

Simi Valley Hospital

 **Adventist Health**

2011 Social Responsibility Report





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The mission of Simi Valley Hospital is to demonstrate God’s love by providing exceptional service and quality care to meet the physical, mental and spiritual needs of our community.

A Message From Our President and CEO



Simi Valley Hospital’s mission to serve the residents of Simi Valley, Moorpark and the surrounding communities is as longstanding as the hospital itself. It is a commitment that forms the foundation on which the hospital was built. J.O. Jones, MD, the pioneering physician who led the effort in the early 1960s to build a hospital in our community, was driven by his desire to help local patients, who at that time had to leave town whenever they needed hospital services.

One of the most tangible expressions of that renewed commitment is our investment in the largest construction and renovation effort in the history of Simi Valley Hospital. In May 2008, we opened our \$75-million, 146,000-square-foot Patient Care Tower. The following year, we added a 7,000-square-foot main entrance and lobby building, and we are now embarking on a \$41-million effort that will result in an expanded Emergency Department, our community’s first-ever cardiac catheterization lab and a range of other enhanced services.

Yet our new facilities tell only part of the story of Simi Valley Hospital’s renewed efforts to earn the trust of our community. We are also moving toward a fully electronic medical record, stepping up our recruiting of physician specialists, investing in the skills and education of our staff and improving our ability to meet the needs of our stakeholders in many other ways. In short, we are undertaking a total transformation of Simi Valley Hospital. Our objective is to be a relevant and essential component of our community.

Dr. Jones and a group of civic-minded residents successfully lobbied the Southern California Conference of Seventh-day Adventists to bring a much-needed hospital to the small towns of Simi and Santa Susana—which later combined to form the city of Simi Valley. That first hospital building was dedicated in August 1965 to serve our community, and the commitment has remained ever since.

As a result, we have adopted a social responsibility vision and platform that is aligned with our growth strategy. A social responsibility committee coordinates and implements our approach and helps us develop goals to gauge our progress and continue to grow as an organization.

We recognize that, while the mission of Simi Valley Hospital has always been focused on our community, we have sometimes fallen short of meeting the expectations and the needs of the people we serve. As the region grew from small towns to suburban centers, Simi Valley Hospital did not always keep up with the pace of growth. As a result, we lost a portion of the good faith our community had for so long placed in us.

We believe we have made substantial headway toward becoming a socially responsible organization. We will share the highlights of our achievements in this report. Throughout this process, our commitment is to be transparent, in terms of both our progress and our challenges. In addition, we will continue to keep you, our stakeholders, informed on a timely basis as we move forward toward making Simi Valley Hospital your first choice for quality care in east Ventura County and beyond.

I am pleased and grateful to report that—thanks to a great amount of hard work from our local and corporate leadership, and from our staff, physicians, volunteers and boards—Simi Valley Hospital is enjoying a renaissance of support from the communities we serve. According to a consumer perception study in mid-2010, local residents have noticed Simi Valley Hospital’s quality improvement efforts and are pleased with the results. The survey showed that, since the last study in 2006, perception of quality at the hospital has risen significantly in many of the categories that are measured.

Every day, we are striving to earn the trust of our stakeholders—the people who rely on our hospital.

Darwin Remboldt

President and CEO
Simi Valley Hospital



An Overview of Simi Valley Hospital

Simi Valley Hospital was founded in August 1965 through a grassroots community effort to bring a hospital to our area of the Conejo Valley. From our founding, we have been affiliated with the Seventh-day Adventist Church. Today, we are part of Roseville, California-based Adventist Health, which operates 17 hospitals—as well as clinics, outpatient facilities, home care agencies and joint-venture retirement centers—throughout California, Oregon, Washington and Hawaii.

Our Mission

To demonstrate God's love by providing exceptional service and quality care to meet the physical, mental and spiritual needs of our community.

Our Values

- **Compassion**—We demonstrate empathy and kindness to every person, while providing medical care to alleviate his or her fear, pain and suffering.
- **Excellence**—We strive to provide a level of excellence in service that meets our customers' expectations.
- **Integrity**—We conduct our business with integrity, fairness and accountability.
- **Respect**—We appreciate and respect the diversity of our patients, employees, physicians, volunteers, business colleagues, visitors and all others who interact with us.

Our Vision

Simi Valley Hospital will be our community's hospital of choice, providing high-quality care within the scope of services appropriate to the needs of the people we serve.

Key Statistics for 2010

188
licensed beds

916
employees (total)

320
non-clinical employees

249
physicians

596
clinical employees

198
volunteers (adults and students)

Simi Valley Hospital's Approach to Social Responsibility

From the day we opened our doors in 1965, Simi Valley Hospital's fundamental mission has been to provide exceptional service and quality care that meets the physical, mental and spiritual needs of the communities we serve. At times, though, we have missed opportunities to respond to the changing needs of our city. We have learned that adopting the discipline of social responsibility can help us focus on the key aspects of our organization that meet the true health care needs of the people we serve.

It is only natural, then, that as a part of an effort to renew our commitment to our community, we would incorporate the principles of social responsibility into our strategic plan. We recognize the importance of doing business in a socially responsible manner while engaging both our community and our own internal stakeholders in this process. As a result, we have made social responsibility a key part of the mission and community section of our strategic plan.

Social Responsibility Committee

Simi Valley Hospital's social responsibility efforts are developed and guided by a social responsibility committee made up of director-level employees from throughout the organization. The hospital's director of marketing and communication chairs the committee, which has a direct reporting relationship with Simi Valley Hospital's president and CEO.

In 2010, the social responsibility committee provided guidance and oversight to several initiatives, including:

- The growth and development of the hospital's Green Team, which had formed the year before to address environmental conservation, recycling and sustainability at the hospital.
- Community support and involvement, including:
 - o Scrubs, a program that encourages employees to volunteer in specific community activities and organizations.
 - o An effort to share the expertise of the hospital's department directors and other leaders with community organizations.
 - o Sponsorship of local events throughout the year.

