prevention, family fitness, heart health, mental health, and older adult issues.

Community Wellness & Education Clinics:

20,967 community members served

Recognizing the value of a healthy lifestyle, Cottage offers flu shots and weight management classes at SBCH, Parish Nursing visits in the community, Coast Caregiver Resource Center at Cottage Rehabilitation Hospital, and car-seat safety checks at GVCH.

Other Community Support

- The public is welcome to use the Reeves Medical Library’s Consumer Health Collection at SBCH, currently consisting of more than 840 books, tapes, CDs and videotapes concerning health issues.
- Patients and family members who speak limited English have access to those who can help them understand medical information and services.
- Cottage’s Fall Prevention program identifies trends of preventable causes of injuries to the patient population and implements community injury prevention programs.
- Much effort goes into preparedness and disaster planning, essential for Cottage in ensuring that appropriate health resources are available during any kind of natural disaster or serious outbreak of disease.
- Financially, Cottage provides medical supplies and sponsorships, together with critical funding for community health, charity care, and external grants, while also realizing shortfalls in Medicare, Medi-Cal, and indigent care.

Complete descriptions of all programs are in the Community Benefit Report, and a copy can be obtained by calling 805-879-8992.

Susanna and Sydney are waiting for their family's chance to own a home through Cottage's Workforce Housing Program. For the past three years, Susanna has worked for Cottage, coordinating safety and disaster response planning for our community.

Finding the way home



A message to the community from the Cottage Health System Board of Directors:

As members of the Board of Directors of Cottage Health System, we are periodically asked about the status of the proposed workforce homes at the former St. Francis Medical Center in light of the legal challenges that have been made against the project. Because of the importance of this project, we are writing to provide a status report to you as an interested member of our community.

Five years have now passed since the Santa Barbara Cottage Hospital Foundation purchased the land and buildings of the former St. Francis Medical Center for the sole and express purpose of providing workforce-affordable housing for hospital staff and thereby helping to address the greatest obstacle in recruiting and retaining quality staff to care for the sick

and injured in our community. Our region's tight and expensive housing market continues to challenge Cottage and other local employers

who depend on a stable workforce. Transforming the St. Francis campus into homes for even a portion of Cottage's employees offers hope, encouragement and a model for other employers operating in one of the nation's most costly housing markets.

Transforming the St. Francis campus into homes for even a portion of Cottage's employees offers hope, encouragement and a model for other employers operating in one of the nation's most costly housing markets.

Over the past five years, we have concentrated our efforts on working with the surrounding community on our plans and taking seriously their concerns and input. In response, we have worked hard to develop architectural concepts compatible with the existing neighborhood, to respect residents' concerns about dust, hazardous materials and noise, to remediate the temporary inconvenience of demolition and construction, and to commit to meeting and exceeding all necessary mitigations for a project such as this—a project that we firmly believe is in our community's best interests.

As members of this same community who serve voluntarily on the not-for-profit Cottage Health System Board of Directors, we want to

affirm our intent to see the SBCH Foundation Workforce Homes plan through to a successful conclusion. The design of these 115 townhomes

to be built on the Riviera site, 70% of them workforce affordable for Cottage staff, has improved over many months of review and approvals. We are heartened by the ongoing support and meaningful

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THINK FIRST THINK FIRST THINK FIRST THINK



CRH staff member Rene Van Hoorn talks to students about traumatic injuries. The ThinkFirst presentation is offered as community outreach at no cost to students or schools.

Think first...because actions have consequences.

To help young people make safe choices, Cottage Rehabilitation Hospital (CRH) has presented the ThinkFirst for Kids and Teens injury prevention program to approximately 10,000 students since 1993.

The ThinkFirst National Injury Prevention Foundation was created in 1986 to promote education, research and policy. The foundation now has 200 national and 60 international chapters. CRH is home of the Santa Barbara County chapter.

