Annual Report Issue

THE MAGAZINE OF COTTAGE HEALTH | FALL 2015

GOLLEVA VALLEY COTTAGE HOSPITAL

Opening Your New Hospital in Goleta The State of Reform: Hospitals and the ACA Strive for 95: Protecting our Community from Disease



Members of the Cottage Health Board of Directors serve without compensation to guide our not-for-profit hospitals in their mission of providing superior health care through a commitment to our communities and to our core values of excellence, integrity and compassion. Pictured, left to right, front row: Thomas D. Watson, MD; Dorothy Largay, PhD; P. Steven Ainsley; Gretchen Milligan; Gregory F. Faulkner; Alex Koper, II, MD; and Fred Lukas. Back row: Edward S. Bentley, MD; Lori Gaskin, PhD; Robert C. Nakasone; Marshall "Chip" Turner Jr.; Robert E.M. Nourse; Gamble Parks; Jon Clark; Margaret Baker; and Harry T. McMahon. (Not pictured: Judith Hopkinson and Elliott Prager, MD) PHOTO BY JAMES CHEN

Our Not-For-Profit Hospitals

Santa Barbara Cottage Hospital (SBCH) was founded in 1888. Licensed for 450 beds, SBCH is an acute care teaching hospital and level II trauma center. With annual admissions of more than 18,000 patients, 46,000 emergency department visits, and 2,398 births, the hospital is renowned for its comprehensive maternal-child and pediatric services (Cottage Children's Medical Center), cardiac, neurosurgical and oncology programs, emergency and trauma services, modern operating rooms, sophisticated diagnostic radiology equipment, outpatient surgery, eye center, psychiatric and chemical dependency services, and inpatient and outpatient rehabilitation services (Cottage Rehabilitation Hospital).

Its medical staff of more than 700 includes specialists in all major clinical areas, many of whom are involved in the training and education of new physicians in the hospital's internal medicine, general surgery and radiology residency programs.

Goleta Valley Cottage Hospital (GVCH) Founded in 1966 to serve the growing community of Goleta Valley, the hospital affiliated with Cottage Health in 1996 and today is licensed for 122 acute-care beds. In 2014, the hospital admitted 1,851 patients and saw 17,933 emergency visits. GVCH is recognized for its Breast Care Center and awardwinning Ridley-Tree Center for Wound Management. The new GVCH celebrated its grand opening in August 2015, and an adjacent Medical Office Building is under construction.

Santa Ynez Valley Cottage Hospital (SYVCH) Offering acute-care services to the residents and visitors of the Santa Ynez Valley since 1964, the 11-bed hospital became affiliated with Cottage in 1995. SYVCH offers inpatient and outpatient surgery, 24-hour emergency services, specialty physician clinics, outpatient radiology and laboratory services and a wound care clinic. In 2014, the hospital had 308 inpatient admissions and 6,662 emergency visits.



Letter from our Board Chair and CEO

Community Benefit and Outreach Programs 12

5

2014/2015 ANNUAL REPORT

Financial Report	16
A Year in Review	18
The Alice Keck Park Society	19
Cottage Founders Society	20
Cottage 1888 Society	22

Gifts and Pledges

24
28
30
32
33

FEATURES

6 THE STATE OF REFORM

What the ACA has meant for our community and our hospitals

8 **CONSTRUCTION UPDATE: BRINGING DOWN THE WALLS** Paving the way for the future in surgical innovation

11 THE FACTS ABOUT VACCINE

from Santa Barbara's Strive for 95 Coalition

ON THE COVER: THE NEW GOLETA VALLEY COTTAGE HOSPITAL

The opening events were grand. And our employees are ready to care for patients in the beautiful new hospital on South Patterson Avenue in Goleta.



Cottage

The Magazine of Cottage Health 2014/2015 Annual Report Issue

2015 Board of Directors

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Charity care for the uninsured

Cottage's charity care guidelines, part of our long history as a notfor-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. We have expanded this program to include those with medically necessary but non-emergent needs. To find out more, feel free to call us at 805-879-8900. We are here to help.

Cottage Magazine

Editor: Colette Briere, manager, communications Photography: Glenn Dubock, media services coordinator; James Chen; Monie Photography

Comments?