These initiatives are covered in greater detail elsewhere in this report.

Ethics and Compliance

Simi Valley Hospital is fully committed to acting in an ethical and legally compliant manner in all aspects of our operation. To help ensure this, we follow these practices:

- All new employees are required to read and sign a code of conduct statement.
- The hospital's board of directors sign a statement of confidentiality and, yearly, a conflict of interest document.
- Both Simi Valley Hospital and our parent corporation, Adventist Health, have a formalized method for employees, volunteers and physicians to ask questions about compliance and report compliance concerns. This includes local and corporate compliance officers, forms for written submissions and a toll-free hotline maintained by the corporate office.
- Internal corporate office staff and an external third party review financial records yearly.

Communicating With Stakeholders

At Simi Valley Hospital, social responsibility efforts are focused on four key stakeholders—our patients, physicians, workforce and community—as well as our commitment to environmental conservation and sustainability.

Socially responsible organizations are transparent and open in their communication, and they stay in touch with their stakeholders through an ongoing dialogue. To fulfill that requirement at Simi Valley Hospital, we are committed to following up regularly on our progress toward the goals we will lay out in this report.



Our Top Priority: Quality Care

In the past, community residents have reported choosing Simi Valley Hospital primarily because of its convenient location. While access to care is certainly a characteristic we value, we are also committed to making Simi Valley Hospital a place where patients choose to come because of the quality of our medical services.

In every encounter with every patient at Simi Valley Hospital, our focus is on achieving the highest level of clinical quality and safety. Ultimately, it is the quality of care and a safe environment that best serve our patients and our community.

Our standards for clinical quality flow from the evidence-based best practices of medical facilities nationwide. These best-practice guidelines are designed to minimize variation in our clinical processes and improve outcomes for our patients.

Quality Initiatives at Simi Valley Hospital

The following are highlights of our quality initiatives.

CMS Core Measures

One of the ways we set a standard for clinical quality at Simi Valley Hospital is by employing a group of best-practice indicators—proven actions that help to ensure a consistently good outcome for patients—endorsed by the Centers for Medicare and Medicaid Services (CMS). Each of these actions is measurable, which gives us a means to track our success in applying the actions in our patient care. For instance, we record the percentage of heart attack patients who receive an aspirin in a timely manner.

At Simi Valley Hospital, we focus on four areas identified by the CMS: acute myocardial infarction (heart attack), heart failure, community-acquired pneumonia and the Surgical Care Improvement Project. We carefully measure our rate of implementation of best practice indicators for each of these areas and compare them with the performance of other hospitals throughout the country in order to make improvements in our care.

Results: For purposes of measurement and goal-setting, we combine the three main core measures of acute myocardial infarction, heart failure and pneumonia into a single composite score. In 2010, we achieved an 89 percent implementation rate of the core measure indicators. Our goal for 2011 is to increase that rate to 93 percent.

In the same manner, the purpose of the Surgical Care Improvement Project is to intentionally and systemically use best practices for patients who undergo surgery at Simi Valley Hospital. Studies have shown that by implementing these proven actions and techniques at the right time, we can reduce the risk of complications such as wound infection and blood clots.

For example, one of the best practices we employ is to give patients a dose of a prophylactic antibiotic in the hour before the surgeon makes the first incision. This is meant to prevent bacterial growth in the area of the incision. We keep track of our success in accomplishing this goal and use that information to make improvements whenever needed.

Emergency Department Collaborative

The goal of this project, in place at all Adventist Health hospitals, is to ensure superior quality in our Emergency Department (ED). Specifically, the effort focuses on patient flow (wait times, the length of time from arrival at the ED to being admitted, various patient care processes and so forth), patient satisfaction, and quality of care related to our CMS core measures (see page 6), such as acute myocardial infarction and community-acquired pneumonia.

Results: From October 2009—when we began to address patient throughput in earnest—to November 2010, we have experienced a significant drop in the average time patients have to spend in the Simi Valley Hospital Emergency Department. The change was particularly noticeable among patients who were stabilized in the Emergency Department then admitted to the main hospital. The chart below summarizes the drop in length of visit.

Emergency Department Collaborative Results

Patient Destination	Average October 2009	Average November 2010	Improvement
Discharged	3 hours, 14 minutes	2 hours, 25 minutes	49 minutes less
Admitted	6 hours, 43 minutes	5 hours, 9 minutes	1 hour, 34 minutes less
Transferred*	3 hours, 53 minutes	3 hours, 32 minutes	21 minutes less

*Patient transfer time is dependent in large part on how much time it takes for the destination facility to respond.

Pressure Ulcer Campaign

In conjunction with Adventist Health, Simi Valley Hospital is involved in an effort to reduce pressure ulcers—a breakdown of the skin that occurs when a person remains in a stationary position for an extended amount of time. The goal of the Pressure Ulcer Campaign is to facilitate an interdisciplinary approach to avoiding pressure ulcers, efficiently managing care when they occur and identifying and implementing best practices to reduce the incidence of pressure ulcers.

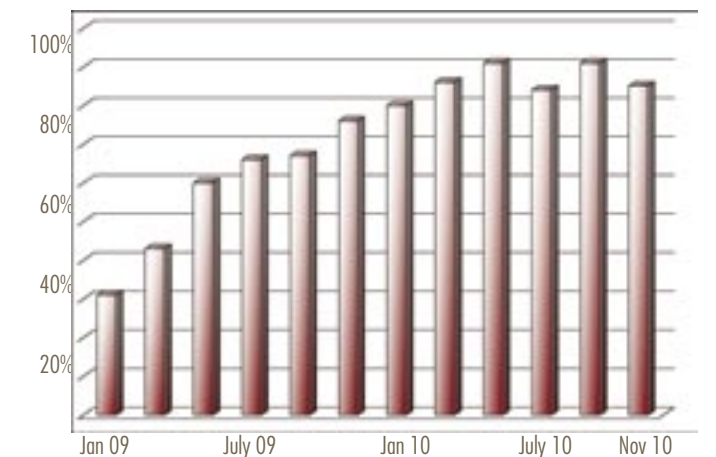
Our pressure ulcer prevention team meets regularly to review practice trends, new products and other measures that will reduce the incidence of pressure ulcers at the hospital.