Healthcare professionals who treat patients with traumatic injuries have developed and implemented the ThinkFirst program over the last 20 years in an attempt to prevent young people from sustaining brain and spinal cord injuries. The message to elementary and secondary school students is simply to *think first*, to use good judgment and minimize risk of injury as they play, explore, and choose activities.

During the one-hour presentations, healthcare professionals explain the anatomy and the vulnerability of the brain and spinal cord, the risks and con-

sequences of brain and spinal cord injury, and simple injury prevention strategies. Accompanying the healthcare professionals are “VIPs” (Voice for Injury Prevention)—individuals who have sustained brain or spinal cord injuries themselves—who share their experiences and discuss the physical, social, and emotional effects of their injuries. VIPs tell their young listeners that it is possible to have a fun-filled, exciting life, without injury, if you think first—use your mind to protect your body.

Last year, the Orfalea Fund, through a generous grant, made it possible for team members from CRH and Rehabilitation Hospital Foundation to meet with Brian Sarvis, EdD, Superintendent of Santa Barbara School District, and his staff to propose implementation of the ThinkFirst program in the district. As a result, the program will offer 30 ThinkFirst assemblies and classroom presentations in Santa Barbara elementary and junior high schools during 2008.

This past June, students at Santa Barbara Junior High School attended the kick-off of the Orfalea Fund series. Chris Anders

and Bill Balles, the VIP speakers, were particularly well-received, speaking frankly about their lives with the impairments and challenges that resulted from their choices.

For more information about ThinkFirst please contact Denise Dowd, OT, at Cottage Rehabilitation Hospital 687-7444 ext. 2311 or ddowd@cottagehealthsystem.org.

The Facts about Traumatic Injuries:

- Common causes of brain and spinal cord injuries are motor vehicle crashes, falls, sports, and violence.
- Young people take risks and, consequently, disproportionately sustain brain and spinal cord injuries.
- Young people from 15 to 24 years of age have the highest rate—twice the rate of any other age group—of brain injury due to motor vehicle crashes.
- Motor vehicle crashes are also the leading cause of spinal cord injuries, but sports and recreation activities cause 18 percent of cases.
- More than half of the people who sustain spinal cord injuries are 15 to 29 years of age.
- The most common age at injury is 19 years.

contributions our plans have received from the Historic Landmarks Commission, the Planning Commission, the Architectural Board of Review and the Santa Barbara City Council. At recent public hearings on the program, speakers were nearly unanimous in their praise of our concept and planned implementation. We acknowledge and thank the tireless advocates of affordable workforce housing in our community. Whether neighbor, physician, donor, hospital employee, city staff, or elected official, your efforts, voice and perseverance have brought us to this important juncture. Your support and endorsement have strengthened our resolve and our commitment to workforce homes.

For in the end, this is about quality health care and community. This is about the people living among us who depend on the services provided by Cottage staff and about those people who provide these services 24 hours a day, every day of the year. It is about home and about having a role and an interest in the community in which you work. As Board members, we are privileged to stand shoulder to shoulder with hundreds of dedicated employees who make our hospitals the caring, healing places they are, and we are committed to implementing necessary solutions to uphold the adequate provision of quality health care our community both expects and deserves. It is the right and responsible thing to do for our patients, for our employees, for our community.

Let there be no doubt. As stewards of the precious resource that is Cottage Health System, we pledge our resolve to provide for every individual who seeks care, care that is delivered with dignity and compassion by the most capable and skilled healthcare workers. We intend to stay the course on this workforce housing plan and look forward to beginning construction as soon as possible.

Cottage Health System Board of Directors

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Volunteer Spotlight

Carli L.
Years of Service: 4

Nobody is aware that this high school senior is nervous walking to the podium. When Carli finishes her speech, many in the audience wipe tears from the corners of their eyes. Claudia Mitchell, SBCH auxiliary scholarship committee chair, beams, knowing that the auxiliary's college scholarship award—an award made possible with funds raised by the volunteers themselves—couldn't be going to a more deserving Junior Volunteer than Carli, the one who stands before this room filled with hospital volunteers, guests and employees.