Letters to the editor, address changes, requests to be added/removed from our mailing list, or other magazine inquiries can be addressed to: *Cottage Magazine* Marketing Department, Cottage Health PO Box 689, Santa Barbara, CA, 93102 or emailed to cottagemagazine@sbch.org

Cottage Health

PO Box 689 • Santa Barbara, CA 93102 • 805-682-7111 cottagehealth.org

SEPTEMBER 2015



Families come to Cottage for comprehensive children's services.

Whether located in the hospital or at one of our Grotenhuis Outpatient Clinics, all of our children's services are part of Cottage Children's Medical Center. We provide a full range of services.

> 17-Bed Acute Pediatrics Unit 22-Bed Level III NICU 8-Bed PICU Level II Pediatric Trauma Center Acute Pediatrics Allergy/Immunology Anesthesiology Cardiology Endocrinology/Diabetes Gastroenterology Hematology/Oncology Neonatal Intensive Care Nephrology Ophthalmology Orthopedics Otolaryngology Pediatric Intensive Care Pediatric Sedation Pulmonology Radiology Rheumatology Surgery & Minimally Invasive Surgery Trauma Services





Pictured, from left: CEO Ron Werft, Board Chair Robert E.M. Nourse,

Board Chair Robert E.M. Nourse, and Arie Dejong, Vice President of GVCH, at the Family Day celebration prior to opening the new Goleta Valley Cottage Hospital. **Below:** Guests celebrate the opening of the renovated and expanded Santa Ynez Valley Cottage Hospital earlier this year.





Dear fellow community members,

As we look back on a year of construction, we now celebrate the opening of our new Goleta Valley Cottage Hospital on South Patterson Avenue, and the completion of renovations and expansion at Santa Ynez Valley Cottage Hospital. We were pleased to share these opening events with so many members of our community. Building progress continues on the third patient care pavilion at Santa Barbara Cottage Hospital, and on a new Medical Office Building at the corner of Hollister and Patterson Avenue.

As a not-for-profit organization, Cottage Health was able to reinvest funds from 2014 into these improvements in facilities, and new equipment and technology to provide the most advanced care. We continue work on our two-year implementation plan for a robust new patient-centered electronic medical record system and have made significant investment in our workforce to support these efforts.

The care we provide would not be possible without the generosity of the donors listed in the pages of this report, the talented physicians and employees we're able to recruit, and the hundreds of dedicated volunteers who serve in our hospitals every day.

It is our privilege to help care for this community, and we value your trust and support.

Robert E.M. Nourse Chair, Board of Directors, Cottage Health Ron Werft President & CEO, Cottage Health

AFFORDABLE CARE ACT SUMMARY

ACA Key Elements

- No denials for pre-existing conditions.
- No lifetime caps.
- Rates not based on health status for new plans.

ACA

• Children can be included on parents' policy until age 26, regardless of dependent status.

10 Essential Health Benefits

that must be provided by Covered California insurers:

- Ambulatory patient services
- Emergency services
- Hospitalization
- Maternity and newborn care

- Mental health and substance use disorder services
- Prescription drugs
- Rehabilitative and habilitative services and devices
- Laboratory services
- Preventive and wellness services and chronic disease management
- Pediatric services, including dental and vision care

Who Gets Coverage?

- As of 2014, the ACA requires individuals to have health insurance, or face penalties.
- In 2014, eligibility for Medi-Cal was expanded to anyone making less than 138% of the Federal Poverty Level (\$16,105 for an individual).
- By 2016, businesses with 50 or more employees will be required to offer an insurance plan.

Covered California Information

- The next open enrollment begins November 1, for policies effective January 2016.
- For details on 2016 coverage and rates: **coveredca.com**.

The State of Reform

AFTER THE AFFORDABLE CARE ACT: LOCAL IMPACT

WHAT'S HAPPENING IN OUR COUNTY AND OUR HOSPITALS

In Santa Barbara County, Medi-Cal enrollment increased from 75,000 in 2013 to 100,000 in 2014. Despite increases in coverage, 14 percent of Santa Barbara County's population remains without health insurance.