Results: The rate of pressure ulcers dropped throughout the course of 2010, thanks in large part to education efforts with our staff, as well as patients and their family members and other caregivers. By November

2010, our hospital-acquired pressure ulcer rate was 1.86 percent, which was better than the Adventist Health goal of 2 percent. For 2011, the Adventist Health goal is 1.5 percent.

Hand Hygiene

Hand Hygiene Compliance



Simi Valley Hospital participates in an Adventist Health initiative to increase awareness among staff, physicians, patients and visitors regarding the importance of hand washing and the use of alcohol-based hand sanitizers to reduce the spread of disease. Spearheading this effort are the “Germinators,” staff champions in departments throughout the hospital who help maintain compliance with the hospital’s hand hygiene protocols. In addition, we have installed alcohol gel dispensers in key areas around the facility and have placed signage related

to the topic in various areas of the hospital. We also encourage patients and family members to specifically request that physicians and other caregivers wash their hands in view of the patient or family. We even provide conversation starters on this topic.

Results: Since the Germinator program began in 2009, we have seen a dramatic increase in our hand hygiene compliance. Compliance rates have reached above 90 percent during some months of 2010.

Ventilator-Acquired Pneumonia

We follow the standards of the National Healthcare Safety Network, which is part of the Centers for Disease Control and Prevention (CDC), to monitor and control the incidence of ventilator-acquired pneumonia (VAP) at Simi Valley Hospital.

In 2009, we formed a performance improvement team to address this issue. Following a thorough study of best practices nationwide, as well as a review of practices at Simi Valley Hospital, the team issued a list of recommended actions to reduce VAP among patients at the hospital. This list included changes in education, procedures and practice.

Results: As a result of implementation of the performance improvement team's suggestions, the incidence of VAP at Simi Valley Hospital has dropped dramatically, as the following chart illustrates.

Ventilator-Acquired Pneumonia Rates		
Year	VAPs per 1,000 ventilator days	Actual number of VAPs
2008	6.0	11
2009	4.8	10
2010	0.6	1

Our goal was to achieve the 50th percentile of the National Healthcare Safety Network's standards for VAP. As in the game of golf, the lower the score, the better. So our goal was to be in the lower 50 percent nationwide in terms of the number of incidents of VAP among our patients. That 50th percentile number is 1.6 VAPs per 1,000 ventilator days. In 2010, we did better than even the national recommendations, achieving a VAP rate of only 0.6. In addition, the length of time that patients spend on ventilators at SVH has decreased during the same time period.

Developing a Culture of Safety

To bolster our patient safety efforts, we employ Adventist Health's system-wide approach to assessing and strengthening the culture of safety at our hospital. Part of this approach is our partnership with Duke University Health System staff member Bryan Sexton, Ph.D., on a groundbreaking quality initiative called the Culture of Teamwork and Safety Improvement Process. For this project, front-line staff at Simi Valley Hospital complete a survey to identify specific areas of concern, then Dr. Sexton reviews the survey results and offers insights and recommendations for how to address improvement.

The survey measures staff members' attitudes toward safety in seven areas: teamwork climate, safety climate, job satisfaction, stress recognition, working conditions, perception of hospital management and perception of unit management.

Results: While six of these areas were deemed to be unsatisfactory in the 2008 survey, only three—stress recognition, working conditions and perception of hospital management—remained in that category in the 2009 survey. All of those were within 10 percentage points of clearing the unsatisfactory range of scores. The 2009 survey also revealed that the area of job satisfaction was particularly strong at Simi Valley Hospital. The goal for the next culture of safety survey, which will be conducted in 2011, is to get all departments into the satisfactory zone—specifically, between a 60 percent and 80 percent composite score on the survey.



Recognition for Safety and Quality

Among the ways that Simi Valley Hospital and our departments have been recognized for our safety and quality standards are the following:

- The hospital received full three-year accreditation from The Joint Commission, an independent, not-for-profit organization that is among the most prominent accrediting bodies in the health care industry.
- Our cancer program received a full three-year accreditation from the American College of Surgeons Commission on Cancer following a 2010 review of the program.
- Adventist Health/Home Care Services of Simi Valley Hospital was, for the fifth consecutive year, named among the top 25 percent of home health programs in the nation by OCS, Inc., the nation's leading provider of home care information.
- The hospital's Child Development Center is certified through the California Department of Education to provide outpatient therapy services for children in special education from infancy through high school.
- In addition, the Child Development Center has received numerous awards, including recognition from the Ventura County Down Syndrome Association, the Ventura County Autism Parents Group and the Special Education Advisory Committee for the Simi Valley Unified School District.
- The hospital received national recognition from the U.S. Department of Health and Human Services for its tissue and organ donor program when 75 percent of qualified donors became actual donors.
- The Moorpark Chamber of Commerce named Simi Valley Hospital its 2011 Large Business of the Year. In 2008, the hospital received similar recognition from the Simi Valley Chamber of Commerce.

Goals for 2011

- Raise the CMS core measure composite score* to 93 percent (from 89 percent in 2010).
- Reduce the readmission rate for acute myocardial infarction, heart failure and pneumonia patients from 21 percent in 2010 to 16 percent in 2011.

*Composite score includes acute myocardial infarction, heart failure and community-acquired pneumonia.



A Commitment to Patient Care Excellence

Nothing is more important to us than providing professional and compassionate care to our patients in a safe and nurturing environment. It is our reason for being. All of our activities—clinical, financial, campus improvement, fundraising and more—are focused on providing the best possible experience for our patients and their loved ones. As a faith-based organization, we are committed to whole-person care that emphasizes not just the physical body, but also the mind and the spirit.