Carli delivers her words of gratitude with poise, humor and wisdom beyond her years, telling the story of how—through a family member's cancer diagnosis more than six years ago—she came to recognize that she felt at ease in hospitals and was impressed by the amazing care provided by volunteers, physicians and staff. The realization moved her to give back, and nearly 14 years after her parents John and Bonnie rejoiced at her birth on the third floor of SBCH, Carli found herself walking into volunteer services director Pat Doherty's office on the first floor. It was a homecoming of the best sort, one that would bring smiles to countless patients and staff during the following four years that Carli has volunteered at SBCH, working with oncology patients.

“What an experience it has been!” Carli exclaims during her speech. “I have been blessed to meet



some truly amazing caregivers and become friends with a wickedly funny group of nurses whose relentlessly upbeat attitudes and strength continue to inspire me...I have had a chance to meet some of the toughest people in the world; the patients whose inner strength and perseverance often left me awestruck. I have heard many stories and have learned more about the power of determination and hope than I ever thought possible.”

Carli continues her service as a Cottage volunteer and will attend UCSB in the fall, to begin her studies as a biology major.

“But wherever I go, I will remember the lessons I have had through volunteering at Cottage. I know the impact one smiling volunteer can make,” concludes Carli. “Thank you for the scholarship award. I will try my best to make you all proud and will always remember the good times I have had with you all.”

As the crowd stands to applaud, it is clear that this sentiment is entirely mutual...and the lessons have been reciprocal. ■

Cottage hospitals offer a variety of volunteer opportunities. To find out how you can make a difference, call Volunteer Services at 569-7357, or visit our website at www.cottagehealthsystem.org.

What is Cottage Health System?

On December 8, 1891, Santa Barbara's very first community hospital opens amid the oaks and walnut groves at Castillo and Junipero Streets, surrounded by pastureland and beyond the outskirts of town. Originally designed as a series of separate cottages for housing the different specialties, the plan proves too costly. In its place, a single three-story 25-bed redwood structure goes up, retaining the "cozy" name envisioned by its founders: **Santa Barbara Cottage Hospital (SBCH)**.



The doors to the not-for-profit community-owned hospital remain open today—although looking a little different. The original redwood structure becomes a nurses home when a new steel and concrete SBCH opens on Pueblo Street in 1913. Major additions to the hospital over the years increase the number of licensed beds, residency teaching programs are developed for new physicians, sophisticated medical equipment and new surgical procedures continue to be introduced, and the County General Hospital on San Antonio Road closes, with inpatient care for that population absorbed primarily by SBCH.

In the meantime, other hospitals have opened. In 1908, a couple of miles to the east of SBCH, a new Catholic facility is built on the Riviera—St. Francis Hospital—while Santa Barbara's population continues to grow.

Another 50 years goes by before a third 118-bed hospital is built (1964), this time several miles to the west at Patterson and Hollister Avenues. Known as Valley Hospital of Santa Barbara, this physician-owned facility ultimately becomes the not-for-profit Goleta Valley Community Hospital (1966) serving the growing community of Goleta.

And across the mountains in the village of Solvang, the brand-new Santa Ynez Valley Hospital also opens its doors (1964), offering emergency services and 30 inpatient beds for residents and visitors.

By the 1990s, however, a new era in hospital care has arrived, with the Santa Barbara region not immune from the changes. Advances in medicine and technology are coupled with pressures on hospitals to accept reduced payment for their services. These have led to less costly outpatient alternatives, to shorter inpatient stays, and placed an urgency on hospitals to reduce operating expenses and avoid

costly duplication of services. There is a glut of hospital beds, and the greatest challenge is to the smaller, independent community hospitals.