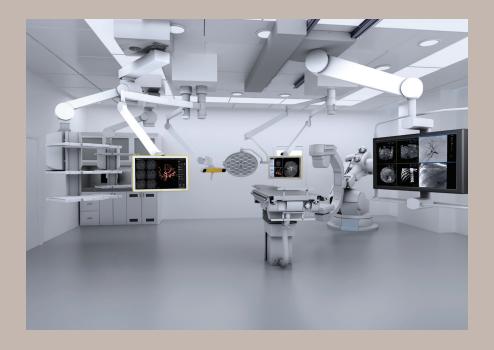
Last year our hospitals covered more than \$132 million in costs of care unreimbursed by the government (for patients using Medi-Cal, Medicare and other government programs) —up from \$124 million the previous year.

Despite early forecasts that new insurance would impact emergency room use, we have not seen a change in the number of Emergency Department visits at our hospitals. Emergency visits topped 70,000 at Cottage hospitals in 2014.



Bringing Down the Walls









Preparing for the Future

The early part of 2015 was busy on Pueblo Street. Passersby paused to watch as a giant crane took its first bite out of the old Central and West wings of the hospital, in a carefully orchestrated demolition to make way for the third new patient pavilion at Santa Barbara Cottage Hospital. The nearby Orfalea Children's Center even made a short field trip to observe the impressive construction equipment and work in progress.

Shoring was installed to protect the historic Moreton Bay Fig Tree located on the property. To watch a video simulation of the demolition and future construction, visit our Cottage Health channel on YouTube.

Our new iMRI/Angio/Brain Lab Suite in Surgery is expected to be complete this winter. The intraoperative MRI will help surgeons to precisely distinguish between healthy and diseased tissue, enhancing the ability to surgically remove some of the most difficult-to-treat tumors.



Claude had his hip replaced at Goleta Valley Cottage Hospital

When severe hip pain finally prevented Claude from riding his bike to and from work, he knew it was time to get help. Cycling was more than just a commute, it was Claude's way of life. It's something he loves to do—it keeps him active and healthy and enjoying life.

The physicians at Cottage Center for Orthopedics help people like Claude every day. In 2014, they performed over 1,000 joint replacements, more than anyone else on California's Central Coast.

Claude chose experience. Today, he is back on his bike. He—and his care team—couldn't be happier.

IF WE'RE GOING TO HAVE AN OUTBREAK, LET'S MAKE IT AN OUTBREAK OF...

laughtei

VACCINE FACTS & INFORMATION

> Protection is in the numbers.

Less people immunized means more risk of infectious disease outbreaks.

A 95 percent vaccination rate will protect a community against outbreaks.

> Vaccines are a life-changing invention.

Vaccines provide immunity against measles, mumps, rubella, chickenpox, whooping cough and other contagious diseases like meningitis.

We can prevent serious complications that include blindness, paralysis, infertility and brain injury.

Getting vaccinated is how we protect ourselves and others who are vulnerable.

Most deaths from whooping cough are infants too young for the vaccine.

To protect fragile infants before they can receive vaccines, we must be immunized ourselves.

Chemotherapy patients may be unable to receive vaccines and are at risk if exposed to infectious diseases when their immune systems are weakest.

People with weakened immune systems need the help of others for protection.

Our immunization rates are now dangerously low.

For public and private schools in Santa Barbara County, vaccination rates are as low as 50 percent.

Whooping cough and chickenpox have appeared in our community during the last year.

> Vaccine safety is closely monitored.

If you are a parent of a young child, chances are you were vaccinated.

There is no link between autism and vaccination.

Most side effects are minor, including tenderness at injection site and low fever.

Delaying vaccines or spacing them out is not beneficial.

It increases the time children will be susceptible to serious diseases.

Extra appointments and shots create extra stress for a child.

Being fully vaccinated with all recommended doses is critical to providing immunity.

Getting the vaccines is safer than getting the disease.

Two in a thousand people who get measles will die from the disease.

One in a million will have a severe allergic reaction from the vaccine.

> Talk to your doctor or your school nurse.

Ask questions.

Not all online sources are verified — anything can be posted and presented as factual.

Get information from credible, scientifically valid sources.

> Strive for 95.

Let's protect each other.

We're all in this together.

TTENT

The mission of the Strive for 95 Coalition is to rebuild our community's immunity to at least 95%, offering protection from vaccinepreventable contagious diseases to all community members — including healthy children and those with weakened immune systems.











COMMUNITY BENEFIT AND OUTREACH PROGRAMS

Cottage Health is a not-for-profit organization which belongs to the community it serves. In 2014, we provided more than \$157 million of services to benefit the community and assist those most in need.