Legacy of Care

Our commitment to the health and well-being of our community began on August 3, 1965, when Simi Valley Community Hospital—our original name—officially opened for business. The first patient in our 50-bed facility was admitted the same day to undergo a tonsillectomy. Eight days later, we delivered our first baby.

In the years that followed, we changed our name to Simi Valley Adventist Hospital, and we added to our facilities: an expanded maternity unit in 1969; 95 additional patient rooms and a variety of services—including pediatrics, coronary care, rehabilitation, intensive care and skilled nursing care—in the 1970s; and our Child Development Center for pediatric rehabilitation in 1979.

In 1985, we opened a 64,000-square-foot, three-story addition to the hospital's emergency, radiology, laboratory and surgery services. This was our most significant construction project to date.

Two years later, we acquired the 72-bed Mountain View Medical Center at the corner of Erringer Road and Heywood Street, which became our South Campus. That building housed several services, most notably our Behavioral Health Department, which was permanently closed in 2006. We continue to own the now vacant parcel.

Also in 1987, we became a general partner with the Aspen Center, then purchased that facility in 1990. The building currently houses our Nancy Reagan Breast Center, our outpatient diagnostic imaging services and the Aspen Surgery Center, which is a joint venture with a group of local physicians.

Serving Our Community

Today, Simi Valley Hospital offers a variety of inpatient and outpatient services, including emergency, home health, pediatric rehabilitation, surgery, mammography, gastrointestinal services, radiology and women's services—which includes a maternity center and neonatal intensive care unit.

While our desire as Simi Valley's only general hospital has always been to provide a full range of services to our community, the realities of economics, insurance reimbursement and other issues have forced us to close certain services over the years and to delay the introduction of others. We are well aware that to provide the most comprehensive care to our community, we must offer additional services to meet the needs of our residents.

This has been a challenging and difficult endeavor, but we are certainly making progress. When we opened our \$75-million, four-story Patient Care Tower in 2008, we not only provided our patients with state-of-the-art facilities, but we also debuted the community's first-ever neonatal intensive care unit.

Plans are under way for Simi Valley Hospital's newest investment in the health of our community: the \$41-million Emergency Services & Hospital Expansion Project, which will include the expansion and renovation of the Emergency Department, the addition of Simi Valley's first-ever cardiac catheterization lab, the construction of a new surgical suite and a new GI laboratory, and other renovations and equipment.

As we address these needs for facilities and services, we are also working to help all patients—including those who are uninsured or underinsured—access essential medical care.

Creating an Outstanding Experience

While patient safety is our top priority, we are also committed

to creating an environment in which patients are comfortable and feel that they are being well cared for. Among several initiatives at the hospital to accomplish this goal is our hourly rounding program, which began in 2010 on our Medical/Surgical South Unit. Nurses visit every patient on the unit once an hour, focusing on "the four Ps"—positioning, personal needs (such as bathroom use), pain and proximity of personal items, including call lights.

Our goal in 2011 is to expand this program into other patient care units.

Gauging Patient Satisfaction

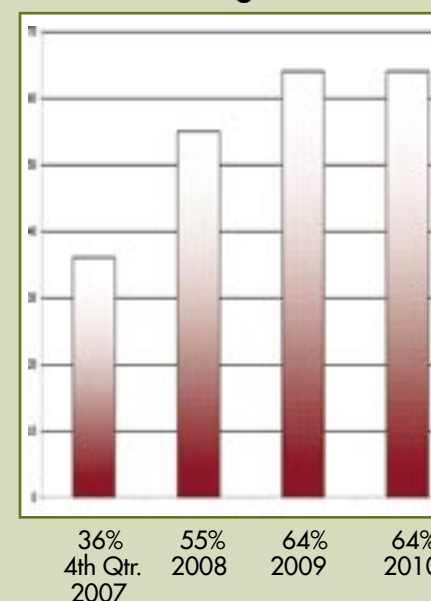
We value feedback from our patients in order to measure the success of our improvement efforts and to determine if we are meeting the health care needs of our community. For that reason, we retain the services of a nationally known survey organization to conduct ongoing telephone interviews with recently discharged patients. Specially trained surveyors ask patients questions about the physical and spiritual care they received, the quality of the hospital's services and their likelihood to recommend the hospital to friends and family members.

Over the past two years, our overall rating of care from former patients has risen steadily, as has their reported likelihood to recommend Simi Valley Hospital to others. In fact, our scores have remained virtually steady or have increased in all areas of the survey. (See the graphs below.)

Goals for 2011

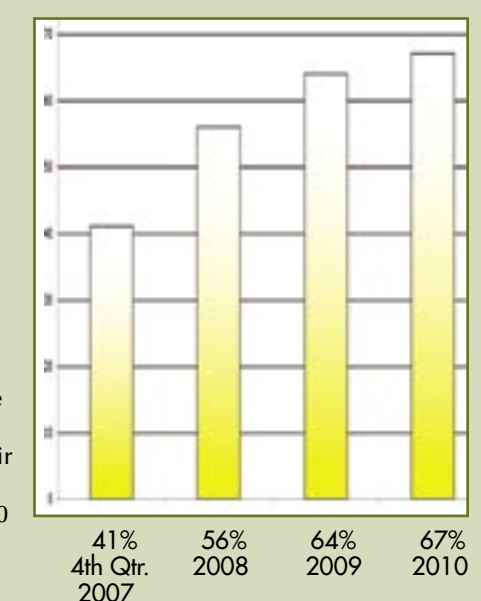
- Reduce the rate of patient falls from 3.2 percent per 1,000 patient days in 2010 to 3 percent per 1,000 patient days in 2011.
- Increase patient satisfaction survey "likely to recommend Simi Valley Hospital to a family member" rate of 67 percent in 2010 to 75 percent in 2011.

Overall Rating of Care



Patients who have recently been discharged from Simi Valley Hospital are increasingly enthusiastic about the overall care they received at the hospital. The graph at left illustrates the rise in scores from the end of 2007 through the end of 2010. The number represents the percentage of former patients who rated their overall care at Simi Valley Hospital a 9 or 10 on a scale of 1 to 10.