Now the largest healthcare facility on the South Coast and indeed between Los Angeles and the Bay Area, the 443-bed Cottage Hospital is approached in 1994 by the smaller Santa Ynez Valley Hospital. Voters have just rejected a district tax to support the rural facility, and facing a \$1.2 million loss, the hospital's future looks questionable. Is there a way in which Cottage can help? After careful consideration by the governing boards and

management of both not-for-profit hospitals, an affiliation between the two becomes effective (April 13, 1995), with Cottage assuming responsibility for the newly named **Santa Ynez Valley Cottage Hospital (SYVCH)**. Thanks to a determined staff, a willing community and the enthusiastic supporters of the Santa Ynez Valley Hospital Foundation, the hospital is able to continue offering inpatient, outpatient and emergency services to its community. The affiliation allows SYVCH to take advantage of group purchasing and existing Cottage contracts, while consolidating certain services and making improved use of staff at both facilities. As a result, costs are cut significantly, and activity—particularly in the outpatient area—picks up considerably.

A year later, Goleta Valley Community Hospital and Santa Barbara Cottage Hospital, after some years of intermittent merger talks, finalize an agreement to join forces in an effort to trim the Goleta hospital's growing operating losses. Through shared services and economies of scale, the financial losses are reduced, as is the need to duplicate costly equipment and programs that are fewer than ten miles apart. Inpatient, outpatient, and emergency care are maintained at the newly named **Goleta Valley Cottage Hospital (GVCH)**. As with SYVCH, the merger serves as an example of collaboration, perseverance, hard work and a good deal of community goodwill and support. And above all, the needs and interests of patients served by these hospitals are maintained and even enhanced.

On June 28, 1996, as the Goleta-Cottage merger becomes effective, so too does the official birth of Cottage Health System. Formed as the new "umbrella" organization of the three hospitals in Santa Barbara, Santa Ynez Valley and now Goleta Valley, the system is overseen by a voluntary 18-member board of directors. Each facility has its

SAN FRANCISCO

SAN LUIS OBISPO

SYVCH

SBCH, CCH and CRH

GVCH

SANTA BARBARA

LOS ANGELES

own medical staff (with many physicians serving on more than one), and separate and independent philanthropic foundations are attached to each hospital, specifically responsible for raising funds for that facility and its programs.

The remaining acute-care hospital in Santa Barbara—St. Francis Medical Center—meantime has been purchased in 1997 by Catholic Healthcare West, a not-for-profit hospital chain based in the San Francisco

area. Despite the cost-saving benefits of this alignment, and the earnest efforts of supporters and staff, St. Francis is unable to weather the growing financial losses being faced by smaller hospitals. Add to that the multi-million dollar seismic retrofitting required at St. Francis, and the future looks even bleaker. In May of 2003, CHW closes the Riviera hospital, subsequently selling the property to the SBCH Foundation for development as work-force affordable housing for Cottage staff.

SBCH absorbs the small inpatient census at St. Francis, hires many of the hospital's employees, and expands staffing and capacity in its emergency department.

Today, Santa Barbara Cottage Hospital also includes **Cottage Children's Hospital**—a hospital within a hospital that reflects the strong growth over the past 20 years of regional pediatric programs for the Central Coast. In addition, the **Cottage Rehabilitation Hospital** on De la Vina Street (formerly Rehabilitation Institute at Santa Barbara) is now part of SBCH following the September 2007 agreement to join forces to preserve important rehabilitation programs for the Central Coast; an associated Rehabilitation Hospital Foundation is committed to its fundraising support.