In 2014, to cover shortfalls and wellness programs, Cottage provided more than \$157 million of services for the benefit of the community.

\$8.4 million in Charity Care
\$132.6 million in Government Underpayment
\$4.5 million in Health Education & Research
\$11.5 million in Benefits for Vulnerable Populations and the Broader Community

Programs Include:

HEART HEALTH FAIR

The Heart Health Fair provides education and screenings related to maintaining cardiac health in addition to preventing stroke and diabetes. In 2014, more than 650 people took advantage of low-cost blood chemistry panels, and more than two-thirds were pre-diabetic or diabetic according to A1C results. Approximately 75% of attendees did not have health insurance.

PARISH NURSING

Parish Nursing provides service to community members at a variety of faith communities and congregations in addition to social service providers, such as senior housing facilities and homeless clinics. Nurses provide health assessments such as glucose and blood pressure checks, basic wound care, education, referrals, screenings, and vaccinations. In 2014, more than 14,000 community members were served.

COAST CAREGIVER RESOURCE CENTER

Coast Caregiver Resource Center supports family and other unpaid caregivers of adults with cognitive disorders and other disabling conditions. CCRC provides counseling, long-term care planning, educational programs, support groups, advocacy, legal consultations, and respite care. Nearly 640 people received assistance in 2014.

COMMUNITY CASE MANAGEMENT

Our Case Management team identified an opportunity to help high-risk patients who frequently use the Emergency Department. They saw that helping chronically ill patients with limited resources meet post-discharge challenges could reduce their health risk — many of these patients had no one to help them get prescriptions or schedule follow-up physician visits. Case manager nurses now provide weekly home visits for up to a year, if needed, to assist with medications, support for daily living and ongoing primary care appointments. The program has demonstrated success in reducing readmissions, reducing per capita health care costs for our population, and improving the patient experience. In 2014, 25 patients were assisted through the program.

Opening the new Goleta Valley Cottage Hospital

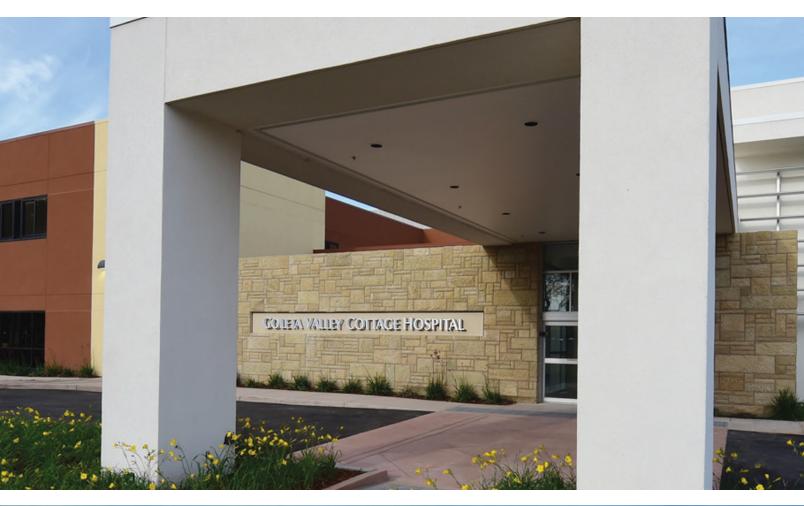




COMMUNITY CELEBRATIONS

Goleta Valley Cottage Hospital celebrated the opening of its new inpatient care facilities, replaced to comply with State seismic legislation put in place after the Northridge earthquake. With an estimated cost of \$126 million, and with no federal or state funding to support the required rebuilding, Cottage reached out to the community. The community responded with strong support during a fundraising campaign to build a new Goleta Valley Cottage Hospital. The new hospital's healing environment features all private inpatient rooms and expanded services: more than doubling the size of the Emergency Department for a total of 20 treatment rooms (compared to eight previously), The Ridley-Tree Center for Wound Management with four hyperbaric chambers (up from two), six surgical suites (up from four), and the Cottage Center for Orthopedics and the Oral and Maxillofacial Surgery Program. A new Medical Office Building will open in early 2016.