Likelihood to Recommend



One of the best indicators of satisfaction is a patient's likelihood to recommend Simi Valley Hospital to a family member. The graph at left demonstrates a clear rise in scores in the past few years. The number represents the percentage of recently discharged patients who said they would definitely recommend Simi Valley Hospital to a family member.



Partnering With Physicians for Outstanding Medical Services

Talented, passionate and forward-thinking physicians are essential to the success of every service we offer at Simi Valley Hospital. We depend upon the 249 local physicians who have admitting privileges at Simi Valley Hospital to send their patients to us for inpatient and outpatient care, and we value our partnership with them in our shared goal to provide quality care to the residents of our community.

For a period of time in our recent history, some local physicians became disenchanted with Simi Valley Hospital and, as a result, reduced their referrals to us. However, with a renewed commitment to our medical staff and significant improvements in the way we interact with them, our relationships are now stronger than ever.

Increasing Physician Involvement

In the past, one of the most common complaints from physicians was that the leadership of Simi Valley Hospital did not listen to their needs. They felt that they had no voice in decisions that affected them and their patients, and they reported that they were often the last to know about developments at the hospital.

Over the course of several months, we put forth an intentional effort to change that perception. One key change was to increase the frequency of our physician perception survey from every three years to every year. This action not only enabled us to address the concerns of our medical staff more quickly, but it also provided valuable insights into other potential improvements.

The following are highlights of other changes we have implemented in order to enhance our partnership with our medical staff.

Director of Physician Development

In October 2008, we hired a director of physician development to help doctors associated with Simi Valley Hospital build their practices in the community and to strengthen medical staff relationships with the hospital.

For example, the director has initiated two related programs that have increased exposure of members of the medical staff in our community: House Call, a forum for physicians to provide health education on timely topics via lectures to members of the community at large, and a similar program focused on the clientele of the Simi Valley Senior Center. In 2011, we will expand the lecture series to include the Moorpark Active Adult Center.

Investment in New Equipment

In the past two years, we have purchased more than \$2 million worth of equipment for services throughout Simi Valley Hospital. This equipment represents the latest advances in technology, bringing new levels of effectiveness to procedures and treatments for a wide variety of diseases and conditions.

Medical Staff Development Committee

Composed of members of the hospital's governing board, foundation board, hospital and community leaders and medical staff, this committee helps to determine our community's greatest needs in terms of medical specialties and then how to best allocate available recruitment funds to add to the pool of talented physicians in our area.

Communication

In a physician perception survey in early 2010, our medical staff told us that they wanted to receive more frequent communication from hospital leadership and be apprised of hospital news on a more timely basis. As a result, we have increased the frequency of *Physician Staff Chronicle*, the hospital's newsletter for our medical staff, from three or four times a year to every other month. The newsletter is part of a multifaceted approach to communication with our medical staff, which also includes all-staff meetings, memos, faxed bulletins on timely topics and other tools.

Medical Staff Participation

We engage our medical staff in a variety of other ways, including the following examples.

Board Membership

Our medical staff members have a unique perspective on Simi Valley Hospital and our community. Their ideas and opinions, combined with those of leadership from our corporate office, our hospital and our community, give a well-rounded perspective on the programs and services that Simi Valley Hospital offers, as well as the way in which we operate our business. As a result, we intentionally recruit physicians to serve on our governing and foundation boards.

Strategic and Campus Planning

We include members of our medical staff in annual hospital-wide strategic planning sessions. Physicians provide their input on both our following year's goals and long-range goals. Physicians have also been called on to serve on committees and provide feedback in other ways regarding the hospital's new facilities.

Medical Staff Resource Committee

This committee, made up of physicians, has three primary purposes: to provide quick response to concerns raised by either hospital-based or community-based members of the medical staff, to answer medical staff questions about health care laws and policies, and to serve as a sounding board for conflicts between physicians, disputes among partners in practice groups, and individual physicians with professional or personal issues—including addictions and behavioral issues.

In 2010, the committee also began partnering with the medical staff's In-House Physician Oversight Committee, which surveys physicians every quarter to ensure quality service from the hospital's contracted physicians (such as anesthesiologists, emergency physicians, hospitalists and others).

Office Managers' Breakfast

Every quarter, we host a breakfast meeting for the office managers of all of our medical staff members' practices. In addition to networking opportunities and a meal, we provide education on topics of general interest to medical practices, as well as specific information that helps physician offices more efficiently and effectively work with Simi Valley Hospital. Our director of physician development leads this effort.

Perceptions Rising

Our efforts to enhance our partnership with the hospital's medical staff have had a measurable impact. Recent physician perception surveys show a considerable rise in the favorable ratings of medical staff regarding a number of aspects of the hospital.

For example, a February 2010 survey showed that in the category Physicians' Perception of Quality of Care, the ranking of "excellent" rose nearly 11 percentage points from the previous survey, and in the category Physicians' Perception of Simi Valley Hospital as a Place to Practice Medicine, the ranking of "excellent" rose nearly seven percentage points.

These results are particularly significant for the hospital's executive team because, statistically, the factor that most influenced physician responses in those two categories is their perception of the hospital administration. This represents a significant shift in the way our medical staff views its connection with hospital leadership.

We are determined to find even more ways to bring physicians alongside the hospital as partners in service to our community. After all, we ultimately share the same goal of providing professional and high-quality health care to our community.



Creating an Exceptional Workplace for Our Employees

Our employees influence patients' and visitors' perceptions of quality at Simi Valley Hospital more than any other group. For that reason, we strive to attract and retain the best employees—men and women who are skilled in their areas of expertise and dedicated to providing quality, compassionate care to our patients and their loved ones.

We are fortunate to be located in a region with a strong sense of community. Though large in population, Simi Valley, Moorpark and the surrounding areas possess the hometown feel of a much smaller city. Many of our employees seek to work at Simi Valley Hospital in order to serve their family, neighbors and friends. As a result, we have a relatively stable workforce with a low turnover rate of 9.1 percent in 2010.