So, to recap, Cottage Health System is a not-for-profit regional provider of hospital care, offering a level of sophistication rarely seen in communities of this size. More than 30% of patients travel here from out of the area. The teaching program at SBCH for new physicians is the only one on the California coast between Los Angeles and the Bay Area. There is no other Level II trauma center in the tri-county area treating critically ill and injured adults and children. The operating rooms are equipped for the most innovative and minimally

The not-for-profit hospitals of Cottage Health System:

- Santa Ynez Valley Cottage Hospital (SYVCH)
- Santa Barbara Cottage Hospital (SBCH), includes Cottage Children's Hospital (CCH) and Cottage Rehabilitation Hospital (CRH)
- Goleta Valley Cottage Hospital (GVCH)

invasive procedures, and one-of-a-kind diagnostic radiology equipment can produce unparalleled images.

The CHS facilities in Santa Barbara (licensed for 408 beds), Santa Ynez Valley (20 beds) and Goleta Valley (122 beds) provide meaningful work for 2,900 employees, and count more than 700 physicians on their three medical staffs

(doctors apply for hospital privileges to treat their patients, but are not employees of the System). More than 900 women, men and teenagers volunteer their time at the hospitals, last year donating 108,000 hours of service to patients and staff.

While each hospital offers its own distinct services, a single standard of care exists for the three facilities, and a volunteer board of directors, now numbering 20, guides the system in its unified mission “to provide superior health care through a commitment to our communities and to our core values of excellence, integrity and compassion.” Inherent in this mission is an ever-present attention to the future, to the developing technologies and healthcare trends aimed at improving patient recovery and outcomes—and doing so as a unified and fiscally responsible healthcare system that is mindful of its role as the sole provider of hospital care in the greater Santa Barbara region.

Last year, 21,128 people were admitted to a CHS hospital, 14,666 surgeries were performed, 2,800 babies were born, 63,185 people sought emergency care, and there were 128,792 outpatient visits.

To learn more about the services available at the different CHS hospitals, please check our website (www.cottagehealthsystem.org) or call the public affairs office at (805) 879-8980.



OUR FUTURE

The new Goleta Valley Cottage Hospital

WHAT WILL IT INCLUDE?

- Two medical/surgical inpatient units (24-bed and 20-bed units)
- An 8-bed definitive observation unit with flexibility to care for patients of varying critical intensity
- An expanded emergency department with 20 treatment rooms
- Six surgical suites for inpatients and outpatients
- An expanded wound management center with four hyperbaric oxygen chambers and six treatment rooms
- Comprehensive lab, radiology, physical therapy and respiratory therapy services
- Other centers of excellence under investigation and study

WHAT WILL IT COST AND HOW WILL IT BE FUNDED?

The \$103 million project will be paid for through

- Operating reserves
- Debt (tax-exempt bond issues)
- Community donations through a capital campaign now in the planning process

WHEN WILL CONSTRUCTION BEGIN AND END?

Once all local and state approvals and permits are in place—we hope by early next year—the 28-month construction project on the south end of the current property at Patterson and Hollister can begin.

What's going on at Santa Ynez Valley Cottage Hospital?

THE TIMING:

Now in the midst of a \$12 million retrofit and upgrade of its facilities to meet the needs of Valley residents, SYVCH hopes to complete all external work on the hospital by next spring. The interior work should be done by the end of 2009.

THE ELEMENTS:

- The Emergency Department is doubling in size to eight treatment rooms
- An additional 10,000 square feet is being added for patient care areas, including an updated imaging department with new equipment to include a 16-slice CT scanner
- More logical departmental adjacencies will improve access for patients and visitors and improve efficiencies for staff. Increased emphasis on landscaping, green space and private garden patios will offer patients, visitors and staff an improved healing environment

THE FUNDING:

With \$5 million from Cottage Health System and \$1 million from the SYVCH Foundation already committed toward the \$12 million project, the need to raise \$7 million in philanthropic support from the community has been met with enthusiasm by hundreds of Valley residents. At press time, the Building Campaign was nearing a successful conclusion, thanks to strong leadership by co-chairs Tresha Sell and Charles Chester and their committee of dedicated volunteers.



PROGRESS

on the new Santa Barbara Cottage Hospital

What we've done since September 2005...