The hospital's architectural design is representative of the Goleta Valley area and is both patient- and family-friendly. Visitors can enjoy a new Healing Arts program featuring 280 pieces of art created by Central Coast artists, including the painting below by Hank Pitcher, displayed in the main lobby entrance.



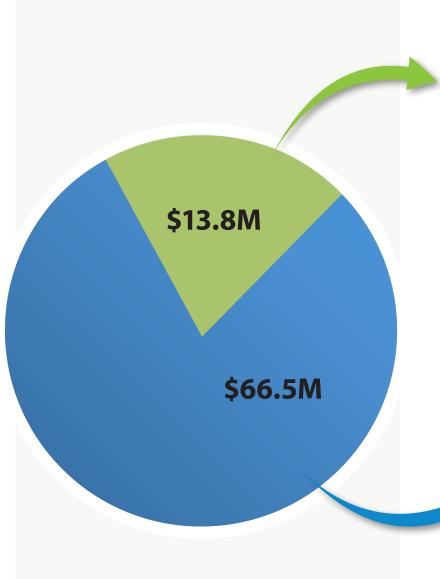


FINANCIAL RESPONSIBILITY

Figures for January through December, 2014 (in millions)

TOTAL AVAILABLE FOR REINVESTMENT	\$80.3
NET INVESTMENT INCOME	+ 16.3
OPERATING MARGIN	= 64.0
REVENUE EXPENSES	\$733.5 - 669.5

Net revenues of \$80.3 million were reinvested in our hospitals for construction and seismic retrofitting, new technology and state-of-the-art equipment.





\$13.8 million for new technology and information systems



\$66.5 million for new hospital construction and seismic retrofitting

Our not-for-profit mission

Cottage Health is a private, not-for-profit community organization. Our sole purpose is to provide outstanding medical care to the communities we serve.

Together our hospitals — in Santa Barbara, Goleta, and the Santa Ynez Valley — provide a range and quality of services found only in the best hospitals in the country.

Cottage Health provides the majority of acute care to our region's financially vulnerable population. Government reimbursements do not cover the costs of this care.

A volunteer **Board of Directors** from the community provides strategic direction and fiscal management for Cottage Health. These women and men are not paid for this service, and they contribute generously to support our hospitals.

Because there is no Santa Barbara County public hospital, Cottage Health also provides the great majority of acute care to our region's financially vulnerable population, for which reimbursement does not cover our costs. These programs go beyond the legal requirements for providing emergency care and include our growing commitment to provide medically necessary but non-emergent services to patients who can't afford to pay for the hospital care they need. This **Community Service Program** last year provided free or reduced-cost care to 1,248 patients. We thank the volunteer physicians who review these cases for patients in need, the physicians who provide their services to these patients at no or reduced charges, and the physicians in our graduate medical education program who help staff the ambulatory care facility at the Santa Barbara County Public Health Department, providing a valuable service to vulnerable members of our community.

COTTAGE HEALTH BY THE NUMBERS -----2014 -----

Patients admitted	19,954	
Medicare, including HMOs for seniors	43%	
HMO/PPO (private insurance)	32%	
• Medi-Cal	20%	
Charity and Self-Pay	5%	
Days of inpatient care	98,480	
Number of surgeries	14,193	
Babies delivered	2,398	
Emergency department visits	71,775	
Outpatient visits	117,653	
Employees (full-time equivalents)	2,902	
Volunteers	1,000+	
Volunteer hours 1	00,000+	
Medical staff physicians	702	
Physicians in residency programs	57	

Generosity from the community helps Cottage to fulfill its mission each year. Please see pages 19–34 for a list of donors to our Foundations.

COTTAGE HEALTH DESIGNATIONS AND AWARDS

A Year in Review...

COTTAGE REHABILITATION HOSPITAL

Accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) in Brain Injury Specialty Programs, Comprehensive Integrated Inpatient Rehabilitation Programs, and Stroke Specialty Programs.