Even with a loyal workforce, we do not take for granted our role as an employer. We are proud of our staff, and we are dedicated to providing them with an outstanding workplace, competitive salaries and good benefits.

Support for Job Excellence

Simi Valley Hospital employs 916 staff members—596 in clinical areas, such as nursing, therapy, pharmacy and laboratory; and 320 in non-clinical areas, such as admitting, patient financial services, administration and food and nutrition.

With such a large and diverse workforce, we must constantly be vigilant to offer the support our employees need to do their jobs effectively and to provide our patients and visitors with high-quality care. The following are highlights of the actions we take to ensure that Simi Valley Hospital serves our community with a well-functioning and satisfied workforce.

Fair Compensation

Without fail, pay is at or near the top of the list of the most important aspects of employment at Simi Valley Hospital whenever we hear—formally or informally—from our staff. We address this critical issue in several ways. For instance, every employee has an opportunity to receive a yearly merit wage increase. In addition, we perform a wage study in our market each year and adjust pay ranges accordingly.

Employee Concerns and Compliance Reporting

We are committed to guaranteeing our employees an environment in which they can engage in an open and safe dialogue on topics that concern them. Our leadership and executive teams maintain an open-door policy and take the time to listen to any employee with issues related to his or her job requirements, co-workers, personal circumstances that affect job performance, and so forth.

In addition, through Adventist Health, we have a formal structure and process for employees to confidentially report compliance violations by any employee, physician or community volunteer, as well as anyone else connected with Simi Valley Hospital. That process includes local officers for compliance, privacy and security, a corporate compliance officer, a compliance report form and a toll-free compliance hotline managed by our corporate office in Roseville, California.

Employee Growth and Development

We recognize the value to both employees and our organization of education and other opportunities for career growth. Our Education Department offers ongoing classes for certification and recertification of clinical skills. Many of these classes satisfy professional licensing and certification requirements for continuing education.

In addition, we hold a yearly Competency Faire, in which all employees—clinical and non-clinical—as well as volunteers, can complete required learning and testing activities in a single visit to an onsite venue.

Because we value education and believe that a well-educated workforce is one of our greatest assets, we also offer a tuition reimbursement program, as well as a professional certification bonus.

Employee Recognition

We value employees who go beyond the basic requirements of their job descriptions to serve patients, visitors and co-workers in extraordinary ways. To reward and encourage that higher commitment to service, we have three formal recognition programs.



The hospital's CARE (Communication, Attitude, Respect, Excellence) program has two main elements. First, the CARE committee, composed of a panel of hospital directors, chooses an employee of the month from among staff members who have been nominated by their supervisors and/or peers. Each year, the committee also selects one employee of the year from among the monthly winners.

Employees of the month each receive an engraved paperweight, a \$100 gift card to the Simi Valley Town Center Mall and a designated parking spot for the month. The employee of the year receives an engraved crystal keepsake and a cash gift. All winners are featured in the employee newsletter.

The CARE program also highlights customer service excellence from a broader perspective. Patients, visitors, staff, physicians, volunteers and others may fill out a CARE card to thank any hospital employee or department for a job well done. Those cards are forwarded to the respective director or manager for special recognition.

Finally, our Bright Ideas program rewards employees and volunteers for their insights and suggestions about ways to make improvements that benefit patients and staff, as well as the overall operation of the hospital. Cost-saving suggestions earn five percent of the projected annual savings, up to \$1,000 for employees and \$600 for volunteers. Winners whose ideas do not involve financial savings for the hospital are rewarded with a \$25 check.



Communication

Our employees have told us informally and formally that they desire and appreciate frequent communication on issues that affect their work life. We use a wide variety of tools to stay in contact with staff members. Among them are:

- *Connect*, our dedicated intranet website, which contains news, event details, human resources information and forms, and other employee-centered content.
- *The Daily Huddle*, a memo sent to all departments every Monday morning, which contains a pertinent topic for staff members to discuss during the week ahead.
- *Progress Notes*, our employee newsletter, which we publish every two weeks. This newsletter relates information on new programs and services, new and updated policies, relevant news from our corporate headquarters and sister hospitals, employee achievements and recognition, spiritual support and so forth.

Gauging Employee Opinions

We are fully committed to providing an excellent workplace for all employees. While we learn much about our employees' needs and concerns through informal means, we rely on the more formalized process of an annual employee perception survey to provide an overall picture of the work climate at Simi Valley Hospital.

Although no one at Simi Valley Hospital has access to individual responses, our executive team and leadership do receive hospital-wide and department-specific reports. Our directors and managers are charged with using that data to create departmental goals that improve performance in any areas that show less than excellent scores.

Achieving those goals is intended not only to benefit individual departments but, combined with the positive results of goals from other departments, to raise employees' perceptions of the overall work environment at Simi Valley Hospital.

Over the past several years, we have been pleased to see a significant rise in scores throughout the various categories surveyed. The category Simi Valley Hospital as a Place to Work is particularly important to us, since it has the greatest impact on all of the other topics the survey covers and, as a result, gives us the best overall indication of employee satisfaction.

As in other categories, scores in this category have been on an upward trend. In the 2008 survey, 54.4 percent of employees who took part in the survey rated the hospital as either an excellent or very good place to work. By 2009, that number had risen dramatically—to 71.4 percent.

Encouraged by the strong increase in our staff's opinion of their workplace, we set a 2010 goal of 35.6 percent "excellent" ratings. Our employees once again exceeded our expectations, giving the hospital a 35.9 percent mark of "excellent" in the 2010 survey. When we combine the ratings of "excellent" with the ratings of "very good," the total rises to 72.9 percent.

Goals for 2011

- In the 2011 employee survey category of Simi Valley Hospital as a Place to Work, achieve a combined "excellent" and "very good" rating of 75 percent.
- Reduce our employee turnover rate to less than 9 percent.