- Built and opened the new 633-space Pueblo Parking Structure for patients, visitors, volunteers and physicians. It includes bicycle facilities for staff (to encourage alternative transportation) and the Park Place Deli, open to all (see story on page 20).
- Built and opened a new 530-space parking structure behind the Knapp Building for hospital employees.
- Constructed an \$8 million underground storm drain culvert beneath four blocks, to protect the neighborhood from flood waters. We've also done extensive underground utility work in preparation for bringing the Energy Center online.
- Built and opened the Orfalea Children's Center on Castillo, providing a delightful and expanded setting for Cottage's highly regarded employee child-care programs.
- Opened the Cottage Center for Advanced Imaging, a sophisticated outpatient radiology center at 2410 Fletcher Avenue.

- Constructed the \$38 million Energy Center (power plant) at the corner of Junipero and Bath Street. At press time, the building with all of its functions was in preparation to go live.

What lies ahead...

- With the Energy Center going live, it's time for demolition of the existing power plant at Castillo and Junipero.
- Under way since late last year is the 42-month construction of two patient pavilions on the Pueblo block between Castillo and Oak Park Lane, a diagnostic and treatment center on Junipero, and a new main entrance across from the visitor parking structure.
- Once patients and staff move into the new pavilions in 2011, we'll take down a portion of the existing hospital in carefully planned phases, so that ultimately we can build the third pavilion in that location.

View the construction progress on our live webcam, online at www.cottagehealthsystem.org.

COMMUNITY EVENTS

Baby Fair

Saturday, September 20
10:00 am – 2:00 pm
Goleta Valley Cottage Hospital, front lawn
Information: 879-8992

Cancer Prevention Fair

Saturday, October 25, 9:00 am – Noon
Santa Barbara Cottage Hospital, first floor
Information: 879-8992

Senior Expo

Thursday, November 6, 10:00 am – Noon
Earl Warren Showgrounds
Information: 879-8992

Community Flu Shot Clinics

Various dates and locations.
Information hotline:
569-7474 (English) / 569-7484 (Spanish)

ONGOING EVENTS

Childbirth and Breastfeeding

Information: 569-8229

Community CPR

Information: 569-8229

Healthy Balance

Eight-week weight loss program.
Reservations and details: 569-7201

HealthLife TV Series

Sundays, 5:30-6:00 pm
on KEYT TV Channel 3

Smoking Cessation

Next course starts September 9.
Reservations and details: 879-8992

Access our online calendar at
www.cottagehealthsystem.org
or call 879-8992 for more information.



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PO Box 689 • Santa Barbara, CA 93102 • (805) 682-7111
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Cottage's Park Place Deli
is open to the public.

LOCATION:
Corner of Pueblo and Castillo Street

HOURS:
6:30 am – 7:00 pm weekdays
6:30 am – 2:30 pm weekends

Park your appetite at Park Place Deli

The corner of Pueblo and Castillo Streets next to Santa Barbara Cottage Hospital has become quite a hub in recent months, and it's not just from the construction activity. In addition to the new parking structure at that location, a deli has also opened to offer quick meals, snacks and gourmet coffee.

Park Place Deli—named after the new parking garage—offers breakfast, lunch and dinner options, with both cold and hot choices. Breakfast items include pastries from Debbie's Delights and La Bella Rosa Bakery, along with Bircher Muesli, and homemade granola. One of the biggest draws at the deli is freshly brewed Peet's Coffee, served both hot and cold all day long.

Chefs at Santa Barbara Cottage Hospital have designed a creative menu for lunch and dinner that includes daily specials and a daily stir fry. Specials range from a Philly cheese steak sandwich to homemade chicken enchiladas, while the regular menu offers muffaletta sandwich, hummus wrap, and couscous salad, as well as the Mexican soup pozole.

Park Place Deli is open from 6:30 am to 7:00 pm on weekdays, and from 6:30 am to 2:30 pm on Saturdays and Sundays.