HEART

Cardiac (STEMI) Receiving Center, Santa Barbara Cottage Hospital

Blue Distinction Center for Cardiac Care, from Blue Shield of California

IMAGING

ACR-accredited for CT, MRI, Ultrasound, Mammography, and Lung Cancer Screening

NEUROSCIENCES

Primary Stroke Center Certification from The Joint Commission

ORTHOPEDICS

Joint Commission Gold Seal of Approval Certification for Hip and Knee Surgery

Blue Distinction Center for Knee and Hip Replacement, from Blue Shield of California

SANTA BARBARA COTTAGE HOSPITAL

Recognized by the American College of Surgeons National Surgical Quality Improvement Program (NSQIP) as a participating hospital achieving meritorious

outcomes for surgical patient care

Named as one of the Top 20 Most Beautiful Hospitals in the U.S. by Soliant Health

Healthcare Design Magazine, Citation of Merit

SANTA YNEZ VALLEY COTTAGE HOSPITAL

Top 20 Best Practice Critical Access Hospital for Patient Satisfaction

WORKPLACE

Modern Healthcare Top 100 Best Places to Work, 2014

American Heart Association Fit-Friendly Worksite Platinum Achievement (highest level), 2009–2014

WOUND CARE MANAGEMENT, GOLETA VALLEY COTTAGE HOSPITAL

Joint Commission Gold Seal of Approval Certification for Wound Care and Treatment

Center of Distinction Award and 2015 Center of Excellence Award





86–91% OF PATIENTS SAY THEY WOULD **DEFINITELY RECOMMEND** ONE OF OUR HOSPITALS, COMPARED TO NATIONAL AND STATE BENCHMARKS OF 72%.



ALICE KECK PARK SOCIETY



Through The Alice Keck Park Society, Cottage is honored to recognize individuals and organizations who continue Mrs. Park's legacy, with their generous commitments at the level of \$1 million and above in support of one or more hospitals within Cottage Health.

\$10 million or more

Lord Paul* and Lady Leslie Ridley-Tree The Wood-Claeyssens Foundation

\$5 million or more

Mr. and Mrs. Stephen A. Haselton Mr.* and Mrs. J. Jerry Inskeep Jr. Mr. and Mrs. Stewart MacDougall

Orfalea Foundation St. Francis Foundation of Santa Barbara

\$2.5 million or more

The Gary M. Hock Family Mrs. Lila M. Kommerstad Mr.* and Mrs. John Lea

Brittingham Family Foundation Ann Jackson Family Foundation The McAlister Family Mericos Foundation

SAGE Publications

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CKE Restaurants, Inc. Costco Anonymous

*deceased



Cottage is honored to recognize members of the Cottage Founders Society. Listed here are donors who have made contributions of \$50,000 or more from January 1, 2004 through December 31, 2014.

PLATINUM

\$10 million or more

Lord Paul* and Lady Leslie Ridley-Tree**

The Wood-Claeyssens Foundation**

\$5 million or more

Mr. and Mrs. Stephen A. Haselton Mr.* and Mrs. J. Jerry Inskeep Jr. Mr. and Mrs. Stewart MacDougall

Orfalea Foundation St. Francis Foundation of Santa Barbara

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Brittingham Family Foundation Ann Jackson Family Foundation** The McAlister Family

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Mr. and Mrs. Fred Lukas

Cavalletto Charities Henry E. and Lola Monroe Foundation The Samuel B. and Margaret C. Mosher Foundation Santa Barbara Foundation Santa Ynez Band of Chumash Indians Alice Tweed Tuohy Foundation** Volentine Family Foundation The Oprah Winfrey Foundation

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GOLD PREMIUM \$500,000 – \$999,999

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Anonymous (2)

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Anesthesia Medical Group of Santa Barbara, Inc. Santa Barbara Radiology Medical Group, Inc.

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PAGE 24		
PAGE 28		
PAGE 30		
PAGE 32		



Special guests at the 2015 Tiara Ball included (from left) LaMont, Eli and Shelley Knight, Pamela and Mike Vogel, Cathy Oehler and Richard Strasburg. See their stories on cottagehealth.org -- click on our YouTube channel.

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Donald M. Anderson Lois Ashbrook Pete Diamond Merland H.Gerberding Harriet C. Graham Winifred Hajic Ken Kurozumi Jean Thompson Leonard Hugh Marsh Julian Melendez Rodney James Shull Julian Smith Joan F. Sullivan Roger Vignocchi Libby Whaley In addition to the services they provide to Cottage Health, these employees have made another kind of contribution—philanthropic support for a variety of clinical initiatives and programs that sustain Cottage's vision for the future. The following list recognizes Cottage employees who gave back to Cottage Health in 2014. See our employees' stories at **lifewhereyouloveit.org**.

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