Our employees influence patients' and visitors' perceptions of quality at Simi Valley Hospital more than any other group. For that reason, we strive to attract and retain the best employees—men and women who are skilled in their areas of expertise and dedicated to providing quality, compassionate care to our patients and their loved ones.





Employees in Simi Valley Hospital's Patient Financial Services Department gathered on the Monday before Thanksgiving 2010 to prepare a gift of food items for the local seven-member family they had adopted. Departments and individuals throughout the hospital adopted families for Thanksgiving and Christmas and participated in the annual Toys for Tots program.

Reaching Out to Our Community

Our deep relationship with our community goes all the way back to the mid-1960s—even before there was a Simi Valley Hospital. Frustrated by the absence of a hospital in their community, local physician J.O. Jones, MD, and a handful of area residents worked with the Southern California Conference of Seventh-day Adventists to remedy that problem. Now, 45 years later, a revitalized Simi Valley Hospital is a testament to the lasting strength of community partnerships.

We know that in order to be truly effective in our mission to care for our entire community, we must extend our efforts beyond the walls of our buildings. We take specific steps to gain an understanding of our community's most pressing health care needs, and we make plans and take action to address those needs.

In turn, we work with community partners who use their talent and resources to multiply the effectiveness of our contributions toward caring for the residents of the cities we serve. We value the collaborative relationships we share with local businesses, civic organizations, clubs and individuals. Working together, we are more effective than we could ever be on our own.

Assessing Our Community's Health Needs

As required by law, we conduct a community health needs assessment every three years. The results of the survey help us determine our community benefit plan, which outlines how we will give back to the community in the form of health care and other community services to address unmet community health needs.

The geographical scope of the survey covers the 93063 and 93065 ZIP codes in Simi Valley and the 93021 ZIP code in Moorpark. We gather data for the needs assessment through two sources: targeted interviews with community leaders who represent the broad interests of the residents we serve, and data from local, county and state records.

We conducted our most recent community health needs assessment in 2010. Among the key findings of the survey were:

- The primary chronic diseases among our local population are high cholesterol, heart disease, asthma and tuberculosis.
- More than 1/3 of Ventura County adults are overweight, and 1 in 5 is obese.
- More than 1 in 8 adults and teens smoke.
- More than 1 in 10 adults have experienced mental illness or psychological distress.
- Seniors are not receiving vaccinations for flu and pneumonia at the recommended rates.
- The number of homeless people in Simi Valley is rising.

Tracking and Reporting Our Community Support Efforts

Functioning as a response to the community health needs assessment, our annual community benefits report describes the objectives of our community health activities and reports on the various services we offer to support and improve the health of local residents. We also set objectives and quantify the amount of service we provide. Like the community health needs assessment, the community benefits report is required by law.

In our 2009 community benefits report, we provided a detailed account of the various programs and activities we undertook to address unmet health needs in our area. The following are highlights of that report.

Access to Affordable Medical Services

- We monitor health care utilization patterns and modify our services in response to changes in the way community residents access and use care.
- In 2010, we provided more than \$3.3 million worth of charity care to uninsured or underinsured patients. It is useful to note that our community health needs assessment showed that access to health insurance was not a major barrier for the residents of our service area: 88 percent of the adult population and 94 percent of children and teens have access to health insurance.
- In an effort to bolster our community's ability to serve uninsured and indigent residents, in 2009 Simi Valley Hospital gave the nonprofit Free Clinic of Simi Valley a gift of more than \$55,711 in outpatient imaging and laboratory services at the hospital. That gift rose to more than \$164,547 worth of services in 2010. Partnerships such as these are important to us, since they reach the communities we serve in ways that we would not be able to do so efficiently on our own.
- We provide our community with a range of emergency services, including a paramedic base station in our Emergency Department and a heliport for rapid transport by air. In addition, we partner with the Simi Valley Council on Aging and the Moorpark Active Adult Center to offer Lifeline, a personal emergency system that enables subscribers to summon emergency help at the push of a button they wear. Lifeline is available free of charge to qualifying low-income seniors.
- Our Child Development Center—the only facility of its kind in Ventura County—provides rehabilitation services for developmentally delayed children, as well as an early intervention program for high-risk children.
- Thanks to grants and gifts from the National Breast Cancer Foundation, Brighton accessories company and the Rotary Club of Simi Sunrise, our Nancy Reagan Breast Center provides free mammograms to uninsured and underinsured women in Ventura County.
- We provide a specialized facility for Ventura County Safe Harbor, a multidisciplinary interview and advocacy center for children who are victims of sexual and/or physical abuse and adult victims of sexual assault.

Health Education

- We host free health screenings at various community events, such as the Simi Valley Street Fair and the Simi Valley Senior Center health and wellness fair. Two of our larger events each year are our flu clinic and our prostate cancer screening event.
- More than 54,000 residents in our primary service area receive our quarterly magazine, *Your Health*, which provides information about hospital services, as well as general information about health and wellness.
- We participate in American Cancer Society events, including the annual Relay For Life.
- We offer a free breastfeeding support group for new moms.
- Led by our chaplain, our free grief support groups provide a safe and confidential environment for people who have experienced the loss of a loved one.
- In 2010, we launched two programs in which physician specialists lecture on timely health topics: House Call for the general public, and a lecture series at the Simi Valley Senior Center on topics targeted toward senior health and wellness.

Community Involvement

We partner with a wide variety of organizations to provide support, health education materials, professional and clinical staff and financial assistance for special events and ongoing programs. Our community partnerships in 2010 included:

American Cancer Society
 American Red Cross
 Boys and Girls Club of Moorpark
 Boys and Girls Club of Simi Valley
 Moorpark Chamber of Commerce
 Moorpark Country Days
 Rotary Club of Moorpark
 Rotary Club of Simi Valley

Rotary Club of Simi Sunrise
 Rotary Club of Simi Sunset
 Simi Valley Chamber of Commerce
 Simi Valley Community Foundation
 Simi Valley Education Foundation
 Simi Valley Free Clinic
 Simi Valley Police Foundation
 Simi Valley Senior Center

Other Community Support

- In partnership with the American Red Cross, we sponsor community blood drives throughout the year at the hospital. All blood donated at the drives is returned for use in our community.
- SVH staff members volunteer their time to provide first aid services at community events.
- Members of our medical staff offer their expertise, free of charge, at community health screening events, such as our annual prostate cancer screening.

Encouraging Employee Volunteerism

We believe strongly that community involvement should occur at more than the institutional level. While we are happy to be able to share our broader hospital resources with our partners in the community, we want our employees to experience the sense of service and connection that comes with direct interaction with local service organizations. For that reason, we have developed two opportunities for staff to volunteer their time in the community.

Scrubs

Hospital staff members who join our new Scrubs Employee Volunteer Service Team are reimbursed for one day per year of volunteer work in Simi Valley and Moorpark. Beyond providing community service for a day, the goal of Scrubs is to encourage hospital employees to increase their involvement overall in local organizations that depend on volunteers.

In its first year, 46 employees volunteered a total of 410 hours through the Scrubs program. The services they provided were valued at \$16,663.70. Our goal for 2011 is for 65 Scrubs volunteers to provide community organizations 615 hours of service valued at \$25,000.

Leadership Expertise

We are fortunate to have leaders at Simi Valley Hospital who possess substantial expertise and skills in planning, project management, team building, financial management and other related disciplines. In 2010, we began a program to encourage our directors, managers and other leaders to seek opportunities within our community to assist other nonprofit service organizations. Many have responded to this call and are now lending their talent and support as board and committee members for 21 charity organizations throughout Simi Valley and Moorpark.

Our Community Gives Back

Since its formation in July 2001, the Simi Valley Hospital Foundation has provided donors with a structured and convenient means to give to the hospital. At the same time, the hospital gains an extremely efficient mechanism to keep track of gifts and to recognize those who give to us.

2010 was a banner year for philanthropy at Simi Valley Hospital as our donors provided the largest financial gifts in the hospital's history. The highlight of the year was the announcement of a \$1 million gift from local physicians Kant Tucker, MD, and Irma Harriman, MD. In recognition of their outstanding generosity, our new Emergency Department will be named in their honor.

In addition, 10 pledges totaling \$610,000 comprised the first gifts pledged toward our Emergency Services and Hospital Expansion Project. The donors represented a broad segment of our community, including hospital employees and volunteers, local physicians and medical groups, and community individuals and businesses.



Simi Valley Hospital's team of Scrubs volunteers and their families were among the 330 participants in Arroyo Cleanup day on April 24, 2010.

2010 at a Glance

\$0

cost of Lifeline service for qualifying low-income seniors

\$164,547

gift to the Free Clinic of Simi Valley for outpatient imaging and laboratory services for uninsured and indigent clients

\$0

cost of mammograms for uninsured and underinsured women in Ventura County

410

hours donated by 46 employees in the first year of the Scrubs program

\$16,664

value of those Scrubs services

\$1,757,894

total of money received and gifts pledged to Simi Valley Hospital Foundation

\$3,365,436

charity care to uninsured and underinsured patients

American Cancer Society
 American Red Cross
 Boys and Girls Club of Moorpark
 Boys and Girls Club of Simi Valley
 Moorpark Chamber of Commerce
 Moorpark Country Days
 Rotary Club of Moorpark
 Rotary Club of Simi Valley
 Rotary Club of Simi Sunrise
 Rotary Club of Simi Sunset
 Simi Valley Chamber of Commerce
 Simi Valley Community Foundation
 Simi Valley Education Foundation
 Simi Valley Free Clinic
 Simi Valley Police Foundation
 Simi Valley Senior Center



Going Green at Simi Valley Hospital

An important aspect of social responsibility is using resources wisely. Our commitment to our stakeholders includes an obligation to minimize our impact on the environment through conservation, careful planning for the use of our resources and “green” initiatives. We want to create a legacy of health in our community and a cleaner environment for the generations to come.

Environmental conservation and sustainability is an emerging issue at Simi Valley Hospital, as it is at most hospitals nationwide. While we are just beginning to organize and formalize our environmental policies and activities, we have already made some significant progress. The following are highlights of that progress.

Green Team

Formed in October 2009, our Green Team leads our environmental efforts at Simi Valley Hospital. The group is composed of employees from departments throughout the hospital and is led by the hospital’s director of Environmental Services. The team also includes a representative from Waste Management, the company that is helping Simi Valley Hospital evaluate our conservation needs and options and initiate new recycling and waste reduction efforts.

The Green Team is charged with setting environmental goals for Simi Valley Hospital, spearheading initiatives to reduce the amount of landfill waste the hospital generates and planning for the conservation of natural resources in a variety of other ways.

Recycling

In September 2010, we launched an organization-wide recycling program, with the placement of more than 200 collection containers throughout the hospital. The containers are for mixed-use recycling, which means that employees are not required to sort items by their composition.

The recycling program joins ongoing efforts to collect used batteries and burnt-out fluorescent bulbs. The hospital is also exploring the possibility of recycling used cooking oil from the hospital’s kitchen for use as biodiesel fuel.

Green Construction

Our 146,000-square-foot Patient Care Tower, opened in 2008, was our first opportunity to build with the most current green technology and architectural features. By their nature, hospitals consume large amounts of energy and water, so we sought ways to optimize our use of these natural resources in our new building.

Environmentally friendly features include a reflective roof, energy-efficient lighting fixtures, occupancy sensors that dim lights when no one is in the room, and large windows that fill patient rooms with natural light. These features not only conserve energy, but they provide a more pleasant and healthy environment for our patients, visitors and staff.

In addition, our newest boilers save us \$40,000 a year in energy costs while providing heat and hot water for a wide variety of uses, including sterilization of equipment and food preparation in our kitchen.

Responsible Purchasing

Whenever possible, we choose recyclable and reusable products for use throughout our facility.



Simi Valley Hospital

 **Adventist Health**



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